

University of Saskatchewan Canada Research Chairs Program Equity, Diversity & Inclusion Action Plan

As of: December 15, 2017

Introduction

The Canada Research Chairs Program (CRCP) is committed to excellence in research and training and to achieve an equitable, diverse, and inclusive Canadian research enterprise. This CRCP Diversity & Inclusion Action Plan (*Action Plan*) reaffirms the University of Saskatchewan's (UofS) commitment to diversity, inclusion, and equity, and aligns with the federal government's policies on non-discrimination and [employment equity](#).

The university's CRC *Action Plan* articulates UofS efforts to sustain the participation of and address the underrepresentation of the four designated groups (FDGs) in the university's chair program. In doing so, the *Action Plan* responds to the immediate needs of the CRCP in the allocation of and support for university chairs, while also addressing areas for improvement in university-wide policies, processes, procedures, and work environments.

As the CRC Oversight Committee, the Provost and the Vice-President Research have oversight of the *Action Plan* and responsibility for reviewing and updating the goals and actions, including measuring progress. The CRC *Action Plan* complements broader UofS efforts, led by the President, to ensure the university is diverse and inclusive environment.

This CRCP-focused *Action Plan* will align with and be informed by related university planning efforts. To develop this CRCP *Action Plan*, consultations were conducted with current CRC chairholders, Advisory and Oversight Committees, which include individuals who self-identify as being in FDGs.

University of Saskatchewan's Commitment to Diversity, Inclusion, and Equity

As reflected in our [Mission, Vision and Values](#), the UofS is committed to diversity, inclusion, and equity in the workplace and believes that our workforce should reflect the diversity of our students and community. Awareness of these intrinsic values is actively promoted at all levels of the university, including by the President and senior leadership. A university-wide strategic planning process underway includes diversity as one of four principles woven into the fabric of its framework and will focus institutional efforts to nurture a diverse and inclusive work and learning environment as a vital, contributing element to the achievement of research and training excellence.

Along with other Canadian university leaders, the UofS is working and collaborating with community organizations, business leaders and governments to reduce barriers to equity, diversity and inclusivity on campus and in society. As a member of Universities Canada, the UofS publicly committed to these inclusivity principles¹:

¹ <https://www.univcan.ca/media-room/media-releases/universities-canada-principles-equity-diversity-inclusion/>

1. We believe our universities are enriched by diversity and inclusion. As leaders of universities that aspire to be diverse, fair and open, we will make our personal commitment to diversity and inclusion evident.
2. We commit our institutions to developing and/or maintaining an equity, diversity and inclusion action plan in consultation with students, faculty, staff and administrators, and particularly with individuals from under-represented groups². We commit to demonstrating progress over time.
3. We commit to taking action to provide equity of access and opportunity. To do so, we will identify and address barriers to, and provide supports for, the recruitment and retention of senior university leaders, university Board and Senate members, faculty, staff and students, particularly from under-represented groups.
4. We will work with our faculty and staff, search firms, and our governing boards to ensure that candidates from all backgrounds are provided support in their career progress and success in senior leadership positions at our institutions.
5. We will seek ways to integrate inclusive excellence throughout our university's teaching, research, community engagement and governance. In doing so, we will engage with students, faculty, staff, our boards of governors, senates and alumni to raise awareness and encourage all efforts.
6. We will be guided in our efforts by evidence, including evidence of what works in addressing any barriers and obstacles that may discourage members of under-represented groups to advance. We commit to sharing evidence of practices that are working, in Canada and abroad, with higher education institutions.
7. Through our national membership organization, Universities Canada, we will work to generate greater awareness of the importance of diversity and inclusive excellence throughout Canadian higher education.

Equity, Diversity and Inclusion Objectives and Measurement Strategies

This *Action Plan* strives toward three goals:

1. To promote and implement employment practices advancing equity and access.
2. To ensure the principles of fairness and equity are incorporated into all aspects of employment, including recruitment and hiring, training and promotion, and retention and accommodation in the workforce.
3. To improve the participation and retention of members of designated groups in CRC positions where they are under-represented.

Over the next two years, the university will make significant advances in achieving the objectives and actions outlined in this *Action Plan*. A number of milestones have been set for December 2019 or earlier to enable full implementation of ongoing best practices with regards to inclusion and diversity goals. Details of the university's practices and supports are provided in the sections that follow.

² Under-represented groups include those identified in the federal Employment Equity Act – women, visible minorities, Aboriginal peoples, and persons with disabilities – as well as, but not limited to, LGBTQ2 and non-binary people and men in female-dominated disciplines.

Objectives and Actions

Leadership and Accountability	
Objective: Meet or exceed our equity targets for the Canada Research Chair Program through oversight and management of Canada Research Chair allocations.	
Actions	Timelines
Ensure the university meets its equity targets by December 2019. ➤ Led by the CRC Oversight Committee, the university is committed to meeting its equity targets by December 2019 through current vacancies and expected turnover for chairs who have reached the limit of their eligibility.	December 2019
All CRC postings include a statement about UofS commitment to diversity, inclusion, and equity. ➤ Led by Human Resources, this practice was introduced in November 2017.	Current and ongoing practice
Continuous review of CRC allocation, renewal, and advancement practices ensure open and transparent practices, and that decision-makers have support to meet institutional commitments for diversity, inclusion, and equity. ➤ Based on recommendations of the CRC Advisory Committee, the Oversight Committee ensures practices are regularly reviewed, and communication with search committees reinforces institutional commitment. ➤ Led by the university's CRC Oversight Committee, allocation and planning considers diversity, inclusion, and equity.	Current and ongoing practice
Senior leaders will continue to facilitate, identify, and reduce barriers core to research, including collaboration and interdisciplinary approaches. ➤ Led by senior leaders, ensure standards of performance for merit, promotion and tenure take into account diversity issues that impact career progression.	Current and ongoing practice
Objective: Be diverse, fair, and open. Enhance institutional commitment to diversity, inclusion, and equity, and broaden awareness of this commitment.	
Actions	Timelines
Develop an institutional Diversity and Inclusion Action Plan in consultation with key stakeholders across campus, including members from the FDGs. ➤ Led by Human Resources, consultation on this plan will continue in 2018.	Ongoing, to be finalized in 2018
Provide support to the development of diversity strategies in the University Plan and College and Unit plans. ➤ Human Resources specialists, and HR Strategic Business Advisors embedded in Colleges and Units across campus provide support.	Current and ongoing practice

Implement actions to reduce barriers identified in employment systems review to ensure diversity, inclusion, and equity is embraced in our practices and processes. ➤ Human Resources led an employment systems review in 2017, addressed identified barriers, and is continuously monitoring practices and processes to ensure they are free of barriers.	Current and ongoing practice
Promote the benefits of diversity at the institution. ➤ Led by the President and supported by Human Resources, the business case for diversity will become more integrated in the university's conversation around diversity, inclusion, and equity.	December 2019
Objective: Supplement existing data collection and reporting mechanisms to ensure collection of equity and diversity data.	
Actions	Timelines
Improve employment-related data gathering and availability of results from diversity, inclusion, and equity initiatives to inform institutional practices and strategies. ➤ Led by Human Resources, methods will continue to be improved through the university's employee engagement survey efforts (current participation rate is 28%). ➤ Led by Human Resources, beginning in 2018, general onboarding practices will be improved to encourage self-identification for the FDGs. ➤ Led by Human Resources, improve quality of the university's self-identification processes through greater communication efforts and the implementation of a new integrated Human Resources Information System (HRIS).	Current and ongoing practice; to be expanded in 2018 December 2019
Collect, analyze, and report annually on the demographic distribution of applicants. ➤ Led by Human Resources and beginning in November 2017, applications for CRC positions are managed by an Applicant Tracking System which asks individuals to self-identify. ➤ Human Resources analyzes and reports on the demographic distribution of applicants in every search and will provide search-specific and annual reporting to the Oversight Committee.	Current and ongoing practice January 2018
Maintain and report a regularly updated calculation of the gap between current CRC demographic and target. ➤ The Office of the Vice-President Research monitors and regularly updates the Oversight and Advisory Committees of any gap between current demographic and targets.	Current and Ongoing practice
Maintain database on supports provided to chairholders. ➤ Led by the Office of the Vice-President Research, maintain the database, provide annual reporting to the Oversight Committee.	December 2018 and ongoing
Communicate our commitment to transparency and openness, as well as our practices around preserving confidentiality of data in every request for demographic information.	Current and ongoing practice

➤ Led by Human Resources, all requests for demographic information include clear statements on our commitment to respecting privacy and confidentiality, and refer to applicable legislation.	
Ensure chairholders are aware of complaints mechanism for identifying and reporting equity concerns. ➤ Led by Human Resources, a complaints mechanism is available to all employees on its website. ➤ Led by the Office of the Vice-President Research, this information was shared with current chairholders and will be made available to new chairholders.	Current and ongoing practice December 2017
Report annually on number and nature of complaints regarding diversity, inclusion, and equity and how they were addressed. ➤ Led by Human Resources, the number and nature of complaints for all employees are reported annually to the Associate Vice-President, People and Resources. ➤ Led by Human Resources, the number and nature of complaints for CRC chairholders will be reported annually to the Oversight Committee beginning in 2017.	Current and ongoing practice December 2017
Annual public reporting on our progress toward achieving these actions. ➤ Led by the Oversight Committee, progress will be reported annually.	Annually beginning December 2018

Recruitment, Retention & Inclusivity	
Objective: Promote diversity, inclusion, and equity at each stage of planning for, recruiting, hiring, and retaining diverse faculty in the CRC positions.	
Actions	Timelines
Ensure decision-making processes are open, transparent, and free of barriers for individuals in the FDGs. ➤ Led by the university's CRC Oversight Committee, processes are continuously assessed to ensure they are free of barriers (e.g. screening matrix).	Current and ongoing practice
Provide support and training for decision-makers in their commitment to diversity, inclusion, and equity. ➤ Co-led by Human Resources and the Office of the Vice-President Research, support and training to meet the needs of decision-makers will continue to be identified and delivered.	Current and ongoing practice
Hiring committees are diverse, include an equity expert, and all committee members have unconscious bias training. ➤ Co-led by Human Resources and the Office of the Vice President Research, search committee composition includes a Recruitment Specialist (equity expert), and all committees receive unconscious bias training.	Current and ongoing practice
Establish, enhance, and regularly review safeguards to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them.	Current and ongoing practice

➤ Led by the university's CRC Oversight Committee, the UofS has established minimums related to chairholder packages. ➤ As part of the nomination and renewal processes, college support for chairs is reviewed and approved by the Advisory and Oversight Committees ➤ Vice-Provost, Faculty Relations reviews all recommendations for appointment and the salary recommendation, providing oversight and opportunity to address apparent inequities	
CRC postings will encourage applications from diverse candidates, and present no barriers. ➤ Led by Human Resources, all postings include standard statements on the university's commitment to diversity, inclusion, and equity. <i>(Statements provided below.)</i> ➤ Led by Human Resources, all CRC postings are reviewed by a Recruitment Specialist (equity advisor) to ensure inclusive, unbiased, and ungendered language.	Current and ongoing practice
Identify and implement measures to ensure that individuals from the FDGs are not disadvantaged when applying to a chair position in cases where they have career gaps due to parental or health related leaves or for the care and nurturing of family members. ➤ Led by Human Resources, CRC Tier 2 postings include a statement in the qualifications section. <i>(Statement provided below.)</i> ➤ Led by the Vice-Provost Faculty Relations and Associate Vice-President Research, and supported by a Recruitment Specialist (equity advisor), information and guidance is provided to support search committee members' sensitivity toward career interruptions.	Current and ongoing practice
CRC Search committees include a broad representation of individuals from the FDGs, and a Recruitment Specialist (equity advisor). ➤ Led by the university's CRC Oversight Committee, search committee composition includes diversity, and a Recruitment Specialist (equity advisor).	Current and ongoing practice
CRC candidate searches are widely advertised including professional societies and associations of designated groups. ➤ Led by Human Resources, the distribution of CRC postings considers accessing prospective candidates from the FDGs.	Current and ongoing practice
CRC candidates are screened on a pre-determined ranking of selection criteria in a process that is open and accessible. ➤ Led by the CRC search committee and supported by Recruitment Specialists, a screening matrix will be developed to ensure a diverse slate of candidates. ➤ Led by the university's CRC Oversight Committee, strategic hiring decisions are made that are free of barriers, and value scholarship and research that is both traditional and non-traditional.	December 2019
CRC nominations are free of gendered language, and a strong level of institutional support is provided to all chairholders to ensure their success.	Current and ongoing practice

➤ Led by the university's CRC Advisory Committee, continue to ensure the language in CRC nominations is free of bias.	
<u>Objective:</u> Support retention and inclusion for members of the four designated groups.	
Actions	Timelines
Make prominent our commitment to diversity, inclusion, and equity by building it into the university's CRC website. ➤ Led by the Office of the Vice President Research, website updates include information about our commitment to and practices as they relate to diversity, inclusion, and equity.	December 2018
Retention and promotion processes are reviewed by groups responsible for equity and oversight at the university. ➤ Co-led by the Vice-Provost, Faculty Relations and the university's CRC Oversight Committee, processes will be regularly reviewed to ensure they are free of barriers, and promote diversity, inclusion, equity.	Current and ongoing practice
Created targeted mentorship opportunities for CRC chairholders. ➤ Led by the Vice-Provost Faculty Relations and Associate Vice-President Research, ensure the research mentorship program adequately supports CRC chairholders.	Current and ongoing practice
Support faculty mentorship activities. ➤ Co-led by the Vice President Research and the Provost, provide support for effective existing mentorship practices.	December 2019
Acknowledge the value of mentorship of new faculty by including space to capture this work in the CV Form. ➤ Led by the Vice-Provost Faculty Relations, ensure the CV form includes a place to report mentorship activities.	December 2019
Convene meetings of the CRC chairholders regularly to facilitate opportunities for feedback, networking support. ➤ Led by the Office of the Vice-President Research, regular meetings of the CRC chairholders will be scheduled.	November 2017 and ongoing
Provide unconscious bias training to CRC chairholders. ➤ Led by Human Resources, provide unconscious bias training to all CRC Chairholders	May 2018
Consider and promote opportunities for CRC chairholders to support diversity, inclusion, and equity. ➤ Led by the Office of the Vice President Research, encourage conversations with the chairholders to identify opportunities to contribute to diversity, inclusion, and equity in their work and work environments, and create improvements within the CRC chairholders program and beyond.	May 2018
Recognize and reward CRCs completing their term with alternative chair appointments, when appropriate and available. ➤ Led by the Vice-Provost Faculty Relations and Associate Vice-President Research, provide CRC chairholders with alternate chair and leadership positions when appropriate.	Ongoing

Comparative Review of CRC Chairholder Supports

The university is committed to providing chairholders with the time, resources and infrastructure to support excellence in research and training. Chairholders are guaranteed teaching and administrative release, provided support for HQP training, and recognition of research leadership. In addition, infrastructure and other supports are provided to the researchers dependent on individual CRC needs.

Management of Canada Research Chair Allocations

UofS management of the CRC program is designed to promote research excellence, alignment with institutional strategic directions, and achievement of institutional goals for equity, diversity and inclusion. Decision-making across most aspects of the chair program (theme/chair allocations, recruitment, nominations, renewals, and advancement) are managed through a dual committee structure designed to ensure engagement of both senior leadership (academic and research) and the broader collegium.

Since 2007, the UofS CRC management structure has consisted of the:

- CRC Advisory Committee – co-chaired by the Associate Vice-President Research and the Vice-Provost Faculty Relations, this committee includes 3 faculty members representing each of the Tri-Agencies (SSHRC, CIHR and NSERC). The Committee reviews and makes recommendations to the CRC Oversight Committee for: the selection of theme areas for chair allocations, nominations, advancement and renewal of chairs.
- CRC Oversight Committee - composed of the Vice-President Research and the Provost and Vice-President Academic, this committee is the final decision-making body for decisions related to management of all aspects of the chairs program.

The work of both committees is supported by the Strategic Research Initiatives Unit of the Vice-President Research which ensures alignment with established university, and Secretariat, chair guidelines and practices:

- Allocation of chairs – vacancies in the university chair program are subject to an open call to all colleges and departments. Academic units submit *letters of intent (LOI)* describing the proposed theme area, the fit with the UofS and college strategic plans, and the potential for an innovative research, scholarly or artistic work program. Effective May 2017, the LOI also includes a description of the potential to attract a diverse slate of candidates. LOI calls may be either restricted to the Tri-Agency associated with the vacant chair, or as exercised more recently, open to all Tri-Agency areas. The Advisory Committee recommendations are made based on the quality of the LOI (excellence, fit with strategic and college directions, etc.); the Oversight Committee holds responsibility for maximizing the *corridor of flexibility*. Please see Appendix A - *Call for Theme Areas*.
- Renewals and advancement of chairs – In June 2016, the university established a new transparent renewal (and advancement) process by which the chairholder and college submit a formal request for renewal or advancement to the Advisory Committee.

Following their recommendation, a final decision is made by the Oversight Committee. Please see Appendix B: *Renewal Application*.

- Nominations - CRC Advisory Committee provides formative feedback in the development of a CRC nomination, and is responsible for providing a recommendation to the Oversight Committee regarding the suitability of the candidate and the nomination to proceed to submission.

Cases in which chairs are lost in the bi-annual re-allocation processes are handled slightly different than other aspects of the program. In these cases, the Oversight Committee acts on the advice of the co-chairs of the Advisory Committee to identify which chairs to surrender. In the event that there are no vacant chairs, decision-making considers the following criteria: approaching end dates for second term chairholders (tier 1 or 2), and on-going alignment with strategic directions. Chairholders losing their chairs are considered for University Enhancement or other chair positions.

Recruitment and Nomination of New Chairs

The university follows the CRCP's [guidelines](#) for ensuring a fair and transparent recruitment and nomination process. For each recruitment process, the senior university official leading the search certifies that the recruitment process was transparent, open and equitable. The Vice-Provost Faculty Relations and the Associate Vice-President Research participate in all searches and all short-listed candidates are approved in advance by the Oversight Committee

The university is also subject to policies, regulations and other requirements that are taken into consideration in the recruitment and nomination of CRC chairholders:

- [Saskatchewan Human Rights Code](#) (human rights laws)
- [Saskatchewan Human Rights Commission](#) (agency that enforces the *Code* to responsibly protect and promote human rights and to discourage discrimination)
- University of Saskatchewan [Employment Equity Policy](#), and other policies that are currently in development and will be implemented regarding equity, diversity, and inclusivity
- University of Saskatchewan Faculty Association [Collective Agreement](#)

CRCP Utilization Spreadsheet

Appendix C describes a total allocation of 26 chairs of which 24 are filled; two new nominations and one renewal are currently under review. Recruitment has been authorized for five tier 2 chairs. The spreadsheet attached also outlines the chair allocations, how many are filled and by which chairholders (with their term end and start dates), type of flex moves used and which allocations are available.

Current Canada Research Chair Equity Targets and Gaps

Among the university's allocated chairs, there are gaps for three of the FDGs, shown in Table 1.

Table 1. Targets and Current Gaps

	Target	Gap	Gap (# of Chairs)
Women	31%	12.8%	*
Visible minorities	15%	2.5%	*
Persons with disabilities	4%	4.0%	*
Aboriginal people	1%	no gap	no gap

* In keeping with the Privacy Act, numbers lower than 5 were removed to protect the privacy of chairholders.

Source of targets: http://www.chairs-chaires.qc.ca/about_us-a_notre_sujet/statistics-statistiques-eng.aspx

The university is committed to eliminating these gaps by December 2019 through current vacancies, and future allocations.

Collection of Equity and Diversity Data

Data Collection Methods

All CRC postings are posted on the careers.usask.ca website, and CRC applicants are asked to apply through the university's Applicant Tracking System (ATS). At the time of application, applicants are asked and encouraged to complete an Employment Equity Survey, and self-identify as one of the FDGs (women, members of a visible minority/racialized group, Indigenous/Aboriginal persons, and persons with disabilities). The Recruitment Specialist (equity advisor) will monitor the self-identification of applicants to ensure a diverse pool of candidates from the FDGs are being considered by the search committee. If there is a lack of diversity amongst the applicants, the Recruitment Specialist (equity advisor) can inform the Chair and search committee and further outreach and sourcing will take place.

Active CRC chairholders are encouraged to self-identify through the Employment Equity Survey provided by Human Resources. In addition, a special campaign focused on chairholders self-identification was undertaken in November 2017, with 67 % completing survey so far.

The university has a long-standing self-ID campaign, including advertisements to encourage individuals to self-identify as a member of the FDGs and provide other demographic information.

Data collected through these methods is retained in the university's Human Resources Information System (HRIS), with access restricted to a limited number of specific users, under confidentiality agreements. Information collected is shared in aggregate form only.

Retention & Inclusivity

Research Mentorship Program

The university's [Research Mentorship Program](#) pairs new faculty with a personalized research mentorship team in the protégé's area of interest. The mentorship team supports understanding of departmental, college, and university research culture, as well as development of a research vision/plan and its implementation and sustainability. The program also provides workshops in areas of interest.

Employment Systems Review

An employment systems review was initiated in January 2017 with Human Resource directors and members of their teams (e.g., managers, specialists, consultants), to complete an evaluation of the university's Human Resources policies, processes, and practices using an equity and diversity lens. The purpose of the employment systems review was to:

- identify and/or eliminate policies, processes and/or practices that create a barrier to the FDGs
- ensure consistent, fair and equitable policies, processes and practices

The policies, processes, and practices were reviewed in the following areas: recruitment, selection, and hiring; Indigenous employment and engagement; training and development; people planning and faculty complement planning; data stewardship; employee engagement; benefits; employee wellness programming; reasonable accommodation; emergency management/protective services; workplace safety and management; safety resources; time away from work/leaves, employee and labour relations; compensation; promotion/transfers; separations; and other relevant policies.

The employment systems review resulted in a list of identified barriers or potential barriers in each policy, process and practice, along with recommendations to remove the barriers and make our policies, processes and practices more inclusive. A number of actions within this plan work towards addressing identified barriers, while others will be addressed more broadly through the institutional Diversity and Inclusion Action Plan.

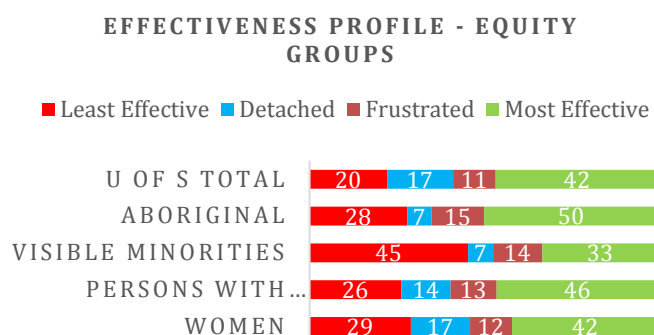
Current Workforce Health at the University of Saskatchewan

The university conducted an Employee Engagement Survey in January 2017 to examine the engagement and enablement levels of UofS employees, which provided the ability to compare the results across all FDGs (Aboriginal people, visible minorities, persons with disabilities, and women) with overall results. The participation among equity members was based on self-identification status. Overall, the participation among equity group members was representative to the overall population. It is a goal of the university to continue to increase the number of those who self-identify, and likewise, see an increase in participation in the survey.

The engagement score is defined in the survey by five questions around commitment and discretionary effort. The university's engagement score was 65%. That score was below Hay Group's Canadian Public Sector benchmark of 68%, which includes Universities and post-secondary institutions. Among the FDGs, the engagement scores varied as well. Aboriginal employees produced the highest engagement score among through groups at 72%. Persons with disabilities was the next highest score at 69%, followed by women at 66%, which was the largest response group, and visible minorities at 61%.

The enablement score is defined in the survey by four questions focused on optimized roles and supportive environment. The university enablement score was 67% which was below the public sector benchmark of 68%. Like the engagement score, visible minorities generated the lowest enablement score among equity groups at 56%, while Aboriginal people and persons with disabilities were at 68% and women were at the overall university score of 67%.

The model used by Hay Group is also able to present the results in the form of the effectiveness profile. This profile uses a four box matrix that places individuals in a quadrant based on the individual engagement and enablement levels. One of the goals is to improve the number of people in the “Most Effective” quadrant, while reducing the number in the “Least Effective” quadrant. Three of the FDGs had a greater proportion in the most effective quadrant than the overall university. However, all of the FDGs had a greater proportion of respondents in the least effective quadrant as well.



Unique Challenges of Location

Current chairholders have noted the unique challenges created by the geographic distance between the UofS and other universities. Many applicants to CRC positions are also looking for opportunities for a spouse, and many are co-academic couples. The Vice-Provost, Faculty Relations leads the university’s spousal hire program, ensuring spousal hires are a priority to support the best recruitment of chairs. Geographic locations with a dense population of universities provide increased opportunities for spouses, and can positively impact recruitment success.

Commitment Diversity Statement in CRC postings

All CRC postings include the following statement:

The University of Saskatchewan is committed to diversity, inclusion, and equity in the workplace and encourages applications from members of the four designated equity groups (women, members of a visible minority/racialized group, Indigenous/Aboriginal persons, and persons with disabilities) and any others who contribute to the diversification of ideas and perspectives. Recruitment will be guided by the Canada Research Chairs [Equity, Diversity and Inclusion Practices](#) and by the strong commitment of the University of Saskatchewan, [College/Department] to diversity, inclusion, and equity.

In addition, since the university is an approved employment equity partner with the Saskatchewan Human Rights Commission, the university may make special arrangements to accommodate the FDGs, such as designating positions for designated group applicants. Normally, the special treatment afforded to designated groups would infringe the “equal treatment” of traditional human rights legislation, but [Section 48](#) of the *Saskatchewan Human Rights Code* addresses reasonable and justifiable measures granting exceptions under the Code for targeted hiring that has the purpose to assist and balance historical disadvantages with respect to designated groups.

Career Interruptions

The university follows the CRCP’s [guidelines](#) on career interruptions and personal circumstances.

The following language will be included in the qualifications section of all Tier 2 CRC postings:

Tier 2 Chairs are intended for exceptional emerging scholars (i.e., candidates must have less than 10 years of experience as an active researcher in their field at the time of nomination). Applicants who are more than 10 years from having earned their highest degree (and where career breaks exist, such as maternity, parental or extended sick leave, clinical training, etc.) may have their eligibility for a Tier 2 Chair assessed through the program's Tier 2 justification process. Please consult the Canada Research Chairs [website](#) for full program information, including further details on eligibility criteria.

The Chair of the search committee and the Recruitment Specialist (equity advisor) will ensure that members of the search committee are sensitized and instructed to carefully consider career interruptions on potential candidate's record, limiting the potential negative impact of unconscious bias in the decision-making process regarding a candidate's eligibility for a chairholder position. As an additional safeguard and investment in oversight on these matters, the Vice-Provost Faculty Relations or Associate Vice-President Research are on search committees.

Unconscious Bias Training

All individuals involved in a CRC recruitment and nomination process will participate in mandatory unconscious bias training. Deans, department chairs, research grants officers, and search and hiring committee members (as applicable) receive training on the importance of diversity, inclusion, and equity within the university and the CRCP, and on the potential negative impact of unconscious bias on the career paths of individuals from the FDGs. Unconscious bias training is available on campus and provided by an Inclusion and Diversity Consultant. The Recruitment Specialist (equity advisor) will ensure all individuals involved in the recruitment and nomination process have this training by cross-referencing those individuals with the list of participants who have completed the training.

The unconscious bias training includes discussion on how to recognize and combat unconscious, implicit, overt, prejudicial, and any other kinds of bias. The outcomes of the training will also include: recognizing one's own cultural biases, stereotypes and prejudices and how they play out in the workplace, such as during recruitment, selection, and hiring; growing one's own self-awareness and what actions can lead to inclusion; and understanding the principles behind equity and equality. Committee members are also encouraged by the Chair and Recruitment Specialist (equity advisor) to complete the unconscious bias [training module](#) available on the Government of Canada website.

In addition to the unconscious bias training, the Chair of the search committee and the Recruitment Specialist (equity advisor) will reiterate the commitment to and importance of diversity, inclusion, and equity in the CRC recruitment and nomination process. The Chair and Recruitment Specialist (equity advisor) will ensure that committee members are well informed of the CRCP's commitment and the university's commitment to excellence and ensuring equal access to opportunities for all qualified candidates. The Chair and Recruitment Specialist (equity advisor) will also address any equity and diversity concerns raised during discussions, and will identify any potential bias, stereotypes and micro-aggressions revealed during discussions, and support the committee members as they work through them.

Advertisements for Chairs

All CRC postings for external recruitment which are open to all potential internal and external candidates are available at:

<https://usask.csod.com/ats/careersite/search.aspx?site=14&c=usask>

Canada Research Chairs Diversity, Inclusion, and Equity Website

The program's diversity, inclusion, and equity practices page is available at: <http://www.chairs-chaire.gc.ca/program-programme/equity-equite/index-eng.aspx>

Management of Diversity, Inclusion, and Equity Concerns

Diversity, inclusion, and equity concerns are treated as an alleged discrimination or harassment complaint. These complaints are brought forward to the Discrimination and Harassment Prevention Services (DHPS) office through multiple platforms, including optional confidential or anonymous means. As described in the DHPS Full Policy document, university officials have a legal responsibility to take prompt, effective action to address incidents of discrimination and harassment. These actions include seeking advice from DHPS, Human Resources and escalating the complaint to an appropriate senior administrator who will decide if a formal investigation is warranted and oversee the investigation. The DHPS office maintains an audit trail of all discrimination and harassment concerns and reports all serious matters to the Director, Integrated Human Resources Services and Associate Vice-President, People and Resources.

DHPS is available at: <https://working.usask.ca/wellnessandsafety/dhps.php>

Contact Information

Questions or concerns related to equity, diversity, and options for support may be directed to:

Trika Macdonald
Director, Integrated Human Resources Services
E140-105 Administration Place
Saskatoon, SK S7N 5A2
Phone: (306) 966-8511
diversity@usask.ca

Appendices

Appendix A - *Call for Theme Areas*
Appendix B - *Renewal Application*
Appendix C - *CRCP Utilization Spreadsheet*
Appendix D - *Self-Identification Form*



Canada Research Chairs
Advisory Committee

MEMORANDUM

TO: Deans, Directors of Schools, Associate Deans (Research) and Department Heads

FROM: J. Germida, K. Schneider
Co-Chairs, CRC Advisory Committee

DATE: January 9, 2017

SUBJECT: Call for Theme Area(s) for Canada Research Chair Nominations

The University of Saskatchewan's Canada Research Chairs Advisory Committee is inviting colleges and schools to submit proposals for CRC theme areas. Up to 2 Tier 1 or 4 Tier 2 proposals or a mix of Tier 1 and Tier 2 chairs are available. Theme areas may fit within any of the three federal research granting agencies – CIHR, NSERC, or SSHRC. Priority will be given to submissions that encourage and facilitate interdisciplinary or multidisciplinary research and collaboration, and contribute to the university's equity goals.

The University is committed to using its CRC positions to recruit exceptional new scholars to the university. Colleges and schools are encouraged to initiate a consultative process within their departments/units and with other colleges and schools in order to identify theme area recommendations. Recommended theme areas should address how an exceptional scholar will enhance the existing research capacity and scholarship of all collaborating units, and contribute to the university's areas of strength.

Proposals for theme areas should be brief – 2.5 pages maximum addressing the following topics:

- Title and Brief description of proposed theme area (*1/2 page*)
- Alignment with Signature Areas, College areas of research focus (*1/2 page; additionally, colleges are asked to enclose their complete list of areas of research focus*)
- Potential to contribute to UofS equity goals (*1/2 page*)
- Description of how a CRC in this area would enhance the research capacity and scholarship of collaborating units (*1 page*)

Please consider the following questions in developing your submission:

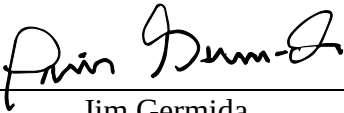
- How would a CRC in the recommended theme area advance the research goals and priorities of the university, college and/or school?
- Which research “gaps” would a CRC be able to address at both the unit and institutional level?
- How would a CRC create opportunities both within and between units?

- How would a CRC build and create research collaborations and partnerships with other researchers on campus, in Canada, and around the world?
- How will the theme area encourage interdisciplinary or multidisciplinary approaches at the U of S?

Proposals may be submitted to Doreen Canillas (doreen.canillas@usask.ca) by no later than **Wednesday, February 15, 2017**.

Following submission, theme areas will be reviewed by the CRC Advisory Committee. A recommendation will be provided to the CRC Oversight Committee for final selection and approval.

Please do not hesitate to consult with us or Laura Zink (laura.zink@usask.ca; phone: 306-966-1778) if you require further information or have any questions on this process.



Jim Germida



Kevin Schneider

/SRI

cc: CRC Advisory Committee
Laura Zink, Director, Strategic Research Initiatives

Guidelines for the Renewal of University of Saskatchewan Canada Research Chairs

Principles and Process

The University of Saskatchewan is allocated a limited number of Canada Research Chairs (CRCs). These CRCs are used to advance the university's strategic research priorities, which may change from time to time. Consequently, there is no automatic renewal of any CRC. All requests to renew a CRC undergo an internal peer review during which the renewal candidate must demonstrate both excellence in their field and outstanding leadership within the University. (Please see attached *Template: Internal Canada Research Chair Renewal Request*.)

The UofS' internal CRC review process is consistent with the overall CRC program renewal process managed by the CRC Secretariat in Ottawa. Key to this process is the CRC Advisory Committee, consisting of senior faculty members (one representing each of the three Tri-Agencies) and co-chaired by the Associate Vice-President Research and Vice-Provost, which provides advice to the CRC Oversight Committee on chair renewals. The Oversight Committee, consisting of the Provost and Vice-President Academic and Vice-President Research, is responsible for authorizing submission of renewal nominations to the CRC Secretariat.

The UofS CRC renewal process has three major components:

- **Step 1** – submission of the electronic copy of the completed *Internal CRC Renewal Request* (please see attached) to Doreen Canillas (Programs Specialist, Strategic Research Initiatives; ph: 2452; email: doreen.canillas@usask.ca). The CRC Advisory Committee reviews submissions and makes a recommendation to the CRC Oversight Committee as to whether the renewal should proceed to the next stage.
- **Step 2** - If approved to go forward, submission of the near-to-final CRC renewal package which will be reviewed by the CRC Advisory Committee and two other experts in chairholder's field.
- **Step 3** – submission of the *CRC Renewal Application* to the CRC Secretariat subject to approval by the CRC Oversight Committee.

The UofS decision to support an application is based on renewal criteria established by the CRC Secretariat. The UofS must be able to demonstrate, through the *CRC Renewal Nomination*, that chairholders:

- are providing institutional leadership in their role as a CRC;
- continue to distinguish themselves as an outstanding, world-class researcher;
- have successfully attracted, developed and retained - and continue to attract, develop and retain - excellent trainees and students;
- are proposing an original and innovative research program of the highest quality; and
- are carrying out a research program that is producing leading-edge results that are making a significant impact at the international level.

Components of the Internal Renewal Request

As detailed in the *Internal CRC Renewal Request* template, the internal renewal includes the following parts:

- I. CRC Accomplishments** - Demonstrate that the Chairholder has achieved the objectives set out in the original nomination, has upheld the standards of excellence of the program, and has, through their leadership, provided value added to the UofS.
- II. Contributions to the Research Environment** - The College/School must provide a strong rationale as to why the CRC Oversight Committee should approve the renewal of the CRC. There must be compelling evidence that the Chairholder has met the expectations for the Chair during their most recent term, and will continue to make extra-ordinary contributions to the university, national and international research environment.

Template: Internal Canada Research Chair (CRC) Renewal Request

Principles and Process of Renewal

The University of Saskatchewan is allocated a limited number of Canada Research Chairs (CRCs). These CRCs are used to advance the university's strategic research priorities, which may change from time to time. Consequently there is no automatic renewal of any CRC. All requests to renew a CRC undergo an internal peer review before a recommendation to renew or not renew is made to the CRC Oversight Committee. That committee makes the final decision on the status of a CRC.

The internal review of a CRC request for renewal assesses each application using a set of criteria established by the secretariat and the university. **Applicants must provide compelling evidence that their research program has: *significantly advanced the university strategic research priorities; successfully trained a number of HQP*; and *attracted significant external research funding*.** Most important is the ***applicant's demonstrated leadership in advancing University of Saskatchewan research priorities***.

Presentation Instructions:

- Standard, single-column on an 8.5" x 11" page with a margin of no less than 2 cm around the page.
- 12-point, black-coloured font, single line spacing (six lines per inch) with no condensed type or spacing.
- Ensure that the information you provide is described in clear, non-specialist language to allow informed assessment by the CRC Renewal Committee. Please avoid jargon, acronyms and highly technical terms, where possible.

Part 1. CRC Accomplishments: **To be completed by the Chairholder**

The university only supports renewal of applications which demonstrate that the Chairholder ***has achieved the objectives set out in the original nomination, has upheld the standards of excellence of the program, and has provided value added to the institution from holding a CRC position***. In order for the university's CRC Advisory Committee to evaluate your eligibility for a renewal term, and to make a recommendation to the CRC Oversight Committee, please complete sections 1 – 6, creating a compelling and justifiable case for your renewal.

1. **Leadership** (max. 1 page): *Candidates must demonstrate that: their leadership contributions within the University, nationally and internationally exceed that of regular faculty colleagues of similar rank and years of service; the broader UofS community has benefited; and that research performance accelerated as a result of the Chair. In developing your leadership case, consider your contributions to development of new initiatives and collaborative teams, explain how your engagement of collaborators contributed to greater research intensity and excellence among university peers and fostered excellence in student programming and training.*
2. **Quality of the Chair** (max. 1 page): *demonstrate how you continue to distinguish yourself as an outstanding, world-class researcher (Tier 1), or are developing into an outstanding, original and creative researcher of world-class calibre and are poised to become a leader in your field (Tier 2).*
3. **Research Progress** (max. 1 page): *demonstrate how you met the objectives outlined in your current CRC term (or explain any deviations) to show that your program of research is producing leading-edge results which are making a significant impact at the international level (Tier 1), or is producing important results that are making a significant impact in the field (Tier 2).*
4. **Proposed Research Program for renewal term** (max 1. page): *provide a research project summary, list your objectives, and briefly explain how the research program is different than in your previous CRC term. There should be evidence that you are proposing an original and innovative research program of the highest quality.*

Template: Internal Canada Research Chair (CRC) Renewal Request

5. **Research Productivity:** *provide a PDF file of your updated CRC CV - <https://portal-portail.chairs-chaire.gc.ca/ssocrc/signIn.iface>*
6. **HQP training record** *(max. 1 page): in addition to the list of HQP in your CRC CV, provide an overview of your HQP training strategy and current whereabouts of previous trainees. Illustrate that you have successfully attracted, developed and retained - and continue to attract, develop and retain - excellent trainees, students and future researchers.*

Part 2. Contributions to the Research Environment: **To be completed by the Dean** *(Maximum 1 page)*

The Dean (working with the Associate/Vice Dean Research and Department Head as appropriate) must provide a strong rationale as to why the CRC Oversight Committee should approve the renewal of the CRC. There must be compelling evidence the Chairholder has met the expectations for the Chair during their most recent term, and will continue to make extra-ordinary contributions to the university, national, and international research environment. Alignment of the Chairholder's research program with institutional research priorities is essential. Please consider the following questions in your response:

7. **Potential of Candidate:** *Why should the university support an additional CRC term for this Chairholder rather than recruitment of a new nominee? Consider research impact, external recognition, HQP mentorship, ability to attract and leverage resources, and leadership within and beyond the university.*
8. **Strategic Importance:** *What strategic advantage is there for the university in another CRC term for this individual in this research area?*
9. **Resources Commitment:** *What resources will the department and college provide to support the success of the CRC?*

Appendix C - CRCP Utilization Spreadsheet

University of Saskatchewan CRC Allocation and Utilization

					# ACTIVE	Allocation Utilization			
					24	Total:	28	24	
Chair #	Allocation by Agency	Nominee	Confirmed Start Date	END DATE	Active (Yes/No)	Tier 1: Tier 2:	16 12	16 8	
General comments									
513	CIHR	Griebel, Phillip J.	1-Jul-16	30-Jun-23	yes		1	1	Flexibility permitted: 7 Chairs Flexibility used: 4 1) 1287 & 1288 combined into 1 NSERC T-1 2) 518 & 519 combined to 1 T1 (<i>lost at calc 2012</i>) 3) 1271 NSERC T1 to CIHR T1 (<i>lost at calc 2014</i>) 4) 1280 NSERC to CIHR (<i>lost at calc 2014</i>) 5) 2018: 1279 NSERC T1 split to 2 T2 NSERC 6) 7) NOTE: U of Saskatchewan should have 30 chairs, 44 Tier 2 equivalence. Current allocation is 28, 44 Tier 2 equivalence.
514	CIHR	Cygler, Mirosław (Mirek)	1-Jan-12	31-Dec-18	yes		1	1	
515	CIHR	Chapman, L. Dean	1-Oct-11	30-Sep-18	yes		1	1	
516	CIHR	Cooper, David	1-Jul-15	30-Jun-20	yes		2	2	
517	CIHR	Popescu, Bogdan Florin	1-Jan-17	31-Dec-21	yes		2	2	
600	CIHR	Trask, Catherine	1-Oct-12	30-Sep-17	yes		2	2	
1272	NSERC	Pomeroy, John	1-Aug-17	31-Jul-24	yes		1	1	
1273	NSERC	George, Graham	1-Jul-17	30-Jun-24	yes		1	1	
1274	NSERC	Chibbar, Ravindra	1-Jan-11	31-Dec-17	yes		1	1	
1275	NSERC	Tse, John	1-Sep-11	31-Aug-18	yes		1	1	
1276	NSERC	Pedras, Maria Soledade	1-Jul-11	30-Jun-18	yes		1	1	
1277	NSERC	St-Maurice, Jean-Pierre	1-Jul-11	30-Jun-18	yes		1	1	
1278	NSERC	Giesy, John	1-May-13	30-Apr-20	yes		1	1	
664	NSERC	Dalai, Ajay	1-Jul-16	30-Jun-23	yes		1	1	
1321	NSERC - SSHRC	Coates, Ken S	1-Apr-12	31-Mar-19	yes		1	1	
1372	NSERC	Moewes, Alexander	1-Jan-12	31-Dec-18	yes		1	1	
1282	NSERC	Hecker, Markus	1-May-17	30-Apr-21	yes		2	2	
1283	NSERC	Price, Eric	1-Jul-16	30-Jun-21	yes		2	2	
1285	NSERC	Kelly, Timothy	1-Jan-17	31-Dec-21	yes		2	2	
1287	NSERC	Pickering, Ingrid	1-Jul-13	30-Jun-20	yes		2	1	
1288	NSERC				N/A	2	N/A		
1785	SSHRC	Béland, Daniel	1-Nov-12	31-Oct-19	yes	1	1		
1787	SSHRC	Brawley, Lawrence	1-Jan-12	31-Dec-18	yes	1	1		
1789	SSHRC	Newman, Dwight	1-May-13	30-Apr-18	yes	2	2		
1320-B	SSHRC	Dyck, Erika	1-Jun-14	31-May-19	yes	2	2		
1284	NSERC	Host: Microbial Interface			no	2			
1788	SSHRC	Aboriginal Community Engagement			no	2			
1279	NSERC				no	1			
Ongoing Tier 2 Recruitments									
	NSERC	Machine Learning				2			
	NSERC	Engineering				2			
	NSERC	Analytical Chemistry				2			
	NSERC	Network Security				2			
	SSHRC	Indigenous Community				2			

Employment Equity Survey:

Information from this survey is collected under the authority of *The Local Authority Freedom of Information and Protection of Privacy Act* and *The Employment Equity Act*. Results will only be shared in an aggregated format; no individual will be identified. If you have questions about the collection or use of this information, please contact the University of Saskatchewan at diversity@usask.ca.

1. Do you self-identify as a woman?

- ☐ Yes
- ☐ No
- ☐ I choose not to answer.

2. Do you self-identify as an Indigenous/Aboriginal person?

Aboriginal people are those who identify themselves as First Nations, Metis, or Inuit.

- ☐ Yes
- ☐ No
- ☐ I choose not to answer.
- ☐ If you answered 'yes', select all that apply:
 - ☐ First Nations
 - ☐ Metis
 - ☐ Inuit
 - ☐ I have Indigenous/Aboriginal ancestry, but I do not identify with any of the above.
 - ☐ When describing my Indigenous/Aboriginal identity I tend to use the word(s) _____

3. Do you self-identify as a member of a visible minority/racialized group?

Members of a visible minority/racialized group are those (other than an Indigenous/Aboriginal person as defined above) who identify themselves as non-white visibly or non-Caucasian in racial origin, regardless of birthplace or citizenship.

- ☐ Yes
- ☐ No
- ☐ I choose not to answer.

4. Do you self-identify as a person with a disability?

Persons with disabilities means a person who has a long-term or recurring physical, mental, psychiatric, sensory, or learning impairment who:

- a) Consider themselves to be disadvantaged in employment by reason of that impairment, or
 - b) Believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.
- This includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

☐ Yes

☐ No

☐ I choose not to answer.

☐ If you answered 'yes', select all that apply:

☐ Mobility Impairment

☐ Learning Impairment

☐ Non-Visible Impairment

☐ Mental/Emotional Impairment

☐ Hearing Impairment (unable to hear or difficulty hearing)

☐ Speech Impairment (unable to speak or difficulty speaking and being understood)

☐ Visual Impairment (unable to see or difficulty seeing, not correctable by glasses or contact lenses)

☐ Developmental Impairment

☐ Coordination/Dexterity Impairment

☐ Other Impairment. Please specify: _____

5. None of the above apply to me. ☐

6. I choose not to answer. ☐

Thank you for your participation in this survey and for helping to create and support diversity, equity, and inclusion on our campus and in our community. Please return this survey electronically to diversity@usask.ca.