

CANADA RESEARCH CHAIRS PROGRAM (CRCP) INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION (EDI) ACTION PLAN AND EDI STIPEND REPORT (2022)

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WARNING

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.

INSTRUCTIONS

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 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. Ensure that you remove all numbers less than 5 from both the plan and the report prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders, as well as any other identifying information. This is a requirement of the *Privacy Act*.

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

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CONTACT INFORMATION

Please complete the fields below.

Name of Institution:	University of Ottawa
Contact Name:	Sylvain Charbonneau
Position Title:	Vice-President, Research and Innovation
Institutional Email:	Sylvain.Charbonneau@uottawa.ca
Institutional Telephone Number:	613-562-5270

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

- Yes
- No

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):	September 27, 2019
Rating given action plan in most recent review process:	Satisfies
Name of vice-president level representative responsible for ensuring the implementation of the plan:	Sylvain Charbonneau

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EDI ACTION PLAN KEY OBJECTIVES

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)).

These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by individuals from underrepresented groups (e.g. women and gender minorities, persons with disabilities, Indigenous Peoples and racialized individuals, 2SLGBTQIA+ individuals) at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan, as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) the main actions were undertaken (up to six) and how they have progressed; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g., course correction, obstacles, lessons learned, etc.) for each objective. If your institution has not yet prepared or received a formal evaluation of its CRCP EDI action plan (institutions having fewer than five Chairs) then section A is optional.

Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

Key Objective 1: Increase representation of the four designated groups (FDGs) amongst CRCs.

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

As part of the environmental scan that uOttawa undertook for the preparation of the EDI action plan in 2018, staff from the Vice-President Research Office, in conjunction with the University's Diversity and Inclusion Specialist, and Human Rights Office, performed a review of uOttawa's Policy and Administrative Context including an Employment Systems Review. In addition, a comparative review of existing CRC holders was also undertaken to assess gender disparities within the distribution of chairs and the level of support provided to different designated groups. The objective of these analyses was to identify barriers and provide data to help guide decisions and actions towards diversity and equity in the allocation and institutional management of CRCs at uOttawa. Through the implementation of the EDI action plan, we continue to monitor the results of similar analysis to ensure the plan generates the wanted outcomes.

Four barriers and practices that could be having an adverse effect on the employment of individuals from the

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FDGs were identified at that time, and specific S.M.A.R.T. objectives were developed to address them in the Institutional EDI action plan IEDIAP 1.3. Each of the SMART objectives were designed to address specific barriers.

The Key objective 1, for instance, address the following barrier:

- The inability to recruit sufficient candidates from the Four Designated Groups (FDGs) and the lack of mandatory training on the impact of unconscious bias for those involved in the recruitment;

Corresponding actions undertaken to address the barriers:

The following actions have been implemented to address this barrier and are currently at the core of our recruitment processes:

- 1.a - Inform recruitment and selection committees of the CRC Program targets regarding the FDGs and existing gaps at uOttawa.
- 1.b - Develop and implement preferential and selected hiring mechanisms to increase the representation of the FDGs.
- 1.c - Target internal potential CRC candidates from the FDGs.
- 1.d - Dedicate a number of CRC positions exclusively for the recruitment of FDG candidates.

Progress on action to date

Completed

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

The following indicators have been associated to each action in our EDI action plan:

- 1.a - Information posted on uOttawa website and shared regularly with Chairs of selection committees.
- 1.b - Preferential and selected hiring process in place and running.
- 1.c - Number of internal potential CRC candidates from the FDGs.
- 1.d - Number of preferential and selected hiring positions and number of candidates recruited from the FDGs.

Outcomes and Impacts made during the reporting period:

Here is an overview of the progress made for each action based on the indicators as well as their impact:

1.a - During the reporting period, from December 2021 to December 2022, all new CRC positions have been posted on uOttawa websites and then afterwards listed on a public archive created to show previous postings. In addition, all Faculty Deans and Vice-Dean Research have been informed regularly of uOttawa's current situation in terms of CRC numbers and EDI targets so that they could help support the recruitment of members from the FDGs. Selection committee members were kept informed by the Research Chairs Advisor and the EDI Special Advisor of the specific gap we are facing. Many updates were also provided during the meetings of the Research Chairs Evaluation committee (i.e., the committee providing final approval of CRC nominations before submission to the CRCP) in order to keep them up-to-date with CRCP's requirements, 2029 EDI Targets and uOttawa's allocation and present situation. Between December 2021 and December 2022, uOttawa posted 12 Ads. We also recruited 5 new researchers for which a CRC nomination was approved by the Program. Out of the 5, 4 were members of the FDGs. In addition, one renewal application was submitted.

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1.b - Recruitment processes have been reviewed to develop harmonized processes for all CRC hires. Across all faculties, we developed a standardized advertising processes that state whether this is a preferential, selective or standard hire with transparent hiring mechanisms for all potential candidates. To ensure uOttawa is aligned to meet its 2025, 2027 and 2029 targets, a new strategy was developed in 2021. Indeed, unless strong justification is provided, all first posting of CRC Ads are now advertised as following a selective hiring process, limited to members of under-represented groups in research. If this first search is unsuccessful, the second posting of the same Ad is advertised as following a preferential hiring process (i.e., applications from members of the under-represented groups are assessed first, and other applications from applicants who are not part of these groups are not shared at the beginning. They are shared only if the recruitment process is unsuccessful with members of the FDGs). The Research Chairs Advisor screens applications before transferring them to the selection committee. In addition, an EDI champion sits on all search committees to answer questions from other committee members as needed and ensures that principles of preferential or selective hiring are followed and address potential unconscious bias during the committee deliberations.

1.c - The uOttawa CRC selection process focuses primarily on external recruitment, but during the reporting period in 2022, we developed the first CRC competition opened to internal candidates. Six Tier 1 CRC were listed as part of this first internal competition open to all fields. In addition, three other Tier 1 CRC positions were open to internal candidates in particular fields of high strategic priority. This new strategy is linked to a need for retention of our best researchers and it complements our strategy to diversify our Chairholders by nominating members of the four designated groups.

1.d - Between December 2021 and December 2022, uOttawa launched 12 CRC job postings and more specifically 10 postings for new CRCs (7 for Tier 2 and 3 for Tier 1 CRC positions) and 2 postings were reposted. From the 12 job postings, a total of 7 were advertised as selective to members of under-represented groups, 2 were advertised as preferential hires, and 2 as standard hires. During that period, we recruited 5 new researchers for which a CRC nomination was approved by the Program. Out of the 5, 4 were members of the FDGs.

Challenges encountered during the reporting period:

- Of the 12 job postings published, 3 recruitments failed due to unexpected situations such as candidates accepting offers from other institutions or the pool of candidates not approved by the selection committees as of the caliber for a Tier 2 position. We re-posted these positions.
- The development and implementation of the first competition open to internal candidates has been challenging in terms of staff resources in a decentralized university model, both in central administration as well as the faculty, as it represented additional work to run this internal competition.
- Moreover, during the reporting period, the position of EDI Advisor for Research was vacant for 6 months and the next person was hired in December 2022. We mitigated this through leveraging expertise through external consultants and from faculties and other departments to ensure continued expertise and support.

Next Steps (indicate specific dates/timelines):

The next steps related to this objective “Increase representation of the four designated groups (FDGs) amongst CRCs” are to ensure the continuity of the efficient practices put in place in the coming years. We track our progresses regarding EDI targets and open competitions with selective hiring mechanisms when necessary. A representative of the Office of Vice President Research and Innovation also meets with all preselected candidates (candidates coming for an interview) and to identify their potential specific needs and challenges before we start

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the negotiation stage. These meetings are useful to gather information on how best to support these new recruits including how to create an inclusive work environment. Regarding the first internal competition for Tier 1 CRC, we have selected 6 nominees and will submit their nomination dossiers in 2023. In 2022, we also initiated new discussions at the mid-term of every CRCs. Individual meetings are organized with each researcher before their mid-term evaluation by the Vice-President Research and Innovation's team. These meetings help us to understand the context in which each Chairholder works and enable a more pragmatic mid-term assessment as well as identification of barriers to their success and discuss proactive measures to overcome these challenges.

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

- Yes
- 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.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

19,834\$

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

The EDI stipend was used to cover part of the salary of the Research Chairs Advisor who was in charge of implementing most of the changes from the CRCP EDI action plan.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

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

ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

Objective #2: Incorporate EDI in recruitment and selection processes.

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Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

Similarly, as for Objective 1, this second SMART objective was developed to address the following barrier: *1) The inability to recruit sufficient candidates from the FDGs and the lack of mandatory training on the impact of unconscious bias for those involved in the recruitment.*

Corresponding actions undertaken/to be undertaken to address the barriers:

Between December 2021 and December 2022, we continued to use the best practices developed in the previous year such as:

- 2.a – The Special Advisor to the President on Diversity and Inclusion or an EDI champion sits on all CRC recruitment committees to ensure fair and transparent processes are followed, as well as EDI best practices.
- 2.b - Mandatory Unconscious Bias Training Module for all CRC recruitment and selection committees and for research administrators involved in the selection of CRC candidates.
- 2.c – Frequent review of internal recruitment and selection guidelines to meet CRCP requirements and to harmonize practices through the various recruitment committees and faculties.
- 2.d - Ensure diversity of CRC selection committees (discipline, gender, ethnicity, bilingualism, career stage, etc.).
- 2.e - Encourage recruitment committee chairs to widely advertise CRC job postings and ensure area of research is broadly defined to obtain a diverse pool of candidates.
- 2.f – Signature of the Institutional EDI attestation and confidentiality form by all selection committee members.

Progress on action to date

Completed

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

Here is an overview of the indicators used to track the progresses of each action:

- 2.a - Special Advisor to the President on Diversity and Inclusion position was filled for two two-year mandates (2018-2020 and 2020-2022) then another mechanism was in place to replace this person on the selection committees.
 - Number of CRC selection committees attended.
- 2.b - Number of selection committees and members who took the training.
 - Number of research administrators who took the training.
- 2.c. -Ensure compliance with CRCP requirements and policies.
 - Guidelines updated in both Official Languages.
 - Guidelines shared with the selection committees and available for consultation.
- 2.d. -Minimum of 2 members from the FDGs on each committee.
 - All memberships reviewed and approved by the Vice-President of Research and Innovation.
 - Committee composition details included in final report.

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- 2.e -Number of venues where the job is posted (i.e. targeted EDI groups and networks, informal list serves, specialized areas of research).
 - Monitor number of incoming applications and flag any shortcomings to correct before the closing deadline.
 - Use of inclusive, unbiased and ungendered language.
 - Focus on required job qualifications and skills.
- 2.f - EDI attestation and confidentiality form created in both Official Languages.
 - Number of selection committees signing the form.

Outcomes and Impacts made during the reporting period:

Overview of the outcomes and progress:

2.a – The Special Advisor to the President on Diversity and Inclusion has ended her term in 2022 but a new position called EDI Advisor for Research was created in 2020 within the Office of Vice-president research and Innovation. Specific faculties also developed their own EDI champions and senior level EDI-related positions (e.g. Vice-Dean of EDI), which increased the number of potential members sitting on CRC selection committee.

During the reporting period, we created 11 selection committees (2 Ads were reposted) and we successfully ensured that all of them had an EDI Advisor or an EDI Champion sitting on them.

2.b – All members sitting on the 11 selection committees created during the reporting period took the Unconscious Bias Training Module. This represents approximately 80 persons trained. In addition, the Research Chairs Advisor who is in charge of CRC recruitments finalized her certification in Leadership and Inclusion (certification from Centennial College) to facilitate and support the implementation of the EDI action plan and help develop a diverse and inclusive research environment at uOttawa.

2.c – Ensure compliance with CRCP requirements and policies and go beyond.

- The CRC recruitment Guidelines have been updated in both Official Languages 2 times based on new requirements or to adjust to changing situations (e.g., COVID-19, information on the management of conflict of interest). A checklist to help the Chairs of selection committees continued to be used, and the EDI attestation and confidentiality agreement is signed by each committee members. These documents are shared through an internal platform (DocuShare) for consultation.

- All applicants are also required to submit a one-page EDI statement in their application (e.g.: “A one page statement on equity, diversity, and inclusion philosophy and practice”) to encourage the use of EDI best practices in research at uOttawa;

- When preparing CRC nomination or renewal dossiers, candidates are encouraged to discuss their EDI practices and philosophy on different sections of the dossiers. Finally, during the pandemic, in 2021, we developed new interview guidelines specifically designed for Online Interviews. This online option was maintained in 2022 in order to accommodate the needs of future candidates and to mitigate the negative impact of immigration delays. However, whenever possible, we facilitated in-person visits of the campus as this step is crucial in helping candidates to decide whether to relocate in Ottawa, Canada.

2.d – The following best practices are in place and are now mandatory as part of our guidelines:

- Minimum of 2 members from the FDGs on each committee.
- All committee memberships reviewed and approved by the Vice-President, Research and Innovation.
- Committee composition details are included in final report produced by the Chair of each selection committee. This final report explains the committee’s recommendation in detail.

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2.e – For each posting, we post the job advertisement on a minimum of 4 websites including the uOttawa website and University Affairs. The two or more additional sites are at the discretion of the Faculty responsible for the recruitment and the Chair of the selection committee. The goal is to select the best venues for the required job qualifications and to target EDI groups (i.e. use of networks and informal list serves are also encouraged). The cost of these postings is covered by the Office of Vice-President Research and Innovation.

- The number of incoming applications is also monitored and we flag any shortcomings to correct before the closing deadline. Note that for CRC related to a Clinical position, we clearly see a lower number of applications, specifically for Tier 2 position due to the difficulty for applicants to obtain a MD and a PhD within the 10 year limit imposed by the CRC Program.
- Proactive efforts are made to identify a diverse pool of potential applicants by using networks and posting the job advertisement on diverse newsletters, and specialized websites.

2.f – The Institutional EDI Attestation Form and Confidentiality Agreement, created in both Official Languages, is signed by all committee members prior to accessing the applications. We also included the following sentence, specifically on this form: “As member of the selection committee for a Canada Research Chair (CRC), the members commit themselves: to declare any potential conflicts of interest with the candidates prior to commencing the process/meeting and manage conflict of interest throughout”.

Challenges encountered during the reporting period:

Even though we posted our Ads on many different websites and used the professors’ networks, we still encountered difficulties in recruiting certain positions due to a lack of available candidates in certain groups or with specific qualifications (e.g., functionally bilingual in English and French, Indigenous scholars, specialized in a specific domain, MD/PhD, etc.). In addition, processing delays in immigration created unfavorable context for hiring international candidates due to difficulties in obtaining a Visa to come in Canada.

Next Steps (indicate specific dates/timelines):

As a next step to continue to incorporate EDI in recruitment and selection processes, we will ensure the training provided to CRC selection committee is up to date and in line with current best practices in the field. In 2021, we created a new public website related to EDI in research (<https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>). This website is regularly updated and it regroups tools, definitions and numerous resources to support researchers in implementing EDI principles, approaches and best practices in their research programs and teams. These tools are also available to research administrators or CRC selection committee members who are interested in developing their knowledge about EDI principles and practices (see objective 4 for more details). In addition, every week, we send EDI information and updates through our Research Management Services’ internal newsletter sent to all professors and research administrators. This information regroups workshops on EDI topics, articles, tools or grant opportunities in order to improve EDI awareness and training of the research community at uOttawa.

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

Yes

No

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ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 3

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

Objective #3: Develop EDI data collection and reporting.

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

This third objective was designed to address the second barrier 2) *The lack of standardized data to monitor and report on performance, both at the institutional level and for CRC holders.*

Corresponding actions undertaken/to be undertaken to address the barriers:

List of actions developed as part of the Action plan and implemented to address this barrier:

- 3.a - Develop a self-identification form and encourage all CRC candidates to voluntarily fill the form.
- 3.b - Perform comparative analysis to assess disparities within the allocation of CRCs.
- 3.c - Provide EDI data and statistical reports to senior management and CRCP.
- 3.d - Collect information related to EDI barriers, solutions and best practices amongst CRC holders.

Progress on action to date

Completed

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

Here is the list of indicators to monitor progress:

- 3.a - Self-identification form created and included in CRC job postings.
 - Number of candidates filling the form.
 - Number of candidates self-identifying to one or more of the FDGs.
- 3.b - Use internal data to run gender-based analysis and generate a report.
 - Use internal data to run analysis for visible minority groups and generate a report.
- 3.c - Provide gender-related data to the Special Advisor on Equity and Diversity for reporting purposes.
 - Provide EDI target updates and statistics to the Vice-President of Research and Innovation.
 - Produce CRC EDI annual progress report and post on uOttawa's accountability website.
- 3.d - Create and distribute a survey to collect information on EDI barriers and best practices.

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Outcomes and Impacts made during the reporting period:

Overview of the outcomes and progress between December 2021 and December 2022:

3.a – Since 2021, a self-identification form is included in the recruitment management tool used to post all CRC ads (called NJOYN). This tool integrates functionalities related to self-identification. Once hired, researchers have also access to the Count-Me In survey, the institutional Self-identification survey. This survey allows the analysis of aggregated equity data at the institutional level for different groups of people (e.g., professors, staff, and students).

- We monitored the number of candidacies during the reporting period. For the 12 Ads, we received approximately 210 applications.

- From this number, 100 members identified as women or from a gender minority (48%), 111 as visible minority (53%), 19 as members with disability (9%) and 0 as indigenous.

3.b – We used internal data to continue to track progress regarding underrepresented groups.

3.c – We provided aggregated equity data to the Vice-President level executives, on demand, for reporting and planning purposes. In addition, as part of the Dimensions Program, the Special Advisor on Equity and Diversity created a dashboard to prepare reports on equity data at the institutional level. Data are coming from an institutional Count-Me In Survey.

- We also provided updates related to CRC EDI targets and statistics to the Vice-President, Research and Innovation at least four times a year.

3.d – In the fall of 2020, the Office of Vice-President, Research and Innovation (OVPRI) had created the Equity, Diversity and Inclusion in Research Advisory Committee to guide the development, implementation and evaluation of an EDI Action Plan for Research. This committee has been active during the reporting period, it developed and launched the EDI Action Plan for Research, available here: <https://www.uottawa.ca/research-innovation/equity-diversity-inclusion/research-action-plan>. The committee also developed the pilot of the “EDI and Excellence Climate Survey of Graduate Students and Postdoctoral Fellows Conducting Research” which will be launched in 2023.

Challenges encountered during the reporting period:

The main challenges we encountered were related to the increased workload associated with 1/ adapting to a new recruitment platform (NJOYN), 2/ implementing a new self-identification data management system (Count-me-in survey) and communicating its importance to increase the participation from the community. Another challenge was related to the departure of the EDI Research Advisor person, leaving this key position empty for 6 months, which had some impact on the implementation of the EDI Action Plan for Research.

Next Steps (indicate specific dates/timelines):

To continue to develop EDI data collection and reporting we will: - Encourage the participation in the institutional Self-Identification Count-Me-In survey to support the institution's ability to assess its own diversity.
- Focus on the implementation of the institutional EDI in Research Action Plan as it is tailored on the real needs of all uOttawa researchers and the current potential barriers to recruitment, inclusion and retention of under-represented members in particular. In 2021, the University continued implementation of its Administrative Services Modernization Program. As part of the project, uOttawa is replacing its current enterprise resource

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planning (ERP) system and many other systems with Workday, to transform its financial and human resources administrative services. The deployment is planned for May 2023. Workday will have an impact on the recruitment of CRC holders as it includes finance and human resource functions and will improve data and reporting.

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

- Yes
- No

ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 4

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 4 :

Objective #4: Strengthen institutional commitment to EDI.

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

This particular objective was developed to address the two following barriers (number 3 and 4):

- *The lack of focused attention on activities to support the retention and inclusion of Chairs who are members of the Four Designated Groups (FDGs); and*
- *The need for greater institutional commitment to diversity and inclusion.*

Corresponding actions undertaken/to be undertaken to address the barriers:

Here is the list of corresponding action undertaken:

- 4.a - Raise awareness of existing gaps and barriers related to EDI in research enterprise.
- 4.b - Have open dialogues on potential or existing EDI barriers with CRC holders and various groups/individuals.
- 4.c - Promote research achievements of CRC holders including members from the FDGs.
- 4.d - Incorporate EDI within institutional planning and priorities

Progress on action to date

In progress

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

To assess progress, we developed some indicators at the time of the creation of the action plan and we also revised a few indicators:

- 4.a - Inform relevant sectors/groups (i.e. Research Management Services staff, Faculty administrators, senior University officials, Finance and HR services) of current gaps within allocation of CRCs at uOttawa amongst the FDGs.
 - Sensitize research administrators to unconscious bias via training and planning activities (i.e. annual retreats and strategic planning exercises).
 - Creation of a specific EDI committee at VPRI level.
 - Encourage managers and employees to include EDI in work objectives, training and performance review.
 - Review guidelines/policies within internal research programs and literature to identify potential or existing EDI barriers/biases.
- 4.b - Participation rate in EDI related initiatives such as training, information session and mentorship/leadership programs (lead or participate).
 - Seek input from CRC holders of the FDGs in the development and monitoring of the EDI CRC Institutional Action Plan.
 - Organize welcome meetings with CRC holders from the FDG to explain the role of the Research Management Services and the OVPRI in general to facilitate integration and monitor for any specific need/issue or questions. Consult Chairholders on their interest in a peer-mentoring program.
- 4.c - Publicly announce all CRC nominations and renewals and subsequent research achievements using various social media outlets (i.e. Facebook, Twitter, press releases, uOttawa website, media interviews, etc.).
 - Increase visibility of CRC within the FDGs.
- 4.d - Include EDI priorities in the University's upcoming Strategic Plan, Transformation 2030.
 - Include EDI priorities in the OVPRI's Strategic Research Plan 2020-2025.
 - Launch of a University wide self-identification initiative for all faculty and staff this fall.

Outcomes and Impacts made during the reporting period:

For each action, we described the progress between December 2020 and December 2021.

4.a and 4.b – To raise awareness of existing gaps and barriers related to EDI in research enterprise and encourage an open dialogue on potential or existing EDI barriers with various groups/individuals, the Office of Vice-President, Research and Innovation led two workshops for the entire research community. One on Inclusive Leadership in Research: How and Why? in May 2022, and another one called Learning session on Sex and Gender-Based Analysis Plus (SGBA Plus) in research, which was organized in April 2023. The new EDI in research website was also updated with new EDI resources such as toolkits and new videos to show concrete example of EDI in practice, see here: https://www.uottawa.ca/research-innovation/news-all?title=&field_arh_publish_date_value_op=between&field_arh_publish_date_value%5Bvalue%5D=&field_arh_publish_date_value%5Bmin%5D=&field_arh_publish_date_value%5Bmax%5D=&keyword%5B391%5D=391.

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- Relevant sectors/groups (i.e. Research Management Services staff, Faculty administrators, senior University officials, Finance and HR services) were regularly informed of current gaps within allocation of CRCs at uOttawa amongst the FDGs through regular meetings such as, team meetings, Research Commission meetings, and committee meetings. All research administrators have also been sensitized to unconscious bias via training and activities (i.e. special webinars, meetings and recent focus groups) and this will continue with regular webinars or information shared using regular communication tools (RMS info letter, uOttawa Gazette, social media, etc).

- Every year, welcome meetings and orientation sessions are organized for all new researchers hired at uOttawa, including CRC holders. The role of the different services within the Office of Vice-President Research and Innovation is explained (e.g., representative staff of Research Management Services are presenting to facilitate integration). Moreover, regular follow-ups with new CRC recruits are done by support staff to monitor for any specific need/issue or questions.

4.c – In order to promote research achievements of CRC holders including members from the FDGs, all CRC nominations, CRC renewals and subsequent research achievements are announced using various social media outlets at least twice a year in collaboration with the OVPRI Communications team (i.e. Facebook, Twitter, press releases, uOttawa website, media interviews, etc.) and this will continue.

- To increase the visibility of researchers implementing EDI best practices in research and to provide EDI tools and resources for the research community, a public one-stop EDI in research website was also created in 2021. You can access it here: <https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>.

- The different Communication teams at uOttawa are focusing more on subject highlighting the work of members of underrepresented groups. For instance, the internal institutional newsletter called Gazette is used as a tool to improve visibility of members of these groups and to raise awareness regarding diversity and inclusion topics.

- During the reporting period, the Office of Vice-President Research and Innovation launched a new [EDI in Research Award](#) in 2022 to recognize faculty members who have made exceptional contributions towards improving equity, diversity and inclusion at the University of Ottawa and beyond through their leadership and/or research contributions. The award may be presented for a singular outstanding effort or a sustained effort over a long period of time.

In addition, to provide concrete examples of EDI in practice for researchers, four inspiring stories on EDI in research were developed and disseminated through various mechanisms, such as the Research Management Services (RMS) weekly newsletter and the OVPRI website.

<https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion/practice>

<https://www2.uottawa.ca/research-innovation/news/building-more-inclusive-chemistry-community>

<https://www2.uottawa.ca/research-innovation/news/deconstructing-racism-dismantle-it>

<https://www2.uottawa.ca/research-innovation/news/stem-all-gender-identities>

4.d - Institutional commitment to EDI has increased tremendously during the reporting period; we describe important news and change in the last section of this report. On the research side, EDI resources are now available to all professors on a public website. These resources include data on underrepresented groups in research at uOttawa and a list of our experts' publications that provide guidance on strengthening equity, diversity and inclusion in research. Link: <https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>. Within the central services provided to researchers, EDI support (targeted Webinars) and advice

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(including the review of EDI related sections in grant applications) are given to researchers for projects submitted to various Tri-Agency Programs.

Finally, since the University of Ottawa endorsed the new NSERC Dimensions charter in 2019, the institution has developed and submitted the application for a foundational EDI recognition from the tri-agencies (Dimensions Program) in 2022/2023 and secured the foundational recognition from this program.

- At the faculty level, we have acknowledged many actions led by faculties in order to tailor the EDI tools and examples to their own specific disciplines. 5 faculties and 1 service created dedicated EDI positions. For instance, EDI Vice-Deans positions or equivalent have been created in Medicine, Science and Engineering faculties. The Faculty of Law has developed its own EDI in research tool (https://www.uottawa.ca/faculty-law/sites/g/files/bhrs406/files/2023-09/2023_EDI%20in%20Research_09-12-2023.pdf), the faculty of Social Sciences and Medicine have their own EDI webpages to guide their researchers.

- In August 2022, Dr. Boulou Ebanda de B'éri, who was named Special Adviser, Anti-Racism and Inclusive Excellence, submitted his final report to the President. (see report here: <https://www.uottawa.ca/about-us/sites/g/files/bhrs4336/files/2022-09/RapportAntiRacism-EN-Accessible.pdf/>). This report regroups 5 priority recommendations to improve awareness, implement anti-racism training, increase BIPOC faculty hiring.

Challenges encountered during the reporting period:

The reporting period covered many new activities and new institutional EDI initiatives taking place at uOttawa. EDI is now a clear and visible priority for many sectors of the institution.

Next Steps (indicate specific dates/timelines):

In 2023, uOttawa continues to advance the CRC EDI Action Plan and has found a new person to fill the position of EDI Advisor for Research. This position is critical to ease the implementation of the EDI Action Plan for Research with a specific focus on continuing to strengthen institutional commitment to EDI and developing an inclusive climate for uOttawa researchers, students and staff. The implementation of this plan will extend our activities beyond the CRC Program to the broader research community. For instance, to maximize impact and ensure integration, we will maintain close linkages with the university's EDI Strategy and provide support as required to the new Vice-Provost, equity, diversity, and inclusive excellence.

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

- Yes
- 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.

4,899\$

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

- We developed Capsule videos for the website (see EDI in practice and More EdI stories section online :

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[https://www.uottawa.ca/research-innovation/news-](https://www.uottawa.ca/research-innovation/news-all?title=&field_arh_publish_date_value_op=between&field_arh_publish_date_value%5Bvalue%5D=&field_arh_publish_date_value%5Bmin%5D=&field_arh_publish_date_value%5Bmax%5D=&keyword%5B391%5D=391)

[all?title=&field_arh_publish_date_value_op=between&field_arh_publish_date_value%5Bvalue%5D=&field_arh_publish_date_value%5Bmin%5D=&field_arh_publish_date_value%5Bmax%5D=&keyword%5B391%5D=391](https://www.uottawa.ca/research-innovation/news-all?title=&field_arh_publish_date_value_op=between&field_arh_publish_date_value%5Bvalue%5D=&field_arh_publish_date_value%5Bmin%5D=&field_arh_publish_date_value%5Bmax%5D=&keyword%5B391%5D=391)).

- We held an interactive workshop on Inclusive Leadership (approx. 50 participants) and on how to integrate SGBA+ in a research proposal (approx. 60 participants) for students, researchers and administrators.

- We also covered the cost of equipment to improve accessibility at the SGBA+ workshop for two speakers.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

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

PART B: Challenges and opportunities

B1. Challenges

Other than what has been outlined in the section above, outline any challenges regarding the implementation of the EDI action plan. 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? (limit: 5100 characters):

Over the reporting period, between December 2021 and December 2022, all activities proposed in our CRCP EDI Action Plan such as: tool development, consultation, workshop, website development, revision of internal guidelines of internal chair programs, creation of a committee and development of an EDI Action Plan for research were successfully developed. However, during this period we experienced retention difficulties regarding the EDI Advisor for Research position as mentioned above.

- EDI has continued to become a clear strategic priority for many other regular staff at uOttawa and they also supported the success of changes (e.g., new internal chairs competitions). The stabilizing of these new capacities (e.g., transforming the EDI Advisor for Research position into a permanent position and securing funds to cover more EDI activities throughout the institution) will be critical to the success of long-term and sustainable culture change that promotes and celebrates excellence, equity, diversity, and inclusiveness within our research community and in our research approaches.

- The COVID-19 pandemic has had a significant impact on the recruitment of new CRC holders, particularly international professors who refrained from moving their entire family in a new country during a global pandemic. In 2022, the main challenge was related to immigration delays. Many researchers experienced substantial delays to obtain a visa to come in Canada. In addition, we felt the impact of the pandemic at the time of CRC renewal, when researchers are asked to write about their accomplishments. To mitigate these negative impacts, we continue to offer potential COVID extensions of the length of the chair term, which increase their chance of success at the renewal stage.

- To address these challenges almost each position was advertised for a longer period of time (60 days or even longer instead of 30 days) and we accepted to repost the position more often, making sure to advertise the position on new websites. A successful element that we may want to keep after Covid is related to the "in person" versus "online" meetings and work of the selection committees. Since the start of the pandemic, we

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noticed that it was less difficult to find suitable times for the meetings and it was even convenient to invite candidates for virtual meetings. In the future, we may consider using a mix of both options (“in person” and “online”) to adjust to specific needs and accommodate a wider range of personal circumstances.

B2. Opportunities

Other than what has been outlined in the section above, outline any opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. (limit: 5100 characters):

During the reporting period, we acknowledged other institutional practices that could become best practices. For instance, the University inaugurated the Office of the Special Advisor, Anti-Racism and Inclusive Excellence in February 2022, a new safe space to enhance inclusion and belonging of BIPOC [Black, Indigenous and People of Colour] communities on campus (<https://www.uottawa.ca/about-us/president/anti-racism-inclusive-excellence>). The Special Advisor, Anti-Racism and Inclusive Excellence also submitted his final report in August 2022. This report sets out a series of recommendations to combat racism and promote excellence in equity, diversity, and inclusion within the institution.

- The Human Resources team developed a training for all hiring committee members across the university called Employment Equity Training Program. Members of the Association of Professors of the University of Ottawa (APUO) who take part in recruitment processes shall participate in the program of training on Employment Equity, as stipulated in article 17 of the Collective Agreement. All members have also access to a Toolkit for Members of an Appointments Committee. This toolkit is designed to assist individuals at uOttawa who are members of an appointments committee in ensuring equity, diversity and inclusion in all steps of the selection process. It provides tools and resources for carrying out a selection process that is free of prejudice, complies with the government regulations on hiring, and respects privacy and human rights.

- Mental Health and Wellness has been a necessary priority for uOttawa for many years now at uOttawa. Key resources such as the nomination of a University Advisor, Mental Health and Wellness, Elizabeth Kristjansson, have been set to help identify gaps that remain and make some recommendations to fill them. Professor Elizabeth Kristjansson has recently published a Framework for Mental Health (https://www.uottawa.ca/about-us/sites/g/files/bhrsksd336/files/2023-06/VREA-23-DWM-3999_Mental_Health_Report_ENG_V7-For-Web.pdf) to guide the uOttawa community through the next three years to build a more caring campus and improve mental health for all. Intended primarily for faculty and staff, this guide will help us recognize people (e.g., students) in distress in a variety of situations, intervene and direct them to the appropriate resources on campus and in the community. All members of our community are invited to consult it and use it to help someone, be they students, colleagues or friends, as we strive to create a caring community for everyone at the University of Ottawa.

In addition, the Health and Wellness Webpage is updated often with a clear and easy access to counselling and mental health services for professors, students and staff. In line with this priority, Human Resources is leading the Excellence Canada's Mental Health at Work initiative. Excellence Canada provides a framework that aligns with the requirements of the National Standard of Canada for Psychological Health and Safety in the Workplace. In doing so, it identifies concrete actions needed to achieve a culture of mental health and wellness (see here: <https://www.uottawa.ca/campus-life/health-wellness/institutional-priorities-committees/national-standards>).

- In order to ease the integration of new CRC holder and new professors, the University recently developed a Coaching Support for Early Career Professors (2023-2024). The Office of the Vice-Provost, Faculty Relations offers a new coaching program designed to support early career professors in their professional academic

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journey. The program comprises three individual online sessions with a seasoned professional, each lasting 60 minutes. Discussions can have a strategical or practical approach. That is, the objective can be to provide guidance on balancing teaching, research, and academic service activities, in order to prepare for future tenure and promotion applications, or they can focus on the preparation and revision of your upcoming application file for promotion and tenure (Link: <https://www.uottawa.ca/notre-universite/provost/leadership-academique/service-coaching-profs-debut-carriere-2023-2024>).

PART C: Reporting on EDI Stipend objectives not accounted for in Part A

Instructions:

- **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.**
- **If you did not receive an EDI stipend during the reporting year, please leave this section blank.**

Not relevant to uOttawa, all reported in previous section A.

PART D: Engagement with individuals from underrepresented groups

Outline how the institution has engaged with underrepresented groups: e.g., racialized individuals, Indigenous Peoples, persons with disabilities, women, 2SLGBTQIA+ 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)

As mentioned in previous sections of the report, in 2022, we consulted and engaged with members of underrepresented groups in several ways:

- First, by making sure they were aware of the support available to them (email contact and phone calls). Second, we ensured representation of members of the designated groups on all the CRC recruitment committees and developed guidelines to sustain this imperative. Third, we continued the implementation of the EDI action plan for research by supporting many EDI initiatives in specific faculties whenever possible (e.g., support groups).
- The consultation and involvement of members of a specific designated group in the different selection committees has been very helpful and led to improving our templates and guidelines. We are aiming to follow closely the integration of researchers coming from the FGDs after their hiring and we asked for feedback to improve our processes. For instance, we initiated new discussions at the mid-term of every CRCs. Since 2022, individual meetings are organized with each researcher before their mid-term evaluation by the Vice-President Research and Innovation's team. A member of the OVRPI meets with each researcher to assess their wellbeing and potential challenges since the beginning of

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their chair. These meetings help us to understand the context in which each Chairholder works and enable a more pragmatic mid-term assessment as well as identification of barriers to their success and discuss proactive measures to overcome these challenges.

In 2022 the University of Ottawa community has made efforts to learn about the history of Indigenous peoples in Canada and to encourage teaching about Indigenous history. Here are a few examples of actions during the reporting period:

- The institution continue to support the Mashkawaziwogamig Indigenous Resource Center which is a culturally safe space which offers a variety of programs and supports designed with First Nations, Inuit and Métis learners in mind (<https://www.uottawa.ca/about-us/indigenous/indigenous-resource-centre>). On their website, you will find the Elder and Knowledge Keeper Guide for Traditional Protocols, which provides guidance on how to engage with First Nations, Métis and Inuit communities. It is important to acknowledge that every nation is different. As such, their cultural practices are different too.

- Since the Indigenous Action Plan (IAP) was released in 2020, the institution confirms that where faculties and sectors have hired Indigenous faculty and staff, the work is happening naturally. Indigenous faculty and staff are building new courses, developing strong relationships to create new (or sustain existing) research programs, and generally take the lead in decolonizing and Indigenizing processes where they work. While there is similar work happening in sectors without Indigenous faculty or staff, the pace can be a bit slower and less organic, as well as lacking the authenticity, experience and connections that Indigenous employees bring with them. See more information here: <https://www.uottawa.ca/en/news-all/collaborative-approach-indigenous-action-plan>

- Official launch of a New Certificate in Indigenous Law Program. On August 17, 2022, the Faculty of Law officially launched a new certificate program in Indigenous law (<https://www.uottawa.ca/en/news-all/official-launch-new-certificate-indigenous-law-program>).

- In March 2022, a new Centre for Indigenous Community Infrastructure (CICI, <https://www.uottawa.ca/faculty-engineering/centre-indigenous-community-infrastructure>) was founded. A 2016 report by the Canadian Council for Public-Private Partnerships found there was a \$30-billion infrastructure gap in First Nations communities. While governments have committed money to address the problem in the years since, a significant deficit remains. Addressing this gap will take more than just money, it requires the right advisors and partnerships. The Centre – part of the Faculty of Engineering – unites a wide range of engineering professors, researchers and graduate students at the university. The goal is to study and develop solutions for a variety of issues and opportunities within Indigenous communities including: housing, airport upgrades, Arctic road building projects, COVID-19 wastewater monitoring and hydroelectric projects. Since its inception, the Centre has worked on projects in the eastern provinces and Nunavut and is currently discussing projects in western Canada. See more information here: <https://www.uottawa.ca/en/news-all/building-bridges-between-indigenous-communities-industry>.

- In addition to the barriers mentioned in the report, we identified one specific recruitment challenge that may have restricted the pool of CRC applicants. As a bilingual institution, the University of Ottawa has an institutional language requirement where all its regular academic staff members are at least passively bilingual, namely that they have mastered all the active functions of one Official Language and the passive functions of the other. Moreover, uOttawa strives to gradually increase the number of its regular academic staff members who are “actively bilingual”. At the institutional level, uOttawa has recently committed to internationalization and Francophonie with a new leadership position of Vice-President, International and Francophonie. Dr. Sani Yaya has been nominated in this position in 2020. For CRC holders, these new commitments to Francophonie may result in greater clarity regarding the

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level of French required at different stages of their career progression, which will help researchers plan their training to develop language skills if necessary.

- Finally, we continue to inform the CRC Program that we are aware of a particular challenge or obstacle to the development of early career Chairholders. The long delay between the award of the Chair and the lifting of the embargo has been identified as problematic. A few researchers have missed the opportunity to secure media interviews (with their CRC title) and make public intervention about relevant societal topics.

PART E: Efforts to Address Systemic Barriers More Broadly within the Institution

Efforts to Address Systemic Barriers More Broadly within the Institution:

Briefly outline other EDI initiatives underway at the institution (that are broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where relevant, using the hyperlink boxes provided below (URLs should include https://). Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (limit: 4080 characters)

Since one of the objective of the CRC institutional EDI Action Plan is to “Strengthen institutional commitment to EDI”, we already listed numerous institutional activities in the corresponding section above, see **Objective 4.d**.

- The President of the University, Mr. Jacques Frémont, has voiced its support and embedded EDI as a priority of the new strategic plan for the University, Transformation 2030. The Vice-President, Research and Innovation, Dr. Sylvain Charbonneau, has also ensured that EDI is part of the strategic plan for research 2020-2025, with an objective to “FOSTER AND CELEBRATE excellence, equity, diversity and inclusiveness within our research community and in our research approaches.” This visible commitment from leaders continued in 2022 and it has allowed the start and implementation of numerous initiatives across different spheres on campus. For instance, in 2022, the Provost announced the creation of a new position called: Vice-Provost, equity, diversity, and inclusive excellence. The University is taking another important step towards transforming its community into a welcoming and inclusive environment, rooted in the values of the institution. The position's mandate will include equity, diversity and inclusion in all its forms, as well as continued work in the areas of anti-racism and racial inclusion, equity and inclusion for all genders, sexual orientations, disabilities, beliefs and beliefs and convictions. Reporting to the Provost and Vice-Rector, Academic Affairs, this person will work with the student body, faculty and staff to define strategic directions for achieving our goals of equity, diversity and inclusion in teaching and research, as well as in our learning and working environments. This appointment (filled in 2023) is one of the concrete steps the University is taking to combat racism and to make our campus a welcoming environment for all members of our community. The strategic priorities of the Office of the Vice-Provost, Equity, Diversity and Inclusive Excellence (EDI) are: anti-racism, equity, diversity, and excellence in inclusion, mental health and well-being. A new website has been created to regroup their initiatives (see link below).

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- On November 9, 2022, the University of Ottawa was proud to appoint First Nations activist Claudette Commanda as the first Indigenous leader and only third female to be named Chancellor in the university's 174-year history. Claudette Commanda, a new chancellor for all. She invites us to follow her over her next five years (2022-2027) as uOttawa chancellor, on the unceded territory of the Algonquin people, on Turtle Island.
- During the reporting period, the Research Management Services of the Office of the Vice-President, Research and Innovation led a series of webinars to support CRC and other university researchers to integrate EDI considerations and approaches in their grant applications. In particular, specific EDI support has been provided for different competitions such as CERC, CFREF, NFRF Exploration, NSERC Alliance, NFRF Transformation, NSERC CREATE, as well as Banting and Vanier applications. During Webinars for Professors, Research Advisors and Vice-Deans Research, key EDI concepts, practical examples from the specific fields of knowledge, self-assessment tools, pedagogic tools, and references were shared to support them into this culture change.
- In addition to the actions listed in previous sections 4.d, many faculties have also taken the lead in assessing the situation in their own domain, labs, and environment. New websites and administrative positions have been created to lead the EDI efforts in specific faculties. The support of many allies working on different EDI committees across campus is also a tangible sign that a movement is underway. Their work is useful to identify barriers with an adverse effect on the research environment and the gaps in knowledge/awareness that may prevent the development of real actions to create a diverse and inclusive culture in research at uOttawa.

List of the 6 Hyperlink we would like to share:

- <https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>
- <https://www.uottawa.ca/research-innovation/equity-diversity-inclusion/research-action-plan>
- <https://www.uottawa.ca/research-innovation/awards-recognition/equity-diversity-and-inclusion-research-award>
- <https://www.uottawa.ca/about-us/provost/anti-racism-inclusion>
- <https://www.uottawa.ca/en/news-all/claurette-commanda-becomes-1st-indigenous-chancellor-university-ottawa>
- <https://www.uottawa.ca/en/news-all/collaborative-approach-indigenous-action-plan>

END

Submitted on December 8, 2023
