





*Name of vice-*





Indicators: Chair holder access to institutional resources and development opportunities, as noted by responses to the annual chair holder survey

with the Office of EDI and the Dimensions Pilot Project initiatives. The cross-unit EDI Data Group, newly launched EDI Dashboard, and the suite of EDI surveys planned for 2021-2022 will enhance EDI in the research ecosystem with specific knowledge of each equity-deserving group.

### 1.2.3 Achieving Equity Targets

Objective: We will meet or exceed institutional equity targets and goals by December 2019.

Systemic barriers: The lack of diversity in the academic workforce and lack of equitable pathways for success for members of equity-deserving groups is reflected in, and amplified by, the lack of diversity in CRCs.

Actions:

1.2.3.1 Appointment of three Indigenous chairs: To support our institutional Indigenous Strategy, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates.

1.2.3.2 Internal retention: Three CIHR CRCs have been allocated for appointment of internal women chair holders.

1.2.3.3 Equity recruitment practices will be enforced for all CRC hiring committees: A more rigorous equity framework is expected to increase the representation of members from the four FDGs groups and LGBTQ2S+.

1.2.3.4 Where necessary, proactive measures such as prioritizing the hiring of members of FDGs will be implemented to close diversity gaps until targets are achieved.

1.2.3.5 If necessary, options will be pursued to create additional chair allocations (using flex

## *Part B - Challenges and Opportunities*

*Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters)*

### Opportunities

Human Resources has noted a greater awareness of, and attention to, EDI in hiring processes. As well, the broader adoption of CRC best practices has influenced the adoption of such practices in non-CRC academic selection processes across campus.

In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new Office of EDI. Six Faculties have also established associate deans EDI, and others are exploring options. In addition, the University of Calgary was selected as one of 17 Dimensions pilot institutions in 2019 and is currently conducting a com-4.6n (p)-0.8 (t)4.9 ((e)-6 ( e)-6 ((e)-6 ( U)-14.(s)-4.3 ( )J2.2 (v)-8.5 (e)-6 (r)-c 0 Tw 5.196 0)-139 )T

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### **Part C - Reporting on EDI Stipend objectives not accounted for in Section A**

*Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.*

*Institutions without EDI Action Plans use this section to report on EDI Stipend objectives.*

*Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.*

#### **Initiative 1) Conduct Environmental Scan**

Objective: We will conduct an EDI survey of chairholders and other members of the campus community by the end of 2020 to gauge the health of the workplace environment. In coordination with Initiatives 2 and 3, objectives include monitoring progress (positive and negative) to date, engaging chairholders, and developing new recommendations for our CRC EDI Action Plan (EDIAP) implementation going forward. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

Performance indicators: Short-term: survey participation rate; and actionable recommendations. Long-term: chairholder engagement (via follow-up survey); chairholder retention rates

Progress: Program specific EDI-related surveys were delayed by COVID and paused as the strategy for institutional self-assessment under the Dimensions program began to take shape. As part of the Office of Equity, Diversity,



- Indigenous Strategy: updated in 2020 with 4-year indicators such as Indigenous Student Awards, % of Total University of Calgary Students (Indigenous), Total Research Funds, Indigenous Degrees, Certificates and Diplomas (2016-2020)
- Campus Mental Health Strategy: 2018 progress includes Harm reduction support, Indigenous support, Student support, Staff and faculty support
- The Exit Survey: exit survey process remains the same; employees now have the option to have survey feedback provided to their department/faculty leader.
- Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021

### Initiative 3) Conduct Comparative Review

Objective: We will conduct a comparative review to determine the levels of support offered to chairholders, disaggregating data by the under-represented groups. The objective is to complement our qualitative findings from CRC focus groups (Initiative 1) with quantitative measures to amplify our CRC recruitment and retention guidelines. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

Performance indicators: Short-term: institutional support thresholds disaggregated by under-

represented group and field of research; long-term: chairholder attrition at 7-10% (18-21%) (176-1. (E) 2 (14.3 (e 06) 17.0)

**Part D - Engagement with individuals from underrepresented groups**

*Outline how the institution has engaged with underrepresented groups: e.g. racialized minorities, Indigenous peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)*

The committee that developed the action plan included members of some of the underrepresented groups. Members of the FDGs have been involved in review and implementation of the plan. We have not yet conducted a systematic consultation with members of the five equity-deserving groups to identify and implement necessary adjustments or better address intersectionality. The Equitable Pathways working groups will provide necessary strategic direction on FDGs, LGBTQ2S+, and key EDI identity concepts and experiences.

The EDI Advisor has consulted with campus community members of the FDGs who are not chairholders to learn about preferred terminology, barriers to inclusion and promising practices identified in their areas.

The Dimensions EDI Executive and Steering Committees at the E508 Tw 008 Tw 008 30.7 (e)pt04 Td(nt)4.9 (e)-6 (e)

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nomination processes, and identify promising practices to improve EDI in research and teaching award nominations and related processes.

A number of other initiatives have been launched across the university to address discrimination, systemic barriers and implicit biases, and foster an equitable, diverse and inclusive research environment, including: UCalgary's annual Equity, Diversity, and Inclusion Awards; the inaugural UCalgary Provost's Postdoctoral Fellowship for Black and Indigenous Scholars announced in March 2021; and the [Courageous Conversations](#) webinar series designed to spark a national conversation around equity, systemic inequities, racism and anti-racism. UCalgary's [global engagement strategy](#) also foregrounds diversity and intercultural capacity, as well as the [Global Pluralism Initiative](#).

The Office of EDI offers [equity, diversity and inclusion workshops](#) to various ggsm.

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Submit and Exit Survey

### Important Note

(Once you have read the statement below, click the radio button beside it.)

Please note that the information you enter in your report is only saved when clicking on the "Save and Next" button at the bottom of the page. Using the browser navigation buttons or the "Continue Later" button at the bottom of the page will not save the information entered on the page. If after clicking "Save and Next" you see a "Page has errors" message in red, near the top of the page, it means that at least one field is missing information. In such an instance, the empty field will have the words "Answer is incomplete" underneath it, in red.

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the \$50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their [public accountability web pages](#).

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

Contact information

Please complete the fields below.

Name of Institution:

University of Calgary

Contact Name:

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The link for the EDI progress report and EDI Stipend report:

<https://ca1se.voxco.com/SE/?st=jeuW6suXm8k3Ct0XM1n9bz3j3Dx9FJ0r8SmrwEodpAl%3D>

Does your institution have an EDI Action Plan for the CRCP?

Yes

PART A: EDI Action Plan - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):

09/27/2019

Rating given action plan in most recent review: 4.5 (4.5)



**Progress and/or Outcomes and Impacts made during the reporting period:**

BCRC Equity Recruitment Plan: As noted in previous reports, every CRC allocation request submitted by a faculty must be accompanied by an equity recruitment plan. The EDI Advisor provides a review and summary report to the AVPR for each equity recruitment plan, and has developed a guidance document for faculties. Feedback on strengths and opportunities to strengthen each plan is shared with faculties to further raise awareness and understanding of promising practices in recruitment. Once a faculty is allocated a chair, the recruitment plan is shared with the HR specialist supporting the search for implementation. BCRC Equity Recruitment Toolkit: In 2018, HR developed a toolkit for those involved in the recruitment and selection of Canada Research Chair positions. The toolkit introduces best practices in recruitment, hiring for diversity, legislative requirements, University of Calgary's policies and practices, as well as the Canada Research Chair Program (CRCP) equity, diversity, and inclusion practices. This toolkit is reviewed and updated on an annual basis. 2020-21 updates still in progress include considerations for recruitment of Indigenous peoples, developed by HR in coordination with the Office of Indigenous Engagement. In addition to the toolkit, an HR specialist in CRC recruitments provides search committees with continuous support through the selection process, including unconscious bias awareness training, applicant pool diversity reports, tips sheets, and information on CRC targets and recruitment requirements. Where EDI targets are not met for a recruitment, the HR specialist provides advice on implementation of additional proactive practices for recruitment of members of equity-deserving groups. B CRC Recruitment Process Summary: The process for reviewing the recruitment process continues to be refined and standardized. On identification of a preferred candidate, the committee submits a formal Summary of CRC Recruitment Process (a new form implemented in 2020), which includes a description of: committee composition; EDI training and guidance; and a list of best practices.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

Chair holder access to institutional resources and development opportunities, as noted by responses to the annual chair holder survey, as well as ongoing interviews with faculty leadership and focus groups.

**Progress and/or Outcomes and Impacts made during the reporting period:**

BCRC Onboarding: While our commitment remains unchanged, individualized coaching for new chair holders on networking, development opportunities, and leadership programs has not yet been implemented due to the pandemic and staffing challenges, but will be initiated in 2021 (see challenges below). Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021; this training covers procedures for protected disclosure and related university

**Progress and/or Outcomes and Impacts made during the reporting period:**

BEquity targets for all four of the FDGs (women, visible/racia lized minorities, persons with disabilities, and Indigenous peoples) were met or exceeded by December 2019. BPrioritized hiring of members of the FDGs has been implemented to close gaps as part of our equity targets. BAs previously reported, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates. Two have been filled, while one remains in the recru itment phase. B Equity recruitment practices have been undertaken for all CRC hiring committees and the more rigorous equi ty framework continues to increase the r epresentation of members of all of the FDGs.

**Challenges encountered during the reporting period:**

Challenges are noted in Part B as they were common to all actions

**Next Steps (indicate specific dates/timelines):**

Through continuous improvement of our proactive talent identifica tion, and inclusive recruitment and nomination practices, we will meet or exceed the CRC equity targets set for 2022, 2025, 2027 and 2029

**Was funding from the CRCP EDI stipend used for this key objective?**

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 4

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 5

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 6

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Challenges and Opportunities**

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters):

Opportunities B Human Resources has noted a greater awareness of, and attention to EDI in hiring processes. As well, the broader adoption of CRC best practices has influenced the adoption of such practices in non-CRC academic selection processes across campus. In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new Office of EDI. Six Faculties have also established associate deans EDI, and others are exploring options. In addition, the University of Calgary was selected as one of 17 Dimensions pilot institutions in 2019 and is currently conducting a comprehensive environmental scan, expanded data collection, and created Equitable Pathways working groups for each FDG and LGBTQ2S+, which will form part of the institutional self-

Objectives associated with your institution's EDI Stipend application

Table C1. Provide information on the objectives associ

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

Conduct Employment Systems Review

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

Short-term: institutional support thresholds disaggregated by under-represented group and field of research; Long-term: chairholder access to institutional resources and supports

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

Beginning in June 2020, the EDI specialist developed a database aggregating records on all financial and administrative supports committed to UCalgary CRCs nominated in the last five years. Preliminary data analysis has been started; this will be refined by FDG, renewal status, faculty, and research area. Analysis of the comparative data will continue to September 2021. In addition, an environmental scan was undertaken of annual research stipends paid to CRC holders by U15 universities. This led to the development of a guidance document on the creation of funded faculty positions to support recruitment of new Canada Research Chairs, which included recommended annual research stipends for Tier 1 and Tier 2 levels.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	11885
Institutional commitment (if applicable):	0
Total funds spent:	

Indicate in the table below any leveraged cash or in-kind contributions provided by your institution:

	Amount \$	Source / Type (cash or in-kind)
1	0	n/a
2	0	n/a

Table C2. EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

Major impact (the EDI Stipend had a major impact on achieving progress)

Provide a high level summary of how the stipend was used:

An EDI Specialist was hired to advance work on these three initiatives. The stipend was used to partially cover the Specialist's salary for the 50% of their time spent on these activities.

EDI Stipend Objective 4

EDI Stipend Objective 5

EDI Stipend Objective 6

