



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

**DRAFT being recommended to Senate meeting
of January 19, 2018**



December 15, 2017

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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 (OVPRGS) and the Provost and Vice-President, Academic Affairs (OPVPAA). At Concordia, the OVPRGS has oversight for the processes related to Canada Research Chairs while the OPVPAA has oversight for the processes related to faculty hiring, both of which are implicated in the EDI Action Plan.

The EDI Action Plan is structured in an order that, as closely as possible, mirrors Concordia's processes related to Chair allocation, recruitment, and hire. The Action Plan then addresses the working conditions and institutional environment of the Chair once hired, along with available resources. Finally, existing and planned data collection mechanisms are considered before summarizing a list of 15 key actions, which appear in more detail throughout the document in bold text.

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 but, rather, must be seen as an institutional imperative. While the main focus of this plan relates to the requirements of the CRC Program, 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 3, 2017, 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 can be found 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 November 3, 2017

23 Chairs currently occupied (6 Chairs are currently vacant)			
Designated Group	CRC Program Target	Concordia Occupancy	Gap
Women	32%	6 (26.1%)	1
Members of Visible Minorities	15%	6 (26.1%)	No gap
Persons with Disabilities	4%	*	*
Aboriginal Peoples	1%	*	*
<i>* Please note that cells with fewer than 5 responses cannot be reported for confidentiality.</i>			

Please note that as of December 3, 2017, three (3) Canada Research Chair nominations and two (2) renewals have been submitted and are pending review. Results are expected in April 2018. One (1) Chair renewal is also expected to be submitted for review in April 2018.

In terms of context for the current exercise as this relates to CRCs only, Concordia has three vacant Chairs that have been allocated in the last few months for the following research areas: Critical Disability Studies and Communication Technology (SSHRC T2), Future Fibers and Experimental Textile Structures (SSHRC T2) and Molecular Biophysics in Human Health (CIHR T2). We expect to be able to submit nominations to the CRC Secretariat by October 2018. No other Chairs are currently vacant. Also, no current chairholder is ending a second term until October 2020, which falls outside of the period of the Action Plan. We will have one NSERC T2 ending a second term in October 2020, and then two NSERC T2 and two SSHRC T2 ending their second terms in the Spring/Summer 2021. We do, however, have four Chairs ending their first term during the Action Plan period (two NSERC T1, one CIHR T2 and one SSHRC T2), with two of these four Chairs currently occupied by women. As such, it is important to note that our leverage to modify the FDG representation in our current allocation is very limited before 2020-2021.

Regardless of the challenges imposed by our short-term circumstances, 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 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.

An important new tool that will assist this is the recent announcement by the CRC Secretariat of additional flex moves. Concordia University had long ago exhausted its allowed flex moves, removing this a way to help manage our Chair allocations or meet FDG targets. **As a result of the additional flex**

moves recently provided by the CRC Program, a new process will be established (to be described in the Procedures and Guidelines for Research Chairs) before January 2019 that will support our EDI Action Plan and the goal of meeting, or exceeding, our equity targets.

3. Management of Canada Research Chair Allocations

Concordia University's allocation of Canada Research Chairs is managed by 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. **We will, however, form a Working Group composed of members of the University Research and Senate Research Committees to assess the merits of internal promotion on an exceptional basis of members of the FDGs – either in the context of retention, or to meet CRC targets.** The Working Group will have a deadline of June 30, 2018 to make its recommendations to the Vice-President, Research and Graduate Studies and the Provost and Vice-President, Academic Affairs.

The internal allocation process also involves the Office of the Provost and Vice-President, Academic Affairs (OPVPAA), 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 while the OVRGS issues the call 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 process, required documents and deadlines to submit letters of intent to the URC. The call for LOIs refers to the appropriate university Policies and Procedures and collective agreements.

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. **For implementation with our next call, it will be required that the LOI's proposed area of research be further narrowed 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.

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 OVRGS and OPVPAA staff to fully understand the relevant CRC guidelines. **These efforts will continue to expand with the implementation of mandatory training of hiring committee members along with the goal of implementing EDI training across the board as an institutional cultural imperative rather**

than reserving these efforts for CRC hiring committees only. Notably, we aim to have mandatory EDI training for hiring committee members for all full-time faculty hiring processes by December 2019.

4. Hiring Process: Committee Training and Conditions of Employment Safeguards

Faculty hiring at Concordia University is governed by the [Concordia University Faculty Association Collective Agreement](#). Following a successful LOI for a CRC allocation, 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 networks, and in newspapers. For CRC recruitment, where a high-calibre researcher in a specific field is being sought, compliance with collective agreement issues, open and transparent processes, as well as a comprehensive search must all be balanced.

All CRC position advertisements (which 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. We have also added text to our CRC ads that encourages individuals with legitimate career interruptions to consult the CRC guidelines and apply. To complement this regular advertising process, 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).

A key element to a successful recruitment is the applicant pool. Therefore, in addition to the advertising measures mandated by the CUFA collective agreement and current practice, **proactive measures to generate and not just tap a robust candidate pool will be developed.** Examples of such measures include, but are not limited to: diversifying where hiring ads are posted to help ensure that candidates from the FDGs are reached; instituting a practice of active recruitment whereby hiring committees and department members actively solicit candidates from the FDGs; and creating 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. In addition, Concordia is currently **piloting the use of search firms in higher-profile recruitments to improve interest from FDG candidates: the value-added of this pilot will be assessed throughout the 2018 hiring cycle with implementation in CRC searches to be established, as appropriate.**

Related to inclusive and transparent hiring practices, we have implemented a wide-ranging and comprehensive education campaign that emphasizes diversity and inclusion in faculty hiring. Areas of particular focus include conflict of interest (real or perceived), employment equity, and unconscious bias. In particular, hiring committees are being instructed to document processes, to detail how conflicts of interest have been addressed, to check for unconscious bias, and to ensure confidentiality. The composition of the hiring committee is expected to be diverse and representative of the candidate pool and representation from related departments or research units may be added in order to either supplement or provide required expertise. Hiring committee members must also: discuss and review their full range of criteria, which must include diversity priorities; establish a short-list based on

qualifications that they must be able to document and justify; and not unreasonably exclude candidates with qualifications and experience acquired in non-traditional ways. The committees are being instructed on consistent practices to ensure that each candidate is considered by the same members, asked the same questions, measured against the same criteria, and have included the same external input (e.g., colleagues, references, etc.). In addition, committee members are being encouraged to use behavioural interview questions to measure a candidate's ability and experience against the criteria and to embed equity and diversity into the interview questions.

Further, in the recent Canada 150 competition (<http://www.canada150.chairs-chaires.gc.ca/home-accueil-eng.aspx>), as part of its shortlist criteria, one of the hiring committees successfully implemented a very specific evaluation rating system whereby 20% of the overall ranked score was devoted to diversity. This rating was further refined by assessing the candidate on various sub-criteria of the four main criteria (in addition to Diversity, these were: Research/Academic Merit (30%); Prospects for the Quality of the Institutional Support (20%); and Potential (30%)). **This best practice related to diversity as an element of evaluation will be incorporated into EDI training going forward.** Moreover, as part of the training initiative, hiring committees will be encouraged to consider and establish a broader and more diverse element in their evaluation of criteria of excellence in addition to the traditional and limited quantifiable metrics. This will enhance the likelihood of the selection of a qualified candidate who may also belong to one of the FDGs. While being implemented for regular hires, as mentioned earlier, this training will be mandatory for CRC hiring committees. **Paired with this will be the mandatory involvement of the Senior Lead, Equity and Diversity, immediately after the URC makes CRC allocation decisions so that he/she is involved at the earliest possible stage in the hiring process.** This will allow issues related to the advertisement and ideal candidate qualifications, as these relate to EDI principles, to be addressed and reconciled as early as possible in the process. **A longer-term goal will be to compose a team of equity officers (Equity Training Team) from among the faculty and staff complement in order to extend this level of involvement to non-CRC hiring committees so that it becomes a routine exercise for all hires.**

In September 2017, the aforementioned Senior Lead, Equity and Diversity joined Concordia. The position's dual mandate includes (1) working with academic hiring committees on equitable search practices, and (2) working across units on strategic diversity planning. The Senior Lead has taken an active role in the CRC program through hiring workshops and consultations.

For the three current CRC searches underway, the first instance of the required training on Diversity and Equity in CRC recruitment workshop going forward was offered. The topics addressed included:

- Overview of essential role of diversity in modern business and educational contexts, including research and highlighting institutional and student benefits of diversity.
- Overview of CRCP EDI Action Plan and equity obligations.
- Overview of best practices in equitable faculty search processes including
 - Committee composition
 - Developing a diverse pool of candidates
 - Broadly defined disciplinary areas
 - Mitigating effects of unconscious bias
 - Conducting reviews with broad, inclusive conceptualizations of excellence, including EDI practices with respect to work interruptions
 - Providing a welcoming environment during the interview
 - Considering only job relevant criteria in evaluating candidates

- Notification of the required completion of the TIPS unconscious bias training module by November 2017, with subsequent reminder sent following the workshop.
- Discussion of conflict of interest based on Concordia's Code of Ethics, collective bargaining agreements, and potential COIs.
- Offer of ongoing consultation with the Senior Lead, Equity and Diversity throughout the search process.

Particular attention was – and will continue to be – paid to the differences in career path that members of the FDGs might have. Specifically, the following best practices were highlighted:

- Work interruptions and non-traditional career paths including an overview of the 'Work interruptions and personal Circumstances' EDI Practices featured on the CRC website, and the research on the differential impacts of work interruptions on women and underrepresented minorities.
- Within the job posting, acknowledgement of the potential impact that legitimate career interruptions can have on a record of research achievement.
- Encouraging potential candidates to explain within their application the impact that career interruptions have had on their record.
- Allowing potential candidates to submit a full career or extended CV in cases where they have had career interruptions.
- Sensitizing and instructing hiring committees to carefully consider the impact of career interruptions on a potential candidate's record.
- Limiting the potential negative impact of unconscious bias and common cognitive shortcuts and errors within recruitment, nomination and decision-making processes for a chairholder position.

In addition to the inclusion of the Senior Lead in the search process, we have also identified the following action items for implementation in the short- and long-terms:

- Refine/develop tools evaluating each candidate along multiple criteria, including ability to add diverse perspectives, research and teaching agendas focusing on diverse populations, and ability to mentor diverse undergraduate and graduate students and junior faculty.
- Improve composition ratios of search committees with respect to diverse representation
- Actively engage in strategies to create a broad pool of applicants.
- Ensure that each candidate is able to meet with diverse members of the community, including broad representation at each candidate's job talk.
- Ensure that at least one member of a FDG is included in the shortlist for all searches, perhaps a specific group, e.g. a woman, depending on the current target gaps.
- If the final recommended candidate is not a member of a FDG/specific gap-incurring target group, have search committees justify why that chosen candidate was demonstrably superior to the candidate who was recommended.

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 appointment. Though not unique in Canada, the lack of this type of mechanism is often responsible for discrepancies in compensation. 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).

All chairholders 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).

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

Concordia has substantially increased its efforts in the area of diversity, equity, and inclusion that are beneficial for all faculty and add 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.
- 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. Possible reasons for this include the JEEC review being at the end of the hiring process and lack of desire to challenge a process near its completion. **We will actively explore opportunities to work with JEEC to increase their role and influence on the hiring process.**

Further, and in keeping with the larger goal of fully integrating EDI measures into the Concordia culture, **we will also move towards targets in internal chair allocations and research unit director positions.** More specifically, targets beyond the gender balance already sought in the Concordia University Research Chairs 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. We will also promote the EDI measures to university-recognized research units, which are governed by the [Policy on Research Units and Infrastructure Platforms](#) and its related [Procedures for Research Units and Infrastructure Platforms](#).

5. Chair Evaluation, Renewal and Re-allocation

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 Faculty Research Committee (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.

Concordia only lost Chairs twice through re-allocation exercises, once in 2010 and once in 2012, and both were SSHRC Tier 2 Chairs. However, at the time and in both instances, there was a vacant/unused SSHRC Tier 2 Chair that could be targeted without having to phase-out an existing chairholder, so these re-allocation decisions were easily made. Should such a re-allocation process take place in the future and Concordia lose one or more Chair allocation, a new process will be established that will incorporate the measures included in the Equity, Diversity and Inclusion Action Plan and of meeting our equity targets. **In cases of non-renewal or re-allocation, we will ensure that the subsequent call and allocation addresses any gaps in meeting our targets.**

6. Collection of Equity and Diversity Data

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.

An expert legal opinion on the university's plans to collect demographic and other data pertaining to equity and diversity has been commissioned and we are awaiting the results. 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.

In terms of what is current practice at the university, an 'Employment Equity Questionnaire' (see Appendix C) is available on the university's employee portal and all new employees are invited to complete it prior to their first day. It is not well-known at the moment and, therefore, we are, in process of assessing with our Department of Human Resources the feasibility of engaging in a campus-wide campaign to invite employees to revisit and complete the survey if they have not already done so. Part of this campaign will include:

- Widespread communication strategy.
- Emphasis that participation is optional and confidential.
- Clarification that the data will be kept by one person.
- Articulate the reasons why we are collecting data, including: Concordia's commitment to equity and an inclusive campus environment, the opportunity to obtain accurate information on our community, and the recent commitment made by Canadian universities to collect and make public demographic data on faculty, staff and students as part of a plan to increase the diversity and inclusion of their campus communities.
- An expert legal opinion on the entire process is being sought.
- Plans on how to analyze and report data while respecting all privacy laws and concerns will be developed.

Therefore, we will actively research and consult on best practices across the country in order to modify our collection mechanism and implement the updated version by July 2018. Further, the development and use of a more comprehensive self-identification form is an EDI Action Plan priority and we will be guided by the best practices in place at other institutions.

7. Retention, Inclusivity and Resources

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)

Concordia has not had many chairholders leave and, given this infrequency, has not developed a formal exit interview process. In the few instances we have had, the faculty member has typically left for what they have determined to be career advancement. The annual reports required from all chairholders

provides important updates on their research program and typically also includes issues related to impediments or difficulties experienced. **We will expand on this existing reporting mechanism to develop a simpler, regularized survey related to chairholder conditions and implement it for the 2017-2018 chairholder reporting cycle that will be requested in spring 2018.**

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, please note that while there are currently no specific processes in place to manage complaints regarding equity, diversity and inclusion concerns for the Canada Research Chairs allocation, selection and nomination processes, all equity, diversity and inclusion concerns can be 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 Affairs

Tel: 514-848-2424, ext. 4875
Fax: 514-848-8766
Email: equity.vpfr@concordia.ca

1550 de Maisonneuve Blvd West, Suite GM 806.27
Montreal, QC H3G 1N2

Given that the Senior Lead, Equity and Diversity is a new position, he will require sufficient time to assess whether a process specific to chairholders, or all faculty members, beyond what currently exists is required.

8. Summary of Actions

- To be 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.
- A new process will be established to use additional flex moves in order to meet, or exceed, our equity targets.
- A Working Group will be established to consider internal promotion, on an exceptional basis, of members of the FDGs either in the context of retention, or to meet CRC targets.

- Design future calls for CRC letters of intent to further narrow the requested area of research and request that the nature of the FDG applicant pool be addressed in the submission.
- Implement mandatory training of hiring committee members by December 2019.
- Develop proactive measures to generate and not just tap an existing pool of FDG candidates.
- Assess value-added of the pilot use of search firms for potential implementation in future CRC searches.
- Incorporate best practice related to diversity as an element of candidate evaluation.
- Mandatory involvement of the Senior Lead, Equity and Diversity at the earliest possible stage in the hiring process.
- Create an Equity Training Team composed of faculty and staff.
- Actively explore opportunities to work with the Joint Employment Equity Committee to increase their role and influence on the hiring process.
- Move towards FDG targets in internal chair allocation and research unit director positions.
- In cases of non-renewal or re-allocation, ensure that the subsequent call and chair allocation addresses any gaps in meeting targets.
- Actively research and consult on best practices across the country in order to fully develop an equity and diversity data collection mechanism.
- Expand existing annual reporting mechanism to develop a simpler, regularized survey related to chairholder conditions.

9. 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, Faculty of Engineering and Computer Science
Stéphane Brutus, Interim 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, Faculty of Engineering and Computer Science
Kim Sawchuk, Associate Dean, Research and Graduate Studies, Faculty of Arts and Science
Thomas Walker, Associate Dean, Research, John Molson School of Business
Graham Carr, Provost and Vice-President, Academic Affairs
CUFA

FROM: Justin Powlowski, Interim Vice-President, Research and Graduate Studies 

DATE: January 12, 2017

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

I am pleased to announce that Concordia has three Canada Research Chair allocations available for nomination:

- One CIHR – Tier II chair; and
- Two SSHRC – Tier II chairs.

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. For LOIs submitted by University-recognized research units or by institutes, such as PERFORM and MILIEUX, the LOI must be reviewed and ranked by the Faculty Research Committee (FRC) corresponding to the field of hire and must include a letter of support from the relevant academic unit head. For detailed instructions on the content and format of the LOI, please refer to the [Policy](#) and accompanying [Procedures and Guidelines for Research Chairs](#).

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.

- The CRC Program Secretariat requires all recruitment practices for chairholder positions to be open, transparent and equitable.
- From the outset of the search process, the University must demonstrate that it has actively encouraged to apply, and actively recruited, applicants from designated groups including women, persons with a disability, Aboriginal Peoples, and visible minorities. **Therefore, when the allocations are made, it will be mandatory for the relevant academic unit heads and DHC chair, to participate in an orientation session to ensure complete compliance with the 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 all ranked LOIs, together with justifications for the rankings, to the Office of the Vice-President, Research and Graduate Studies by **Monday, May 1st, 2017**. The University Research Committee (URC) will then meet to review the ranked LOIs and make decisions on which submissions will be retained for the available CRC positions. The URC will take into consideration the rankings proposed by the FRC and justifications for recommended areas of research. The decision 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 Tier II Chairs: *tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field.*

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 my office should you have any questions.

APPENDIX B



EVALUATION CRITERIA FOR CRC RENEWALS

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

QUESTIONS

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?

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

QUESTIONS

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?

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?

APPENDIX C



MY EMPATH

Employment Equity > Workforce Survey > Workforce Survey - Details

NAME AND CONCORDIA ID#

The information that you provide will be kept confidential and will be used for Employment Equity purposes only. Completion of this form is voluntary; we however ask you to check the box located at the bottom of the screen if you do not wish to complete it.

To start, click on Modify located top left of screen. Thank you for your collaboration.

Survey Code: Employment Equity

:

Date Returned:

Date Revised:

Gender:

Blank
Declined to Answer
Female
Male

Persons with Disabilities:

Blank
Declined to Answer
No
Yes

Aboriginal person:

Blank
Declined to Answer
No
Yes

Members of visible minorities:

Blank
Declined to Answer
No
Yes

Members of ethnic minorities:

Blank
Declined to Answer
No
Yes

If you do not wish to complete this questionnaire, click in the box: