

# CANADA RESEARCH CHAIRS PROGRAM (CRCP) INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION (EDI) ACTION PLAN AND EDI STIPEND REPORT (2021)

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### WARNING

#### Important Note

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

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

### INSTRUCTIONS

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

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

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

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

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

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**CONTACT INFORMATION**

Please complete the fields below.

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

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

- Yes
- No

**PART A. EDI ACTION PLAN**

**Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators**

Date of most recent plan (e.g. latest revision of the public plan):	September 27, 2019
Rating given action plan in most recent review process:	Satisfies
Name of vice-president level representative responsible for ensuring the implementation of the plan:	Sylvain Charbonneau

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## EDI ACTION PLAN KEY OBJECTIVES

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by underrepresented groups (e.g. women, persons with disabilities, Indigenous peoples and racialized minorities at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one current under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g. course correction, obstacles, lessons learned, etc.) for each objective.

### Key Objective 1

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

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

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

As part of the environmental scan that uOttawa undertook for the preparation of the EDI action plan, staff from the Vice-President Research Office, in conjunction with the University's Diversity and Inclusion Specialist, and Human Rights Office, performed a review of uOttawa's Policy and Administrative Context including an *Employment Systems Review*. In addition, a comparative review of existing CRC holders (2013 to 2018) was also undertaken to assess gender disparities within the distribution of chairs and the level of support provided to different designated groups. The objective of these analyses was to identify barriers and provide data to help guide decisions and actions towards diversity and equity in the allocation and institutional management of CRCs at uOttawa. Through the implementation of the EDI action plan, we continue to monitor the results of similar analysis to ensure the plan generates the wanted outcomes.

Four barriers and practices that could be having an adverse effect on the employment of individuals from the FDGs were identified at that time, and specific S.M.A.R.T. objectives were developed to address them in the Institutional EDI action plan IEDIAP 1.3. Each of the SMART objectives were designed to address specific barriers. The Key objective 1, for instance, address the following barrier:

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

### **Corresponding actions undertaken to address the barriers:**

Since December 2018, the following actions have been implemented to address this barrier and are currently at the core of our recruitment processes:

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

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

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

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

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

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

**1.a** - During the reporting period, from December 2020 to December 2021, all new CRC positions have been posted on uOttawa websites and then afterwards listed on a public archive created to show previous postings. In addition, all Faculty Deans have been informed regularly of uOttawa's current situation in terms of CRC numbers and EDI targets so that they could help support the recruitment of members from the FDGs. Selection committee members were kept informed by the Research Chairs Advisor and the EDI Special Advisor. Many updates were also provided during the meetings of the Research Chairs Evaluation committee (i.e., the committee providing final approval of CRC nominations before submission to the CRCP) in order to keep them up-to-date with CRCP's requirements, 2029 EDI Targets and uOttawa's allocation and present situation.

Between December 2020 and December 2021, uOttawa posted 18 Ads. We also recruited 6 new researchers

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for which a CRC nomination was submitted. Out of the 6, 5(83%) were members of the FDGs. In addition, one renewal application was submitted.

**1.b** - Recruitment processes have been reviewed to develop harmonized processes for all CRC hires with standardized advertising processes that state whether this is a preferential or selective hire and with transparent hiring mechanisms for all potential candidates. To ensure uOttawa is aligned to meet its 2029 targets, a new strategy was developed in 2021. Indeed, unless strong justification is provided, all the first posting of CRC Ads are now advertised as following a selective hiring process, limited to members of under-represented groups in research. If this first search is unsuccessful, the second posting of the same Ad is advertised as following a preferential hiring process (i.e., applications from members of the under-represented groups are assessed first, and other applications from applicants who are not part of these groups are not shared at the beginning. They are shared only if the recruitment process is unsuccessful with members of the FDGs).

The Research Chairs Advisor explains these processes to the Chairs of the selection committees and screens applications before transferring them to the selection committee. In addition, the EDI Special Advisor sits on all search committees to answer questions from other committee members as needed and ensures that principles of preferential or selective hiring are followed.

**1.c** – The uOttawa CRC selection process focuses primarily on external recruitment, and in 2021, there were no internal candidates nominations. However, XXXXXX from the four designated groups XXX advanced from a Tier 2 to a Tier 1 CRC.

**1.d** - Between December 2020 and December 2021, uOttawa launched 18 CRC job postings and more specifically 14 postings for new CRCs (11 for Tier 2 and 3 for Tier 1 CRC positions) and 4 postings were reposted. From the 18 job postings, a total of 8 (44%) were advertised as selective to members of under-represented groups, 8 (44%) were advertised as preferential hires, and 2 (11%) as standard hires.

### **Challenges encountered during the reporting period:**

Of the 18 job postings published, many recruitments failed due to mobility issues related to COVID-19 (e.g. borders were sometimes closed, candidates could not visit the campus, labs and the city of Ottawa, increased insecurity in finding a job for their partners, school closures, etc.). Although we often advertised the position twice and used strong networks to share opportunities, we had difficulties in recruiting suitable candidates, specifically for Tier 1 positions and for Tier 2 clinical chairs. The eligibility period for Tier 2 clinical positions (10 years after the PhD or medical degree) was seen as a barrier for these specific types of recruitment. In addition, a few recruitments also failed because candidates accepted other offers at the last moment, or because of the instability of the candidate's personal situation, even though a CRC nomination dossier had already been submitted and/or approved.

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

The next steps related to this objective “Increase representation of the four designated groups (FDGs) amongst CRCs “are to ensure the continuity of the efficient practices put in place in the coming years. A representative of the Office of Vice President Research and Innovation also meets with all preselected candidates and ensure to identify their potential specific needs and challenges before we start the negotiation stage. These meetings are useful to gather information on how best to support these new recruits including how to create an inclusive work environment

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Related to the pandemic, in 2021, we developed new interview guidelines specifically designed for Online Interviews (e.g., with more time windows available to reduce the candidate's Zoom fatigue; more options to contact the Chair of the selection committee to discuss potential barriers; videos/websites showing the facilities when possible). This option to hold part of the interview online will be maintained in 2022 and after the pandemic in order to accommodate the needs of future candidates. However, whenever possible, we will facilitate in-person visits of the campus as this step is crucial in helping candidate to decide whether to relocate.

Regarding the challenges associated with Clinical positions, we continue to advocate that the CRC program extend the eligibility period for applicants with a Medical Degree and a PhD.

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

- Yes**
- No**

ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

**Key Objective 2**

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

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

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

Similarly as for Objective 1, this second SMART objective was developed to address the following barrier:

1) *The inability to recruit sufficient candidates from the FDGs and the lack of mandatory training on the impact of unconscious bias for those involved in the recruitment.*

**Corresponding actions undertaken to address the barriers:**

Between December 2020 and December 2021, we continued to use the best practices developed in the previous year such as:

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



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

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

- 2.a - Special Advisor to the President on Diversity and Inclusion\_position filled for two-year mandate (2018-2020). This position was renewed for a second term (2020-2022).
  - Number of CRC selection committees attended.
- 2.b - Number of selection committees and members who took the training.
  - Number of research administrators who took the training.
- 2.c. -Ensure compliance with CRCP requirements and policies.
  - Guidelines updated in both Official Languages.
  - Guidelines shared with the selection committees and available for consultation.
- 2.d. -Minimum of 2 members from the FDGs on each committee.
  - All memberships reviewed and approved by the Vice-President of Research and Innovation.
  - Committee composition details included in final report.
- 2.e -Number of venues where the job is posted (i.e. targeted EDI groups and networks, informal list serves, specialized areas of research).
  - Monitor number of incoming applications and flag any shortcomings to correct before the closing deadline.
  - Use of inclusive, unbiased and ungendered language.
  - Focus on required job qualifications and skills.
- 2.f - EDI attestation and confidentiality form created in both Official Languages.
  - Number of selection committees signing the form.

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

Overview of the outcomes and progress:

**2.a** – The Special Advisor to the President on Diversity and Inclusion has been appointed. She attended meetings related to the 18 CRC job postings (including repostings) we advertised between December 2020 and December 2021. In total, we created 14 new selection committees (4 Ads were reposted) and both the Special Advisor and Research Chairs Advisor supported these committees.

**2.b** – All members sitting on the 14 new selection committees created during the reporting period took the mandatory Unconscious Bias Training Module. This represents approximately 80 persons trained. In addition, the Research Chairs Advisor who is in charge of CRC recruitments finalized her certification in Leadership and Inclusion (certification from Centennial College) to facilitate and support the implementation of the EDI action plan and help develop a diverse and inclusive research environment at uOttawa.

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

- The CRC recruitment Guidelines have been updated in both Official Languages 2 times based on new

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requirements or to adjust to changing situations (e.g., COVID-19, information on the management of conflict of interest). A checklist to help the Chairs of selection committees continued to be used, and the EDI attestation and confidentiality agreement was signed by each members. These documents are shared through an internal platform (Docushare) for consultation.

- A template of the job postings for CRC recruitments is available with the institution's commitment statement to equity, diversity and inclusion, an explanation of the type of hiring, a clear encouragement to individuals from all four designated groups to apply, a statement that recognizes the legitimate impact that leaves and inclusive language.
- All applicants are required to submit a one page EDI statement in their application (e.g.: "A one page statement on equity, diversity, and inclusion philosophy and practice");
- When preparing CRC nomination or renewal dossiers, candidates are encouraged to discuss their EDI practices and philosophy on different sections of the dossiers. An internal document has been developed to support researchers in this new initiative.

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

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

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

- The number of incoming applications is also monitored and we flag any shortcomings to correct before the closing deadline. Note that due to COVID, we clearly saw a drop in the number of applications for all the fields.
- Proactive efforts are made to identify a diverse pool of potential applicants by using networks and posting the job advertisement on diverse newsletters, and specialized websites.

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

### **Challenges encountered during the reporting period:**

Even though we posted our Ads on many different websites and used the professors' networks, we still encountered difficulties in recruiting certain positions due to a lack of available candidates in certain groups or with specific qualifications (e.g., functionally bilingual in English and French, Indigenous scholars, specialized in a specific domain, MD/PhD, etc.). In addition, COVID19 created an unfavorable context for hiring due to travel restrictions, different vaccination regulations and public health recommendations.

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

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As a next step to **continue to incorporate EDI in recruitment and selection processes**, we will ensure the training provided to CRC selection committee is up to date and in line with current best practices in the field. In 2021, we created a new public website related to EDI in research (<https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>). This website regroups tools, definitions and numerous resources to support researchers in implementing EDI principles, approaches and best practices in their research programs and teams. These tools are also available to research administrators or CRC selection committee members who are interested in developing their knowledge about EDI principles and practices (see objective 4 for more details).

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

Yes

No

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## ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

### Key Objective 3

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

**Objective #3:** Develop EDI data collection and reporting.

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

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

**Corresponding actions undertaken to address the barriers:**

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

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

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

Here is the list of indicators to monitor progress:

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

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

Overview of the outcomes and progress between December 2020 and December 2021:

**3.a** – A self-identification form was created by the Office of Vice-President Research and Innovation in 2018 and was included in every CRC job posting since then. However, in 2021, a new recruitment management tool was launched by the Institution (called NJOYN). This tool integrates functionalities related to self-identification. Therefore, in order to support this new initiative and the institution’s efforts, we abandoned the paper form and switched to this new electronic tool at the recruitment stage. Once hired, researchers have access to the Count-Me In survey. This survey allows the analysis of aggregated equity data at the institutional level for different groups of people (e.g., professors, staff, and students).

- We monitored the number of candidacies during the reporting period. For the 18 Ads with a closing date in the reporting period, we received approximately 264 applications, and 66 persons (25%) did not complete the self-identification form during the application process, either immediately or after we contacted them individually (some of these were fake applications while other individuals did not reply to our emails).
- From the 198 applicants who completed the form, 40 candidates (20%) did not self-identify in any of the FDGs. Moreover, 62 members identified as women (31%), 123 as visible minority (62%), 7 as members with disability (3.5%) and 8 as indigenous (4%).

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

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

- We also provided updates related to CRC EDI targets and statistics to the Vice-President, Research and Innovation at least four times a year.
- This EDI action plan progress report and previous ones were also posted on uOttawa’s public accountability website.

**3.d** – In the fall of 2020, the Office of Vice-President, Research and Innovation (OVPRI) had created the Equity, Diversity and Inclusion in Research Advisory Committee to guide the development, implementation and evaluation of an EDI Action Plan for Research. In order to “collect information related to EDI barriers, solutions and best practices” amongst CRC holders and uOttawa research community at large, the committee and the Equity, Diversity, and Inclusion Advisor for Research organized a large environmental scan of uOttawa research community. As part of this scan, an online survey of CRC holder was developed and launched between April 13<sup>th</sup>, to May 3<sup>rd</sup>, 2021. More information on the work of the advisory committee and results of the larger environmental scan are included below in Objective 4.

In total, 30% of CRC Chairholders participated in the online survey which included 9 questions (open-ended questions, closed questions, and rating scale questions). Results of this survey provided information on the quality of support that CRC holders receive primarily from the University of Ottawa for their research work in general, and for EDI aspects of research in particular. We also assessed EDI practices and measures that CRC holders had implemented at that time in their research activities or teams. These results informed the EDI Action Plan for Research, available here: <https://www2.uottawa.ca/research-innovation/sites/g/files/bhrsksd326/files/2022-02/OVPRI-EDI-research-action-plan.pdf>.

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The Women Research Chairs Mentoring Support Group created in 2019 to support the success of female Chair holders and as a way to collect information on barriers for this particular group continued to meet in 2020 and 2021. Due to the pandemic, these meetings moved to a virtual format. The group was renamed as “Women Research Chairs networking group”. In 2021, the group which was composed of about 25 women, met 4 times. Average attendance was about 15-20 women per session. In addition to informal networking activities among members, the group identifies priority topics for discussion. In 2021 these topics included interacting with decision-makers, negotiating, work-life balance and wellness. Both internal and external speakers led these discussions.

### Challenges encountered during the reporting period:

The main challenges we encountered were related to the increased workload associated with 1/ adapting to a new recruitment platform (NJOYN), 2/ implementing a new self-identification data management system, and 3/ the low participation rate in the various surveys during the pandemic crisis because researchers were already overloaded with new tasks and teaching responsibilities.

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

To continue to develop EDI data collection and reporting we will:

- Encourage the participation in the institutional Self-Identification Count Me In survey to support the institution's ability to assess its own diversity.
- The Women Research Chairs networking group will continue to support to its members.
- Focus on the implementation of the institutional EDI in Research action plan as it is tailored on **the real needs** of all uOttawa researchers and the current potential barriers to recruitment, inclusion and retention of under-represented members in particular.

In 2021, the University continued implementation of its Administrative Services Modernization Program. As part of the project, uOttawa is replacing its current enterprise resource planning (ERP) system and many other systems with Workday, to transform its financial and human resources administrative services. The deployment is planned for February 2023. Workday will have an impact on the recruitment of CRC holders as it includes finance and human resource functions and will improve data and reporting.

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

- Yes
- No

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## ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

### Key Objective 4

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

**Objective #4:** Strengthen institutional commitment to EDI.

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

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

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

**Corresponding actions undertaken to address the barriers:**

Here is the list of corresponding action undertaken:

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

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

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

- 4.a - Inform relevant sectors/groups (i.e. Research Management Services staff, Faculty administrators, senior University officials, Finance and HR services) of current gaps within allocation of CRCs at uOttawa amongst the FDGs.
  - Sensitize research administrators to unconscious bias via training and planning activities (i.e. annual retreats and strategic planning exercises).
  - Creation of a specific EDI committee at VPRI level.
  - Encourage managers and employees to include EDI in work objectives, training and performance review.
  - Review guidelines/policies within internal research programs and literature to identify potential or existing EDI barriers/biases.

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- 4.b - Participation rate in EDI related initiatives such as training, information session and mentorship/leadership programs (lead or participate).
  - Seek input from CRC holders of the FDGs in the development and monitoring of the EDI CRC Institutional Action Plan.
  - Organize welcome meetings with CRC holders from the FDG to explain the role of the Research Management Services and the OVPR in general to facilitate integration and monitor for any specific need/issue or questions. Consult chairholders on their interest in a peer-mentoring program.
- 4.c - Publicly announce all CRC nominations and renewals and subsequent research achievements using various social media outlets (i.e. Facebook, Twitter, press releases, uOttawa website, media interviews, etc.).
  - Increase visibility of CRC within the FDGs.
- 4.d - Include EDI priorities in the University's upcoming Strategic Plan, Transformation 2030.
  - Include EDI priorities in the OVPR's Strategic Research Plan 2020-2025.
  - Launch of a University wide self-identification initiative for all faculty and staff this fall.

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

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

**4.a and 4.b** – To raise awareness of existing gaps and barriers related to EDI in research enterprise and encourage an open dialogue on potential or existing EDI barriers with various groups/individuals, the Office of Vice-President, Research and Innovation led workshops and awareness raising sessions throughout the year. Five workshops were organized in 2021 on a broad range of EDI topics such as EDI and GBA+, inclusive research, good practices. Moreover, three online awareness-raising sessions were organized with a total attendance of more than 440 participants. Topics of these sessions included “Women and Girls in STEM: challenges and perspectives”; “Encouraging gender and sexual diversity in the arts, science, and technology” and “First Peoples: Rethinking Equity, Diversity, and Inclusion”.

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

- As mentioned previously, a new Advisory Committee on Equity, Diversity and Inclusion (EDI) in Research was created in 2021 to advise on the development and implementation of the uOttawa EDI Action Plan for Research. This cross-campus advisory committee met several times during 2021 to conduct analysis, discuss ideas of strategic EDI initiatives, discuss results of consultation on EDI, etc, and produced an action plan which was approved by the VPRI in the fall of 2021. It is posted at: <https://www2.uottawa.ca/research-innovation/sites/g/files/bhrsdk326/files/2022-02/OVPRI-EDI-research-action-plan.pdf>

- In early 2021, as part of the recommendations of the EDI Advisory Committee, a task force was created in order to redesign the University Chairs Program (internal program) to address and remove barriers for participation, specifically for members of underrepresented groups in research. The work surrounding the



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redesign of this program allowed to raise awareness on existing barriers to participation and to start important discussions around the current culture in research in different fields. A first open and transparent call for applications was launch at the end of 2021. The redesign of this program included the public launch of the competition, revision of the application content, revision of the evaluation criteria to include EDI, quota for selection of the new nominees, creation of workshops for applicants and for faculty administrators.

In addition, all other internal research chairs programs (Distinguished Research Chairs, Chaires de recherche sur le monde Francophone) have been revised in order to add a new section linked to EDI as part of the application, renewal and evaluation processes. A new evaluation criteria has been added to the evaluation grid to evaluate these dossiers (i.e., the application describes concrete actions to create more diversified, inclusive and equitable research environments). All Chairholders are now asked to demonstrate how they actively support the integration of EDI principles in research.

- Between December 2020 and December 2021, the Women Research Chairs mentoring group has been very successful with 4 virtual meetings. Approximately, 15-20 women Chairholders attended the meetings. In 2020/2021, the group was led by experienced Chairholders and participants decided the topics to be addressed during the meetings. It provided an opportunity to discuss freely the issues facing female Chair holders. Not only participants benefit from the experience of senior colleagues, but also from other Chairs on campus.

- Every year, welcome meetings and orientation sessions are organized for all new researchers hired at uOttawa, including CRC holders. The session was organized virtually in 2021. The role of the different services within the Office of Vice-President Research is explained (e.g., representative staff of Research Management Services are presenting to facilitate integration). Moreover regular follow-ups with new CRC recruits are done by support staff to monitor for any specific need/issue or questions.

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

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

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

- During the reporting period, the Office of Vice-President Research and Innovation launched a contest on inclusive practices in research on the thematic “More Inclusion, Better Research”. The two winners of this first competition and their inclusive practices were highlighted in two short videos available to the public (<https://www.youtube.com/watch?v=1VQ7j1Xoz6Y> , <https://www.youtube.com/watch?v=G5XGHPu5AnY>)

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

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

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

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

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

**4.d** – Institutional commitment to EDI has increased tremendously during the reporting period.

- EDI resources are now available to all professors on a public website. These resources include data on underrepresented groups in research at uOttawa and a list of our experts' publications that provide guidance on strengthening equity, diversity and inclusion in research. Link: <https://www2.uottawa.ca/research-innovation/equity-diversity-inclusion>

At the faculty level, we have acknowledged many actions led by particular faculties in order to tailor the EDI tools and examples to their own specific disciplines. For instance, since September 2021, the Research Office of the Faculty of Common Law, is offering a new resource – EDI in Research – that brings together frameworks, models, and tools about equity, diversity and inclusion in research to help their professors navigate these issues (<https://commonlaw.uottawa.ca/en/news/edi-research-inclusive-research-your-mind>). At the Faculty of Medicine, a specific web page for EDI has been developed: <https://med.uottawa.ca/research-innovation/resources-researchers/edi>.

- The University of Ottawa proudly endorsed and signed the **Scarborough Charter on Anti-Black Racism and Black Inclusion** on November 18, 2021. Nearly 50 universities and colleges across Canada signed this historic charter pledging to fight anti-Black racism and to promote Black inclusion. This collaborative partnership works to develop actions against anti-Black racism, in support of Black inclusion and excellence, and for contributing to inclusive higher education and communities across Canada.

<https://www.utsc.utoronto.ca/principal/scarborough-charter>.

- Since the University of Ottawa endorsed the new NSERC Dimensions charter that champions eight principles of EDI, data are collected at uOttawa through the Count-Me In survey. Professors, students and staffs are invited to complete this survey and the quantitative and qualitative data are analyzed to perform an in-depth reflective assessment of uOttawa's systems, practices and culture.

- In December 2020, Dr. Boulou Ebanda de B'Béri, was named Special Adviser, Anti-Racism and Inclusive Excellence, with the mandate of leading the anti-racism and inclusion file, and be the public face of the University of Ottawa on this issue. He works with the Human Rights Office, faculties, services, and student groups to achieve goals of anti-racism and inclusion. He helps raise awareness and communicate anti-racism and inclusion actions/priorities on campus (for more details, see here: <https://www2.uottawa.ca/about-us/provost/anti-racism-inclusion>). Celebration of Black History Month, celebrated every February, and the launch of an anti-racism campaign at the University of Ottawa are just a few examples.

- Unconscious bias awareness training for all faculty hiring committees across uOttawa: Through a joint partnership between the APUO and Human Resources, a Senior Human Resources Advisor is conducting training sessions for those involved in selection committees (different from those related to CRC positions) and other hiring roles. She is also developing awareness campaigns to reduce instances of unconscious bias and to foster a sense of belonging for all on campus.

### Challenges encountered during the reporting period:

The reporting period covered many new activities and new institutional EDI initiatives taking place at uOttawa.

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EDI is now a clear and visible priority for many sectors of the institution. However, diversity is emotionally charged and we sometimes feel resistance when launching a new initiative.

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

In 2022, uOttawa continues to advance the CRC EDI Action Plan and has publicly launch its **EDI Action Plan for Research** with a specific focus on continuing to strengthen institutional commitment to EDI and developing an inclusive climate for uOttawa researchers, students and staff.

The implementation of this plan will extend our activities beyond the CRC Program to the broader research community. For instance, a new safe space to enhance inclusion and belonging of BIPOC [Black, Indigenous and People of Colour] communities on campus will officially open in 2022.

To maximize impact and ensure integration, we will maintain close linkages with the university's EDI Strategy, and provide support as required to the University's participation in the Dimensions Pilot program. Through this multi-faceted approach, we aim to create an inclusive environment where all can succeed and thrive. Since EDI is now embedded in the institutional strategic plan, and the EDI action plan for research, the implementation of sustainable changes and evaluation of their impacts will be the focus of the coming years.

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

- Yes
- No

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### PART B. CHALLENGES AND OPPORTUNITIES

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

Over the reporting period, between December 2020 and December 2021, all activities proposed in the action plan such as: tool development, consultation, workshop, website development, revision of internal guidelines of internal chair programs, creation of a committee and development of an EDI Action Plan for research were successfully developed. The hiring of new staff, such as the EDI Advisor for Research, and the training of the Research Chairs Advisor were essential to the success of these activities. Moreover, EDI has become a clear strategic priority for many other regular staff at uOttawa and they also supported the success of these initiatives. The stabilizing of these new capacities (e.g., transforming the EDI Advisor for Research position into a permanent position and securing funds to cover more EDI activities throughout the institution) will be critical to the success of **long-term and sustainable culture change** that promotes and celebrates excellence, equity, diversity, and inclusiveness within our research community and in our research approaches.

Since March 2020 and in 2021, COVID-19 has had a definite impact on the recruitment of new CRC holders, particularly international professors, and on the implementation of the EDI Action Plan.

Mental Health and Wellness has been a necessary priority for uOttawa for many years and especially during 2021 and the COVID-19 pandemic. Key resources such as the nomination of a University Advisor, Mental Health and Wellness, Elizabeth Kristjansson, have been set to help identify gaps that remain and make some recommendations to fill them. The *Health and wellness webpage* has been revamped in 2021 (<https://www2.uottawa.ca/campus-life/health-wellness>) with a clear and easy access to counselling and mental health services for professors, students and staff. uOttawa gives also new access to the “**More Feet on the Ground!**” Initiative, a resource developed by the Council of Ontario Universities, Brock University, and the Centre for Innovation in Campus Mental Health which is intended to be a one-stop shop for any campus professional or student leader looking to understand more about mental health and refer a student to relevant programs or departments. It was developed to help faculty, administration and campus staff learn how to recognize, respond and refer students experiencing mental health issues on campus.

In 2021, uOttawa HR Department launched a pilot telework program to allow staff to work both on campus and remotely. This reorganization of campus activities was time consuming for managers, professors and staff. The interviews for CRC recruitments were mostly virtual during this reporting period and we can attest of major negative impacts of the public health restrictions during the tentative hiring of new researchers. For both, Tier 1 and Tier 2 CRCs, the lack of opportunity to visit Ottawa and the University's campus during interviews was identified as a barrier to the decision to accept an offer. More specifically, candidates were not able to visit potential laboratory spaces or to see the type of equipment available on campus and the type of living environment that this city could offer to their family. Another significant issue was related to moving an entire family while the borders of different countries were closed and COVID-19 cases were increasing. As a result, many recruitments have been unsuccessful in 2021, and since then we also noticed that the number of applications for each new CRC has decreased significantly impeding our capacity to reach future EDI targets.

To address these challenges almost each position was advertised for a longer period of time (60 days or even longer instead of 30 days) and we accepted to repost the position more often, making sure to advertise the position on new websites. A successful element that we may want to keep after Covid is related to the “in

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person” versus “online” meetings and work of the selection committees. Since the start of the pandemic, we noticed that it was less difficult to find suitable times for the meetings and it was even convenient to invite candidates for zoom meetings. In the future we may consider using a mix of both options (“in person” and “online”) to adjust to specific needs accommodate all kind of situations.

### **PART C. REPORTING ON EDI STIPEND OBJECTIVES NOT IN PART A**

#### **Instructions:**

- **Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.**
- **Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.**

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

### **PART D. ENGAGEMENT WITH UNDERREPRESENTED GROUPS**

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

As mentioned in previous sections of the report, in 2021 we consulted and engaged with members of underrepresented groups in several ways.

First, by making sure they were aware of the support available to them (email contact and phone calls). Second, we ensured representation of members of the four designated groups on all the CRC recruitment committees and developed guidelines to sustain this imperative. Third, we ensured the Women Research Chairs networking group continue to meet regularly in 2021, in order to ensure female researchers could support each other, identify potential barriers and share their needs with the central administration. Barriers that hinder success as women Research Chairs have been identified and solutions for addressing them have started to be implemented (e.g. revision of guidelines for prizes and awards, for internal chairs, workshops to improve the negotiation skills, workshops on media relation, etc). The impact of being a woman, belonging to a visible minority, parenting, experiencing linguistic barriers, and other intersectional factors affecting the full development of female researchers was discussed during these meetings. As per the group’s recommendation, the University of Ottawa takes into consideration these intersectional factors when assessing applications for a CRC (new nomination or renewal dossiers).

In addition, each time a new position was open to hire an Indigenous researcher, the hiring committee ensured members from Indigenous communities were consulted and represented on the selection

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committee. Researchers belonging to networks related to Indigenous communities and experienced in working with these communities were involved from the beginning of the process to be able to suggest changes in the job posting wording, advertise the position on appropriate websites, actively participate in the selection process of the candidates and the organization of the interviews. The selection process for candidates took into account their accurate respect to the Indigenous Research Principles and to other ethical considerations of research with Indigenous peoples.

The consultation and involvement of members of a specific designated group in these selection committees (Indigenous, people with disabilities) has been very helpful and led to improving our templates and guidelines. We are aiming to follow closely the integration of researchers coming from the FGDs after their hiring and we asked for feedback to improve our processes. For instance, we helped them navigate thought different services and the administration when necessary, and informed them of particular opportunities (e.g., Science meets parliament). As part of this feedback mechanism, we organize mid-term evaluation for all Chairholders. Note that we have been informed of a particular challenge or obstacle to the development of early career Chairholders. The long delay between the award of the Chair and the lifting of the embargo has been identified as problematic. A few researchers have missed the opportunity to secure media interviews (with their CRC title) and make public intervention about relevant societal topics.

Results from the survey conducted online and answered by 30% of CRC holders between April 13<sup>th</sup> and May 3<sup>rd</sup>, 2021, highlighted the need for more tools and resources to develop EDI practices and measures in their research activities or teams. To address this need, the Office of Vice-President Research and Innovation developed an EDI website to share training on this topic and tools to improve awareness for all researchers including CRC holders. The next step is to survey students (including students supervised by CRC holders) to identify any potential barriers to success. The survey has been developed and should be launched in early Fall of 2022.

In the coming years we will focus on the implementation of the new **EDI Action Plan in Research**. UOttawa's strategic priority is to create a more inclusive research environment for everyone and more specifically for members of groups under-represented in research (Women, Indigenous people, members of visible minorities/racialized groups, people living with disabilities and LGBTQI2S+ people).

### PART E. OTHER EDI INITIATIVES

#### Efforts to Address Systemic Barriers More Broadly within the Institution

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

Since one of the objective of the CRC institutional EDI Action Plan is to "*Strengthen institutional*

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*commitment to EDI*”, we already listed numerous activities in the corresponding section above, see Objective 4.d.

The President of the University, Mr. Jacques Frémont, has voiced its support and embedded EDI as a priority of the new strategic plan for the University, Transformation 2030. The Vice-President Research and Innovation, Dr. Sylvain Charbonneau, has also ensured that EDI is part of the strategic plan for research 2020-2025, with an objective to “FOSTER AND CELEBRATE excellence, equity, diversity and inclusiveness within our research community and in our research approaches.” This visible commitment from leaders has allowed the start of numerous initiatives across different spheres on campus. In addition to the actions listed in previous sections, many faculties have also taken the lead in assessing the situation in their own domain, labs, and environment. New administrative positions have been created to lead the EDI efforts in specific faculties (e.g., Assistant Dean, Office of Equity, Diversity and Inclusion in the Faculty of Medicine, a new Vice-Dean of Equity, Diversity, Inclusion in the Faculty of Science, etc.). The support of many allies working on different EDI committees across campus is also a tangible sign that a movement is underway. Their work is useful to identify barriers with an adverse effect on the research environment and the gaps in knowledge/awareness that may prevent the development of real actions to create a diverse and inclusive culture in research at uOttawa.

In addition to the barriers mentioned in the report, we identified one specific recruitment challenge that may have restricted the pool of CRC applicants. As a bilingual institution, the University of Ottawa has an institutional language requirement that all its regular academic staff members are at least passively bilingual, namely that they have mastered all the active functions of one official language and the passive functions of the other. Moreover, uOttawa strives to gradually increase the number of its regular academic staff members who are “actively bilingual”. AT the institutional has recently committed to internationalization and Francophonie with a new leadership position of Vice-President, International and Francophonie. Dr. Sani Yaya has been nominated in this position in 2020. For CRC holders, these new commitments to Francophonie may result in greater clarity about the level of French required at different moment of their career progression, which will help researchers plan their training to develop language skills if necessary.

During the reporting period, the Research Management Services of the Office of the Vice-President, Research and Innovation led a series of webinars to support CRC and other university researchers to integrate EDI considerations and approaches in their grant applications. In particular, specific EDI support has been provided for different competitions such as NFRF Exploration, NSERC Alliance, NFRF Transformation, NSERC CREATE, and Banting applications. During Webinars for Professors, Research Advisors and Vice-Deans Research, key EDI concepts, practical examples from the specific fields of knowledge, self assessment tools, pedagogic tools, and references were shared to support them into this culture change.

A series of panels called “Inclusive Research, Better Research” started on February 11, 2021 to commemorate the International Day of Women and Girls in Science. The second edition was held on May 19, 2021, to commemorate the International Day against Homophobia, Transphobia and Biphobia. The series will continue to commemorate Canadian and international emblematic dates related to groups underrepresented in research.

END