



**Concordia University's  
Equity, Diversity and Inclusion (EDI) Action Plan  
for the Canada Research Chairs (CRC) Program**

**Revised (pending Senate approval)**

**December 15, 2018**



# **Concordia University's Equity, Diversity and Inclusion (EDI) Action Plan for the Canada Research Chairs (CRC) Program (Revised)**

## **1. Executive Summary**

Concordia University recognizes the essential role of diversity in fostering excellence by improving learning, advancing research, inspiring creativity, driving productivity and enhancing the experience and morale of the entire institution. We value and embrace the complexity of diversity, including but not limited to personal and social identities, perspectives, ideologies and traditions, and endeavour to cultivate the skills necessary to integrate and harness this complexity in order to effectively lead and innovate in society. We strive to cultivate an educational environment where all students, faculty and staff feel connected to the institution by seeing their experiences reflected in our curriculum, programming, partnerships and scholarship. We understand that diverse peoples and communities require different supports, acknowledgements, accommodations and considerations in order to fully participate in the livelihood of the Concordia community and address historical and contemporary inequalities in Canadian and global society. We commit to fostering all of these cornerstones of diversity as integral elements of the next-generation university.

The development of the Concordia Equity, Diversity and Inclusion (EDI) Action Plan for the Canada Research Chair Program has been a shared undertaking of the Offices of the Vice-President, Research and Graduate Studies (OVRGS) and the Provost and Vice-President, Academic (OPVPA). At Concordia, the OVRGS has oversight for the processes related to Canada Research Chairs while the OPVPA has oversight for the processes related to faculty hiring, both of which are implicated in the EDI Action Plan.

The key actions are comprised of both short- and long-term goals and were developed with the understanding that addressing the overarching themes of equity, diversity, and inclusion are not limited to the recruitment and retention of Canada Research Chairs (CRC) but, rather, must be seen as an institutional imperative. While the main focus of this plan relates to the requirement of the CRC, the actions will be seen in a larger context of diversity that includes all members of the Concordia University community i.e. faculty, staff, and students.

## **2. Background and Context**

As of December 15, 2018, Concordia University is meeting its targets for three of the four designated groups (FDGs), although data cannot be reported for two of the designated groups for confidentiality reasons. Details are in the table below (gaps equivalent to less than a Chair are not considered):

**Figure 1 - Canada Research Chairs from the FDGs at Concordia as of December 15, 2018**

<b>26 Chairs currently occupied (8 Chairs are currently vacant)</b>			
<b>Designated Group</b>	<b>CRC Program Target</b>	<b>Concordia Occupancy</b>	<b>Gap</b>
Women	31%	6 (23%)	2
Members of Visible Minorities	15%	7 (27%)	No gap
Persons with Disabilities	4%	*	*
Aboriginal Peoples	1%	*	*
*Please note that cells with fewer than 5 responses cannot be reported for confidentiality.			

As of December 15, 2018, one (1) CRC nomination (CIHR Tier 2 in research area of *Molecular Biophysics of Human Health*) and one (1) renewal (CIHR Tier 2 in research area of *Clinical Nutrition*) have been submitted and are pending review. Results are expected in April 2019. One (1) Chair nomination (research area of *Critical Disability Studies and Communication Technology*) is also expected to be submitted for review between now and April 2019.

As a result of the 2018 CRC Secretariat re-allocation exercise, Concordia also has six new Chair allocations: one (1) SSHRC Tier 1, four (4) SSHRC Tier 2 and one (1) CIHR Tier 2. There is also one (1) current NSERC Tier 2 chair that will end a second term in October 2020. An internal call for letters of intent (LOI) was published in October 2018 to identify research areas for these allocations. We expect this will conclude in the second quarter of 2019 and that nominations will be submitted to the CRC Secretariat in 2020 for most of these allocations. We are committed to using these Chairs to meet and exceed our EDI targets, and the additional unlimited flex moves recently provided by the CRC Program will assist us in meeting this objective. Our current call for LOIs made this very clear, and the decision to make flex moves will be taken by the University Research Committee in the final step of evaluation of the LOIs received.

**Concordia has resolved to make a concerted effort through this Plan and its measures to not only meet the targets as set by the CRC program but to exceed them wherever possible. As such, one objective we have set in relation to the CRC Program is to be at least four (4) Chairs over the CRC program targets set for all FDG categories combined by July 2021, while also not being below the target in any one FDG category.**

### 3. Equity, Diversity and Inclusion Objectives and Measurement Strategies

#### Employment Systems review

**Current status:** Faculty hiring at Concordia University is governed by the [Concordia University Faculty Association \(CUFA\) Collective Agreement](#), which covers all faculty hiring, including research chairs. For a CRC hire, following a successful LOI chosen via a competitive process, a faculty position is first advertised with emphasis always placed on attracting a wide range of candidates. All positions are advertised externally in appropriate discipline-specific journals, through professional networks, and in newspapers. For a CRC recruitment, where a high-calibre researcher in a specific field is being sought, compliance with collective agreement provisions, process transparency, as well as a comprehensive search must all be balanced.

For all faculty hires, Concordia adheres to a transparent, committee-driven hiring process, which includes department hiring committees, department personnel committees, an equity committee, and where appropriate, department tenure committees and the Board of Governors. In the interests of attracting qualified candidates at multiple career stages, or with differing personal circumstances, the collective agreement also has provisions for spousal appointments (CUFA Article 12.09).

CRC position advertisements (which, when available, can be found at <https://www.concordia.ca/research/for-researchers/policies-guidelines.html>, under the CRC EDI tab) clearly state that Concordia is strongly committed to employment equity within its community and to recruiting a diverse faculty complement. Advertisements specifically encourage applications from all qualified candidates, including women, members of visible minorities, Aboriginal persons, members of sexual minorities, persons with disabilities, and others who may contribute to diversification. Since 2017, we have added text to our CRC ads that encourages individuals with career interruptions to consult the CRC guidelines and apply. In addition to the provisions of the CUFA collective agreement, mandatory EDI training conducted by the Senior Lead, Equity and Diversity, was first implemented in late 2017 for the three CRC hiring committees resulting in one submitted CRC nomination in October 2018, one pending CRC nomination (to be submitted in early 2019) and one failed search.

**Actions and Timelines:** Although these are current practices for CRC faculty hiring, and enforced by the Provost/OVPRGS, they are not ingrained in any Policy documents. There is currently also no overall university Policy to address EDI in regular faculty hiring, nor until 2017-18 had there been EDI training of committee members beyond the departmental hiring committee. Specific actions being taken to address these issues are:

- In September 2018, a draft of the “Equity, Diversity and Inclusion Action Plan for faculty hiring, retention and development” was prepared by the Office of the Provost and will be finalized in the coming months. As the original CRC EDI Action Plan (December 2017) was the first official document to address EDI, this step will reinforce the message of the Action Plan and help to embed EDI in Concordia’s academic culture.
- The Policy for Research Chairs and the associated Procedures document ([VPRGS-7](#)) will be modified to include specific requirements for CRC recruitments, advertising and hiring committee training in EDI by April 2019, to be approved by Senate by June 2019.
- EDI training for CRC hiring will be expanded from departmental hiring committees to other committees involved in the process (i.e. Faculty Research Committee and University Research Committee), in time for the decision-making processes in relation to our current LOI call.

Recent collective bargaining negotiations yielded the following revised and enhanced diversity statement that, if approved, will be required for each faculty job posting:

*“Concordia University is strongly committed to employment equity within its community, and to recruiting a diverse faculty and staff. The University encourages applications from all qualified individuals, including women, members of visible minorities, Indigenous persons, members of sexual minorities, persons with disabilities, and others who may contribute to diversification; candidates are invited to self-identify in their applications.”*

## **Comparative review**

**Current status:** All CRCs receive a minimum of one three-credit course remission per year. The amount of research support coming from the CRC program funding is also the same for all CRC T2 (\$45K per year) and CRC T1 (\$90K per year), as stipulated in the [Procedures](#). Current Chairholders also hold uniform CRC-associated salary stipends depending on Tier and Faculty affiliation. Allocations for CFI-JELF are generally standardized for CRCs: normally, a Tier 2 receives a \$100K JELF contribution and a Tier 1 receives a \$140K JELF contribution. In some cases and due to justified specific needs, additional contributions are offered: of the current CRC-affiliated JELFs, the three awards that were higher than the standard amounts all went to members of the FDGs. Although not necessarily intentional, it indicates that receiving CFI JELF allocations have not been a challenge for CRCs who belong to the FDGs.

Additional support (cash or in-kind) for research costs, equipment or laboratory renovation, salary supplements, and additional protected time for research is dealt with on a case by case basis through the hiring process. This involves the Faculty administration (Dean and Associate Deans), the heads of academic and (if applicable) research units, where the appointment will be held, as well as the Offices of the Provost and the Vice-President, Research and Graduate Studies.

Upon identification of the preferred candidate, the collective agreement between CUFA and the university contains a salary grid ([CUFA](#) Appendix 4) that determines the salary offer for the appointment. The salary grid has three components:

- The Step upon which candidates are placed based on education and experience (non-negotiable)
- The Market Supplement based on specific disciplines (CUFA Appendix 3, non-negotiable)
- Individual supplements (negotiable), subject to review by the Salary Review Committee (CUFA Article 11.19).

A review of compensation of current CRCs showed that, while there are variations between Chairholders salaries, in general there is a fairly narrow range of variation amongst CRCs within each of the four Faculties. Within each Faculty, agency and Tier, there are generally too few Chairs to be able to generate statistically significant data according to the FDGs: Concordia currently has 26 Chairs (8 Tier 1 chairs and 18 Tier 2 chairs) divided over three agencies and spread over four Faculties.

**Actions and Timelines:** While there is standardization, via the [Policy on Research Chairs](#), of the research stipend amounts and minimum course remissions for all CRCs, most other parameters are decided by Faculty Deans in accordance with collective agreement mechanisms and the prevailing discipline-specific norms. While no major discrepancies are evident, the internal management of the program would benefit from oversight and monitoring measures, including review of the Policy together with the

Faculties to determine whether any additional parts of the offer to CRCs can be standardized (consultations with a view to approval by Senate of any Policy modifications by June 2019).

## Environmental Scan

**Current status:** There is a lack of data at Concordia University on overall faculty diversity, which could allow us to identify the target groups, either within CRC applicant pools or at the university as a whole. Although the Department of Human Resources has the capacity to collect diversity data on staff members, including faculty, via the employee web portal, it is completely voluntary and data collected is far from complete. Specific data about the integration of current CRCs has not been surveyed, although the administration is aware of (and can take action on) issues that individual Chairholders raise through preparation of their annual chairholder reports and the mandatory mid-term review and performance evaluation processes.

Nevertheless, employment equity has been a priority at Concordia for many years, with an [official policy](#) in place since 2002, and a rapidly-accelerating agenda to support it. The Office of the Provost and Vice-President, Academic, along with the Department of Human Resources, oversees Institutional-level equity practices for faculty and staff. Since 2017, there has been an increased emphasis on developing robust procedures as these relate to hiring, evaluation, promotion, and retention. The Equity, Diversity and Inclusion (EDI) Action Plan for the Canada Research Chairs program was developed in 2017 and approved by the university Senate in January 2018. Other examples include the expansion of the Vice-Provost, Faculty Development and Inclusion (formerly Faculty Relations) portfolio to include equity and diversity programming and planning within the professoriate. In addition, two staff positions were created to advance work in this area: the Senior Lead, Equity and Diversity (September 2017) and the Manager, Academic Leadership and Inclusion (July 2018). This team works together to develop, implement, monitor and advance equity, diversity and inclusion (EDI) initiatives affecting the professorial corps. Other recent initiatives include the submission of the “Equity, Diversity and Inclusion Action Plan for faculty hiring, retention and development” in September 2018. The Plan’s objectives include: implementing evidence-based EDI best practices for the recruitment and retention of faculty and academic administrators; developing, implementing, and regularly adapting surveys for Concordia’s professorial corps and pool of applicants to faculty positions about their membership from underrepresented groups with the aim of establishing minimum representation targets for the professorial corps, and timelines to meet them; and raising awareness within the university community of the importance of diversity and inclusion for the success of our mission and of the role that all community members have in supporting it.

### Actions and Timelines:

- The lack of data about diversity in the faculty is the most pressing issue, and will be addressed as described in the section, *Collection of Equity and Diversity Data*, below.
- In winter 2019, the *Provost’s Equity, Diversity and Inclusion Action Plan for faculty hiring, retention and development* will be finalized and implemented. It will enhance the institutional environment by embedding and enhancing our commitments and obligations to EDI in regards to all faculty hiring, not just CRCs.
- A Chairholder survey will be completed by February 2019, and reviewed by the OVRPGS and Provost, with follow-up and actions to be taken as appropriate.

## 4. Management of Canada Research Chair Positions

### Allocation of new chairs

**Current status:** Concordia University's allocation of Canada Research Chairs is managed by the Office of the Vice-President, Research and Graduate Studies. The internal process is governed by the university Senate-approved [Policy on Research Chairs](#) and its related [Procedures and Guidelines for Research Chairs](#). At the root of this process is the general rule that Concordia uses its CRC allocations to recruit new faculty members and not for internal promotion, and therefore internal candidates are not eligible to be nominated for a CRC.

The internal allocation process also involves the Office of the Provost and Vice-President, Academic (OPVPA), the University Research Committee (URC), the Faculty Research Committees (FRC) of Concordia's four Faculties and their Deans and Associate Deans, Research, and the heads of all academic and research units within the university.

The allocation process normally begins with the university having (or anticipating having) one or more vacant Canada Research Chair positions within the next 12 to 24 months. A call for letters of intent (LOIs) is then issued by the VPRGS to all Deans for distribution to the heads of academic units, and to university-recognized research units. The call (see example in appendix A) describes the CRC program, lists which chair allocations are vacant, and details the LOI adjudication process, required documents and deadlines to submit to the URC. The call for LOIs refers to the appropriate university policies, procedures, and collective agreements and states the importance and necessity of addressing equity in the FDGs (women, persons with a disability, Aboriginal Peoples, and visible minorities).

Further to the call, interested academic and research units then submit LOIs to their FRC, who will then review and select which of these letters should be forwarded to the URC. The URC will then review the LOIs received and decide on the allocation(s) within the university. The existing criteria used are: fit with Faculty and University Strategic Research Plans, the expected impact the allocation would have on the research area/unit, the potential to secure external funding and attract HQP, and the potential to increase Concordia's leadership, visibility and reputation locally, nationally and internationally. In addition, in more recent calls there has been emphasis placed on areas that are more likely to attract applicants from the FDGs.

Of note is that in recent calls, there has been an increased emphasis on the importance of active recruitment of FDGs with the most recent call including a mandatory meeting of hiring committees with OVPRGS and OPVPA staff to fully understand the relevant CRC guidelines, and to receive EDI-related training.

### **Actions and Timelines:**

- For implementation with our current call, it will be required that the LOI's proposed area of research has the potential to attract a diverse pool of applicants and it will also be required that the nature of the FDG applicant pool be addressed in the submission. This will form part of the review criteria at both the FRC and URC for allocation purposes (completed by February 2019). These efforts will continue to expand with the further development of mandatory training of hiring committee members.

- EDI training sessions for CRC hiring committees will take into account feedback and responses from committee members to refine and further develop training (ongoing).
- Starting with our current call, unconscious bias training will also be mandatory for Faculty and University Research committee members, as these bodies also play a role in approval of CRC allocations.
- The diversity of the applicant pool for each competition will be monitored through an applicant survey currently underway and henceforth in place for each tenure-track recruitment initiative.
- The Vice-President, Research and Graduate Studies and the Provost and Vice-President, Academic, received recommendations from the working group that had been formed to assess the merits of internal promotion for allocation of CRCs. A decision on the recommendation is expected by June 2019. The decision may require modifications to the [Policy on Research Chairs](#) and its related Procedures.

### **Chair Evaluation, Renewal, Re-allocation and Promotion**

**Current status:** The [Policy on Research Chairs](#) and its related [Procedures and Guidelines for Research Chairs](#) describe the process for review of Canada Research Chairs, which includes annual reports, a mid-term review and a renewal evaluation. Examples of the criteria used for the renewal evaluation of Tier 1 and Tier 2 Chairs in the Faculty of Arts and Science are included in Appendix B. The relevant FRC (or a subset of the committee) conducts the review and the process involves the chairholder submitting a report of activities along with a presentation to the Committee (including a Q&A). The FRC then meets in camera to assess the chairholder's dossier and to make a recommendation (to renew or not to renew) to the URC. The URC will then review the recommendation and dossier, incorporating in its review the elements relevant to the overall university context and our Equity, Diversity and Inclusion Action Plan to make its decision on whether to allow the application for renewal of the chair to the CRC Program. Should the URC not authorize the renewal of a Chair, the position would revert to the pool and be subject to a new allocation process as described earlier. The same practice has also been applied when a CRC renewal application submitted to the CRC program was not awarded, although this is not currently specified in the [Policy](#) and related [Procedures](#).

Concordia has only lost Chairs three times through re-allocation exercises, once in 2010, once in 2012 and once in 2017. However, in all three instances, there was a vacant/unused Chair that could be targeted without having to phase-out an existing chairholder, so these re-allocation decisions were easily made.

There is no provision currently in place for the internal promotion of CRCs since the [Policy on Research Chairs](#) specifies that CRCs are to be used for external recruitment only. Thus, a CRC Tier 2 cannot be promoted to a CRC Tier 1.

#### **Actions and Timelines:**

- The [Policy on Research Chairs](#) and the related [Procedures](#) will be modified to formally address the cases of failed searches and of non-renewal of chairs, ensuring that the chair allocations revert to the pool and are subject to a new allocation process. (to be incorporated in the Policy on Research Chairs by June 2019).
- A specific section on re-allocation exercises will be added to the [Policy on Research Chairs](#) and the related [Procedures](#) to formally describe the decision-making process to be followed and to incorporate in it EDI principles and EDI Action Plan measures/targets (June 2019).



## **Hiring Process: from LOI to offer of employment**

As of September 2018, the CRC Secretariat instituted comprehensive new institutional requirements for recruiting and nominating Canada Research Chairs (<http://www.chairs-chaire.gc.ca/programme/equity-equite/recruitment-recrutement-eng.aspx>). Concordia's Vice President, Research and Graduate Studies, will be responsible for ensuring compliance with these requirements.

Throughout the process, the Senior Lead, Equity and Diversity, from the Office of the Provost and Vice-President, Academic, will be involved in organizing and providing EDI training, and be available as a resource person throughout.

Additional best practices will be incorporated into the training sessions presented by the Senior Lead, Equity and Diversity, and at the end of each hiring cycle, representatives of the OVPRGS, Office of the Provost, and representatives from the hiring committees who are also members of the FDGs will debrief and prepare revised sets of best practices for use in the next hiring cycle.

Some examples of practices to be encouraged in the allocation cycle currently underway include:

- Provide a toolkit that committees may refer to for guidance in: creating job descriptions that accurately identify the necessary skills, abilities, experience and qualities; how to evaluate applications that include nontraditional components and a list of internal contacts at the institution who can provide further advice; Concordia's equity and diversity targets and gaps, EDI commitment, and action plan; key steps for making the decision-making process open and transparent.
- Allow potential candidates to submit a full career or extended CV in cases where they have had career interruptions.
- Create a hiring committee budget that gives the opportunity to bring in potential FDG candidates (notably indigenous) so that they can experience and evaluate the Concordia environment.
- Ensure that each candidate is able to meet with diverse members of the community, including broad representation at each candidate's job talk.
- Encourage hiring committees to consider allocating 20% of the overall ranked score to Diversity.
- Offer the option of using a search firm to the successful LOIs resulting from the current call (based on the successful pilot of this process for our recent CERC application).

Concordia has substantially increased its efforts in the area of equity, diversity, and inclusion that are beneficial for all faculty and adds to the culture of inclusivity and general conditions of productive employment. These efforts and strategies include the following:

- A new Senior Director for the Office of Community Engagement was hired, representing a significant period of investment and period of growth. The Office supports, connects and promotes new and existing community-university partnerships.
- The Indigenous Directions Leadership Group was launched and explores, identifies and recommends priority areas in which Concordia can improve its responsiveness to the Truth and Reconciliation's (TRC) Principles for Reconciliation and Calls to Action. This came with an appointment of a Special Advisor to the Provost on Indigenous Directions and a chair of the Indigenous Directions Leadership Group.
- A joint committee between the faculty association and the university has been struck to do a gender-pay equity analysis for faculty. Specifically, the committee is being asked to perform a gender-based analysis of compensation to determine whether current policies

and procedures contribute to gender-based inequities in the compensation of tenured and tenure-track faculty members. They will be looking at possible inequities in base salary, remuneration, start-up funds, and other incentives that may impact remuneration and recognition. The committee is expected to report back to CUFA and the OPVPA in 2019.

- Every hiring dossier reviewed by the Joint Employment Equity Committee (JEEC, CUFA Article 11.15), whose purpose is to ensure that fair hiring practices are observed with respect to members of designated groups. However, few dossiers are returned for revision based on equity concerns and we are currently in talks with the members of JEEC to increase the scope of their work within the bounds of the collective agreement framework.

**Actions and Timelines:**

- In keeping with the larger goal of fully integrating EDI measures into the Concordia research culture, we will move towards targets in internal, Concordia University Research Chair (CURC) allocations. More specifically, targets beyond the gender balance already sought in the CURC program will be implemented. These chairs, which are also governed by the [Policy on Research Chairs](#) and its related [Procedures and Guidelines for Research Chairs](#), are subject to annual calls and selection. Past practice has had equity efforts focused on gender balance, however, this will be expanded to better address the FDGs and further enhance an inclusive culture at the university. To be implemented in relevant Policy revisions by June 2019, and in relevant calls and nomination processes by fall of 2019.

## **5. Collection of Equity and Diversity Data**

**Current status:** Concordia has been engaged in an ongoing process of identifying optimal strategies for equity data collection. This process involves discussions with administrative leadership, faculty members and legal counsel, outreach and consultation with colleagues at other Canadian universities, and collecting various data recording templates.

Simultaneously, there are a range of concerns that have arisen during this process. For example, we will need to go through a complicated administrative process to identify where the data will be stored, who will have access to it, and how it will be shared with committees and departments, all while protecting the privacy of each candidate. Also, in consulting colleagues at other institutions, it is apparent that the rate of response to equity surveys by job applicants is consistently low, possibly due to concerns regarding privacy and having the data used to disqualify them from certain positions.

We are currently undertaking a legal analysis of the university's plans to collect demographic and other data pertaining to equity and—and working with the *Commission des droits de la jeunesse et des droits de la personne* to expand the allowable scope thereof. The recent announcement by Universities Canada on the necessity of collecting institutional data and the accompanying Inclusive Excellence Principles (<https://www.univcan.ca/media-room/media-releases/universities-canada-principles-equity-diversity-inclusion/>) and the EDI Action Plan provide additional rationale for the urgency of these efforts.

**Actions and Timelines:** The Office of the Provost, under the leadership of the Vice Provost, Faculty Development and Inclusion, is currently spearheading two initiatives to collect the data that we currently lack. In October 2018, a pilot for a faculty applicant survey started. This new initiative invites

all applicants for full-time faculty positions to complete an anonymous survey about their membership—or lack thereof—in groups designated by federal and provincial authorities as being historically underrepresented in the workforce. In addition, they are asked about sexual and gender identity. The results of the survey will be helpful to the university in determining how to shape future hiring strategies to best advance our commitment to EDI. Data from the survey will not be shared with hiring committees during the current search process. In winter 2019, a demographic survey for all current faculty is planned for implementation.

## **6. Retention, Inclusivity and Resources**

**Current situation:** Concordia has several resources available to all members of the campus community in order to improve the working climate and support underrepresented members. These include:

- Indigenous Direction Leadership Group, the Critical Feminist Activism and Research (CFAR) Project, Center for Gender Advocacy, HR Employee Assistance Program (accessibility issues).
- Individual supplements (as referenced above), which can be used for retention.
- Several types of leave are available to accommodate flexible work schedules / variable life circumstances, including compassionate leave (CUFA Article 33), maternity leave, paternity leave, and parental leave (CUFA Article 35), unpaid salary leave (CUFA Article 32), and reduced time appointments (Article 25). This range of leave options gives the institution flexibility as this relates to life circumstances and the need for flexible work schedules. The collective agreement protects against penalization for taking leave.
- Spousal appointments are directly addressed in the collective agreement (Article 12.09)

There is more than one avenue available to chairholders/faculty who may wish to lodge an equity-related complaint. There is either the university's [Office of Rights and Responsibilities](#), which administers the [Code of Rights and Responsibilities](#), or the [Ombuds Office](#), which has the mandate of assisting in the informal resolution of concerns and complaints related to the application of all university policies, rules and procedures. The Code of Rights and Responsibilities is the university's policy on behaviour and provides a mechanism for members (faculty, staff and students) to file complaints related to discrimination and/or harassment based on the grounds specified in the Quebec Charter of Human Rights and Freedoms (race, religion, gender identity, etc.). It also specifies the procedures for resolving these complaints (e.g. Section IX). The Ombuds Office conducts independent and objective inquiries into complaints that have already exhausted the usual avenues for grievance and appeals. Following the inquiry, the Ombudsperson will recommend solutions to help resolve concerns and complaints as well as recommend improvements to university policies, rules and procedures that are unclear or unfair.

Beyond what is mentioned above, all equity, diversity and inclusion concerns and requests for guidance and/or counseling can be brought to or reported to Concordia's Senior Lead, Equity and Diversity:

Dr. Mark Andrew Galang Villacorta  
Senior Lead, Equity and Diversity  
Office of the Provost and Vice-President, Academic  
Tel: 514-848-2424, ext. 4875  
Fax: 514-848-8766  
Email: [equity.vpfr@concordia.ca](mailto:equity.vpfr@concordia.ca)  
1550 de Maisonneuve Blvd West, Suite GM 806.27  
Montreal, QC H3G 1N2

Any equity, diversity and inclusion complaints may be reported to:

Dr. Nadia Hardy  
Vice-Provost, Faculty Development and Inclusion  
Office of the Provost and Vice-President, Academic  
Tel: 514-848-2424, ext. 4323  
Fax: 514-848-8766  
Email: [vpfr@concordia.ca](mailto:vpfr@concordia.ca)  
1550 de Maisonneuve Blvd West, Suite GM 806.08  
Montreal, QC H3G 1N2

## **7. Conclusion**

As an institution, Concordia has historically been quite successful in meeting its CRC-prescribed targets. Nevertheless, we believe that, as a forward-thinking, next-generation university, it is our responsibility to not simply meet these targets but rather to exceed them wherever possible. Critical to the success of such an initiative is to move forward not only on the goals and actions outlined in our EDI Action Plan but also to make diversity and inclusion part of the overall Concordia narrative. We have made great strides in this direction with a variety of undertakings already addressed above. Continued success will depend on a concerted effort at all levels of the university from faculty to staff to senior administration. Further, these interventions cannot be limited but, rather, must be seen as an institutional imperative in all aspects of the academic life cycle from hiring of new faculty and staff, attracting and training of highly qualified personnel to knowledge mobilization, knowledge transfer and community partnerships and outreach wherever and whenever applicable.

# APPENDIX A



### INTERNAL MEMORANDUM

**TO:** Amir Asif, Dean, Gina Cody School of Engineering and Computer Science  
Anne-Marie Croteau, Dean, John Molson School of Business  
Rebecca Duclos, Dean, Faculty of Fine Arts  
André Roy, Dean, Faculty of Arts and Science

**cc:** Mourad Debbabi, Associate Dean, Research and Graduate Studies, Gina Cody School of Engineering and Computer Science  
Kathleen Boies, Associate Dean, Research, John Molson School of Business  
Joanna Berzowska, Associate Dean, Research and Graduate Studies, Faculty of Fine Arts  
Graham Carr, Provost and Vice-President, Academic Affairs  
CUFA

**FROM:** Christophe Guy, Vice-President, Research and Graduate Studies 

**DATE:** October 17, 2018

**SUBJECT: Call for Letters of Intent for Canada Research Chair (CRC) nominations**

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I am pleased to announce that Concordia has recently received additional Canada Research Chair (CRC) allocations. Including previous unfilled allocations and an expiring Tier II chair, which will be ending its second term in 2020, the currently available allocation is comprised of the following:

- One CIHR – Tier II chair;
- One NSERC – Tier II chair;
- Four SSHRC – Tier II chairs; and
- One SSHRC – Tier I chair

As per the *Policy on Research Chairs (VPRGS-7)*, academic and research units are invited to submit Letters of Intent (LOIs) identifying a strategic area of research and demonstrating the impact of allocating a CRC to that area that will assert or solidify Concordia's leadership in the field.

**Important to note:** Given recent modifications made by the CRC program in regards to the requirement by institutions to meet their [Equity, Diversity and Inclusion \(EDI\) Action Plan](#) targets when filling new chairs, and the newly-acquired possibility of making *flex moves* (i.e. changing a chair allocation from one agency to another, or merging two Tier II chairs into one Tier I chair, or vice-versa), the University Research Committee decided that the current call would allow academic and research units to submit LOIs for chairs associated to any agency (i.e. CIHR, NSERC and SSHRC) and at any Tier (I or II), whether or not Concordia currently has vacant allocations for that specific agency or Tier. Faculties, university-recognized research units/infrastructure platforms and other university-level entities such as PERFORM and MILIEUX are encouraged to work together to identify and put forward cross-field proposals for chair allocations, leveraging relevant expertise and resources internally.

In addition, due to the increased requirements by the CRC that everyone involved in CRC decision-making receive training, members of the FRCs are asked to complete the training module on unconscious bias found here <http://www.chairs-chaire.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false> prior to consideration of the LOIs.

A few key points to keep in mind at the LOI stage are:

- Concordia uses its CRC allocations to recruit top researchers to the University. Individuals who currently hold a tenured or tenure-track faculty position at Concordia are not eligible candidates for a CRC.
- The nomination for a CRC appointment will involve the recruitment of the candidate to the University in parallel with the nomination. Since the recruitment process for new faculty members must be conducted in accordance with the CUFA collective agreement (posting, search, selection), a specific candidate is not expected to be identified at the LOI stage. It is expected, however, that a pool of potential candidates be identified in order to help the URC determine how EDI requirements and targets could be met through a CRC allocation to the proposed area.
- The CRC Program Secretariat requires all recruitment practices for chairholder positions to be open, transparent, equitable, and well-documented.
- From the outset of the search process, the University must demonstrate that it has actively encouraged to apply, and actively recruited, applicants from the four designated groups: women, persons with a disability, Aboriginal Peoples, and visible minorities. ***Therefore, when the allocations are made, it will be mandatory for all involved in the recruitment and hiring process to receive appropriate EDI training in order to ensure complete compliance with the CRC program guidelines.***
- The successful candidate may be recruited for membership in a university-recognized research unit but will be hired into a department or cross-appointed between departments.

The FRC must submit ranked LOIs, together with justifications for the rankings, to the Office of the Vice-President, Research and Graduate Studies no later than **Monday, January 21, 2019**. A maximum of eight (8) LOIs can be submitted by each FRC. For LOIs submitted by University-recognized research units/ infrastructure platforms and other university-level entities, the LOI must be reviewed and ranked by the FRC(s) corresponding to the expected field of hire and must include letter(s) of support from the relevant academic unit head(s). For detailed instructions on the content and format of the LOI, please refer to the [Policy](#) and accompanying [Procedures and Guidelines for Research Chairs](#).

The letter from the Dean must include the following information: membership list of the FRC, with confirmation that training was completed; how, when appropriate, any conflict(s) of interest were managed; evaluation criteria and ranked list of recommended LOIs (with the reasoned justifications); and how principles of equity, diversity and inclusion have been taken into consideration in the Faculty ranked recommendations.

Following reception of the ranked LOIs, the University Research Committee (URC) will meet to conduct a review of the ranked LOIs. As such, it is expected that the Associate Deans, Research of each Faculty will

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be asked to present to the URC in the last week of January 2019 on the FRC rankings and must be prepared to answer questions related to the submitted files, notably in relation to the EDI Action Plan and targets. The URC will then make decisions on which submissions will be retained for the available CRC positions, using flex moves as necessary. The URC will take into consideration the rankings proposed by the FRC and justifications for recommended areas of research.

The decisions by the URC will be communicated as soon as possible and will include a specific timeline for the search process and submission of the CRC nominations, as well as additional details about the recruitment process for chair candidates. Each Faculty will then be responsible for conducting the search for a candidate who meets the criteria as stated by the CRC program for the chairs. Once a candidate is selected, the Office of Research will assist with the development of the complete dossier to be submitted to the CRC Program Secretariat for peer review. In the cases of Canadian nominees, the CRC Secretariat accepts dossiers twice per year – in April and October. International nominees may be submitted to the Secretariat at any time.

Please distribute this Call for LOIs to the academic and research units in your Faculty and do not hesitate to contact Mona Hamzeh, Senior Advisor, Strategic and Institutional Research Initiatives, should you have any questions.



# APPENDIX B



## EVALUATION CRITERIA FOR CRC RENEWALS

CRC TIER I		
Topic	Criteria	Achieved
<b>Quality of the Chair</b>	<ul style="list-style-type: none"> <li>• Continue to distinguish themselves as an outstanding, world-class researcher</li> </ul>	
<b>Dissemination of Results</b>	<ul style="list-style-type: none"> <li>• Type of dissemination produced: peer-reviewed journals, monographs and books, conferences, patents, copyrights, products, services, technology transfer, creative/artistic works</li> <li>• The significant impact that each type of dissemination has made in the field</li> </ul>	
<b>Training of Highly Qualified Personnel (HQP)</b>	<ul style="list-style-type: none"> <li>• Training strategies created to attract students, trainees and future researchers</li> <li>• Encouragement provided to these individuals to develop expertise</li> <li>• Creation of an environment that attracts, develops and retains outstanding researchers in areas and technologies that are critical to Canada's cultural, social and economic growth, vital public policy issues, and quality of life</li> </ul>	
<b>Program of Research</b>	<ul style="list-style-type: none"> <li>• The goals achieved for the program of research</li> <li>• Improvement to Canada's ability to lead in research that has high social, cultural, scientific, or technological impact</li> </ul>	
<b>Integration with the University's Strategic Research Plan</b>	<ul style="list-style-type: none"> <li>• Relationship building with other research initiatives in Canada and abroad</li> <li>• Impacts produced that demonstrate the institution's strategic development of research</li> <li>• Improvement to the institution's ability to leverage additional research funding (if applicable)</li> </ul>	
<b>Benefits to Canada</b>	<ul style="list-style-type: none"> <li>• Benefits to society, health, the environment, quality of life, or public policy</li> <li>• Increased economic activity</li> </ul>	

<b>QUESTIONS</b>
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**Quality of the Chair:**

How will you continue to distinguish yourself as an outstanding, world-class researcher?

**Dissemination of Results:**

What types of dissemination have resulted from you holding the Chair?

Examples: peer-reviewed journals, monographs and books, conferences, patents, copyrights, products, services, technology transfer, creative/artistic works.

What types of non-academic dissemination have you produced?

Which audiences – both academic and non-academic - have benefited from the dissemination of your research results?

What is the significant impact that each type of dissemination has made in your field, and on each of the audiences described above?

**Training of Highly Qualified Personnel (HQP):**

As a Chair, what training strategies have you created in order to attract students, trainees and future researchers?

What types of encouragement have you provided to these individuals in order to develop their expertise?

What kind of environment have you created in order to attract, develop, and retain outstanding researchers in areas and technologies that are critical to Canada's cultural, social and economic growth, vital public policy issues, and quality of life?

**Program of Research:**

How has the Chair added to your research program - what can you do now that you could not do before receiving the Chair?

Have you achieved the goals set out for your program of research?

How have you improved Canada's ability to lead in research that has high social, cultural, scientific, or technological impact?

**Integration with the University's Strategic Research Plan:**

What kinds of relationship building have you conducted with other research initiatives in Canada and abroad, and what types of collaborations have resulted?

What outcomes have the collaborations produced?

What are the impacts produced that demonstrate the institution's strategic development of research?

What improvements to the institution's ability to leverage additional research funding have occurred through your Chair?

**Benefits to Society:**

What are the expected benefits of your research, how will they be realized, and what is the timeframe over which they are expected?

Who are the potential users of the technology developed, or of the research results?

What are your plans for the translation of knowledge, including potential contributions to policy and practice?

What are your plans for the transfer of technology and skills, and for the commercialization of products, services and processes?

<b>CRC TIER II</b>		
<b>Topic</b>	<b>Criteria</b>	<b>Achieved</b>
<b>Quality of the Chair</b>	<ul style="list-style-type: none"> <li>• Developing into an outstanding, original and creative researcher of world-class caliber, and is poised to become a leader in their field</li> </ul>	
<b>Dissemination of Results</b>	<ul style="list-style-type: none"> <li>• Type of dissemination produced: peer-reviewed journals, monographs and books, conferences, patents, copyrights, products, services, technology transfer, creative/artistic works</li> <li>• The significant impact that each type of dissemination has made in the field</li> </ul>	
<b>Training of Highly Qualified Personnel (HQP)</b>	<ul style="list-style-type: none"> <li>• Training strategies created to attract students, trainees and future researchers</li> <li>• Encouragement provided to these individuals to develop expertise</li> <li>• Creation of an environment that attracts, develops and retains outstanding researchers in areas and technologies that are critical to Canada's cultural, social and economic growth, vital public policy issues, and quality of life</li> </ul>	
<b>Program of Research</b>	<ul style="list-style-type: none"> <li>• The goals achieved for the program of research</li> <li>• Improvement to Canada's ability to lead in research that has high social, cultural, scientific, or technological impact</li> </ul>	
<b>Integration with the University's Strategic Research Plan</b>	<ul style="list-style-type: none"> <li>• Relationship building with other research initiatives in Canada and abroad</li> <li>• Impacts produced that demonstrate the institution's strategic development of research</li> <li>• Improvement to the institution's ability to leverage additional research funding (if applicable)</li> </ul>	
<b>Benefits to Canada</b>	<ul style="list-style-type: none"> <li>• Benefits to society, health, the environment, quality of life, or public policy</li> <li>• Increased economic activity</li> </ul>	

QUESTIONS
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**Quality of the Chair:**

How are you developing into an outstanding, original and creative researcher of world-class caliber who is poised to become a leader in your field?

**Dissemination of Results:**

What types of dissemination have resulted from you holding the Chair?

Examples: peer-reviewed journals, monographs and books, conferences, patents, copyrights, products, services, technology transfer, creative/artistic works.

What types of non-academic dissemination have you produced?

Which audiences – both academic and non-academic - have benefited from the dissemination of your research results?

What is the significant impact that each type of dissemination has made in your field, and on each of the audiences described above?

**Training of Highly Qualified Personnel (HQP):**

As a Chair, what training strategies have you created in order to attract students, trainees and future researchers?

What types of encouragement have you provided to these individuals in order to develop their expertise?

What kind of environment have you created in order to attract, develop, and retain outstanding researchers in areas and technologies that are critical to Canada's cultural, social and economic growth, vital public policy issues, and quality of life?

**Program of Research:**

How has the Chair added to your research program - what can you do now that you could not do before receiving the Chair?

Have you achieved the goals set out for your program of research?

How have you improved Canada's ability to lead in research that has high social, cultural, scientific, or technological impact?

**Integration with the University's Strategic Research Plan:**

What kinds of relationship building have you conducted with other research initiatives in Canada and abroad, and what types of collaborations have resulted?

What outcomes have the collaborations produced?

What are the impacts produced that demonstrate the institution's strategic development of research?

What improvements to the institution's ability to leverage additional research funding have occurred through your Chair?

**Benefits to Society:**

What are the expected benefits of your research, how will they be realized, and what is the timeframe over which they are expected?

Who are the potential users of the technology developed, or of the research results?

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What are your plans for the transfer of technology and skills, and for the commercialization of products, services and processes?