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CRCP Institutional EDI Action Plan - Key Objective(s) 

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.

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

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

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

Each year, institutions must publicly post a copy of this report to their [public accountability web pages](#) within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan. Ensure that you remove all numbers less than 5 from both the plan and the report prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders, as well as any other identifying information. This is a requirement of the Privacy Act.

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

Contact information

Please complete the fields below.

Name of Institution:

University of Windsor

Contact Name:

Heather Pratt

Position Title:

Executive Director, Research and Innovation

Institutional Email:

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519-253-3000 ext 3917

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

Yes

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):

12/02/2019

Rating given to the action plan in most recent review process:

Ongoing

Name of vice-president level representative responsible for ensuring the implementation of the plan:

Dr. Shanthi Johnson

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

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

Key Objective 1

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

Maintain representation for women. Continue to work towards meeting and exceeding the EDI targets for women CRCs. • Measurable Target: 27% • Actual Target at December 31, 2022: 44% To ensure that the University of Windsor continues to meet and exceed the CRCs targets for women, the University will use current workplace diversity data for the Canada Research Chairs Program which will be provided by the Office of Human Rights, Equity and Accessibility (OHREA) in addition to the self-identification results from the annual TIPS CRC self-identification process.

Systemic barriers -

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

Because the University of Windsor has the majority of its chairs allocated to NSERC positions, the historical underrepresentation of women in STEM disciplines is also reflected in our representation of women CRCs. The underrepresentation of women in these fields can sometimes impede the recruitment of women into open CRC positions. The requirement to base equity target setting on active chairs rather than total chair allocation has made our reporting more accurate to the reality of our Chair utilization.

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

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	<ul style="list-style-type: none"> • Inclusive Recruitment Strategies: Implemented strategies to actively search for women in ongoing and upcoming CRC searches, fostering diversity and representation. 	Completed
Corresponding action 2	<ul style="list-style-type: none"> • Broad Advertisement Outreach: Utilized diverse venues, including SWAC and discipline-specific platforms, to advertise new CRC postings, ensuring a wide and inclusive reach. 	Completed
Corresponding action 3	<ul style="list-style-type: none"> • Strategic Modelling: Conducted annual modelling of CRC targets, projecting through 2029, to guide current and future searches, ensuring alignment with diversity and equity goals. 	Completed
Corresponding action 4	<ul style="list-style-type: none"> • Continuous Monitoring: Regularly monitored and adjusted recruitment processes to eliminate biases, fostering an environment of equity and inclusion. 	Completed
Corresponding action 5	<ul style="list-style-type: none"> • Strategic Planning: Aligned recruitment efforts with long-term goals, ensuring that CRC searches contribute to sustained diversity and representation in the academic community. 	In progress
Corresponding action 6	<ul style="list-style-type: none"> • Transparent Reporting: Maintained transparent reporting on recruitment efforts, providing insights into progress and areas for improvement, reinforcing the commitment to diversity and equity 	In progress

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

- Annual individual meetings with CRCs and the Executive Director of Research & Innovation (EDRI) to collect confidential feedback on EDI-specific topics, their individual chairholder experiences, and possible barriers (including gendered barriers) they may face. These meetings have provided insightful information that has helped identify potential obstacles that we have been able to investigate and act promptly to remove barriers for our Chairs and our broader research community.
- Quantitative data received from TIPS and in-house reporting tools indicates that the percentage of female-identifying chairholders meets current targets.
- Conducted a review of all recruitment and retention practices and analyzed them to inform a standardized recruitment and retention Standard Operating Procedure that is in alignment with TIPS guidelines.

Outcomes and Impacts made during the reporting period:

Holistic progress and outcomes impacting this objective include: • Updated CRC transparency pages posted on our website, adding new information and resources in addition to the details required by TIPS. • Updated and standardized CRC job advertisement template for new CRC searches, which has provided stronger inclusive language with the goal of attracting additional members of equity-deserving groups and women to apply for CRC positions. • Revised job posting language to make it gender-neutral and remove terms likely to discourage women from applying. Inclusion of affirmative language in job postings encouraging women to apply. • To demonstrate our commitment to EDI and to reward those who engage in the often-unrecognized work of EDI, we have continued to include EDI requirements for our CRC applicants and have reflected this change in interview scoring grids. • Working in partnership with our Office of Human Rights, Equity, and Accessibility (OHREA), we have created and continue to update a database of venues for advertising new CRC job postings in order to attract a more diverse set of applicants. • CRCs participate in the VPRI Semi-annual forum, and one-on-one meetings with the Executive Director of Research & Innovation, where they were able to provide direct feedback on programming and receive specialized EDI training. • Maintenance of projection modelling tool that will enable our CRC targets to be met and assist with planning and recruitment. Objective specific progress and outcomes include: • The university is currently preparing to launch three CRC searches, which will be indicating preference for women and gender minorities. • Women representation targets were identified and are in the process of being confirmed through our CRC target modeling tool. The plan has been developed in conjunction with recommendations for strategies to be taken for future CRC recruitment that will support the University in meeting our equity targets through 2029.

Challenges encountered during the reporting period:

We have been able to have 100% virtual participation in the annual meetings with the Executive Director of Research and Innovation, although in-person meetings would be preferable. The Semi-Annual VPRI forum was held in October 2022 and was virtually well attended by our Chairs. Some attitudinal barriers are continuing to be somewhat challenging as we are in the process of broadening the scope of research excellence and reaching out to more diverse candidates; however, our EDI education and training approach has been highly effective in addressing some of these attitudinal challenges. The University's search for a Tier 2 CRC in Engineering targeted toward a Black Woman in Environmental Engineering unfortunately resulted in a failed search.

Next Steps (indicate specific dates/timelines):

Current CRC recruitments will be indicating preference for women and gender minorities in 3 chair positions. Following an internal competition for faculties to propose Chairs and in consultation with the university's equity targets and modeling data, recruiting women to the rank of CRC will be the university's focus during its upcoming and future searches. We will continue to monitor current chair-holder perceptions and collect feedback on initiatives for success in EDI programming (ongoing) through both the VPRI Semi-Annual forum and the annual meetings with the Executive Director Research and Innovation.

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

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

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

33820

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

Salary payments for the EDI RA's in the amount of \$29,867 were supported through the EDI Stipend award during this time period. Additional EDI training in the amount of \$ 3,952.48, was supported through the EDI stipend award, and we've used a train the trainer model to further deploy this EDI training for personnel across the research and innovation ecosystem and for our Canada Research Chairs. Note this represents the salary paid to the Research Assistants retained to support the ongoing implementation activities that continue to support the CRC-EDI Action Plan, and it is not possible to attribute the salary amounts paid to each key objective. The Research Assistants were employed through the Office of Research and Innovation Services (ORIS) and have also supported the development of several EDI policy reports and briefing notes. Additionally, the Research Assistants supported the development of the equity target modeling tool and continues to support the ongoing EDI workshop, e-learning video, and newsletter planning and delivery. The CRC-EDI stipend award supported this salary that was previously supported by the University of Windsor. EDI training has been provided for personnel within ORIS and our CRCs to support the ongoing EDI education and awareness efforts across campus. One Research Assistant has supported the review of various EDI grant applications, particularly assisting our CRCs and other faculty members in developing EDI statements for research grant funding applications, i.e., NSERC Discovery Grants.

EDI Stipend Impact Rating

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

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1	13850	Internal grants contributing to RA salary

Do you have other key objectives to add?

Yes

Key Objective 2

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

Maintain Representation for Visible Minorities. Ensuring and Maintaining Equitable Targets for Visible Minorities (CRCs) - Currently, the designated group of Visible Minorities is well represented within the CRC program at the University of Windsor and representation of this designated group among the chairholders will continue to be monitored. The University of Windsor is a very culturally diverse campus, and we are proud of the diversity of our faculty, staff and students. This cultural diversity is also present in the representation of our CRC chairholders. The University continually strives to ensure that it employs all best practices to remove systemic barriers to researchers who identify as a racialized individual.

Systemic barriers -

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

Institutional and attitudinal barriers: we have sometimes encountered negative feedback about the concept of targeted searches, coupled with a need for more understanding of EDI principles. Ongoing education and awareness are crucial to ensure the commitment of all chairholders to recognizing the importance of EDI in research and within the research community. We look to our CRCs to provide leadership within the University research community and to be exemplars in integrating EDI practices and principles in their respective labs and research programs. While the university does not fall short of its commitment to recruiting racialized individuals, it has been brought to the university's attention that not all groups within the visible minority category are represented equally; For example, Black Scholars are disproportionately underrepresented within the university's CRC program and the university's faculty complement; although systemic effort has been dedicated to addressing this issue across our campus community.

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

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	Diverse Advertisement Strategies: Collaborated with OHREA to identify and advertise CRC job postings in diverse venues, actively working to attract a broader and more inclusive range of applicants.	Completed
Corresponding action 2	Equity-Focused Recruitment: Nominated two self-identified visible minorities to CRC positions, contributing to increased representation.	Completed
Corresponding action 3	Leadership Commitment: Committed to recruiting 12 new faculty positions for Black scholars, demonstrating a dedicated effort to enhance visible minority representation. This hiring strategy has been supported with the creating of the Black Scholars Institute at the University of Windsor, the first such institute of its kind in Canada.	In progress
Corresponding action 4	Anti-Black Racism Initiatives: Established dedicated staff positions, including an Anti-Black Racism Strategic Planning Officer and an Anti-Black Racism Special Projects Coordinator, to address systemic barriers and promote representation.	Completed
Corresponding action 5	Mentorship and Collaboration: Continued fostering an environment of mentorship between newer and established CRCs, promoting mutual assistance and collaboration to support visible minority representation.	In progress
Corresponding action 6		Not yet started

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

Annual individual meetings with CRCs and the EDRI to collect confidential feedback on EDI-specific topics and their individual chair-holder experiences. Quantitative data from TIPS and in-house reporting tools indicates that the percentage of racialized individuals/visible minority-identifying chair-holders representation is 44% at December 31, 2022 which meets and exceeds our current target of 15% representation.

Outcomes and Impacts made during the reporting period:

- Annual individual meetings with CRCs and the Executive Director of Research & Innovation to collect confidential feedback on EDI-specific topics and their individual chair-holder experiences. These meetings have also provided insight into new and thoughtful strategies for future recruitment of CRC's from equity deserving groups.
- Quantitative data received from TIPS and in-house reporting tools indicates the percentage of visible minority identifying chair-holders meets and exceeds our current targets.
- Lengthen time on upcoming posting to expand reach among diverse groups (from 4 weeks to 6 weeks minimum).

Challenges encountered during the reporting period:

Significant progress continues to be made in systematically responding to instances of anti-BIPOC racism on campus. Efforts continue to combat attitudinal barriers among chair-holders. In the past several years it has been challenging to meet with our CRCs due to pandemic restrictions and to work effectively with them and our team across the digital divide. However, recent policy changes have allowed for greater in-person and on campus support to be offered. Some attitudinal barriers are challenging us in broadening the scope of research excellence and reaching out to more diverse candidates; however, a broader range of research excellence has been outlined in the recently ratified faculty collective agreement. The University's search for a Tier 2 CRC in Engineering targeted toward a Black Woman resulted in a failed search.

Next Steps (indicate specific dates/timelines):

The University will continue to foster mentorship opportunities between its new CRC appointees and established CRC researchers at the University and continually looks to best practices to enhance mentorship offered to its Chairs. Intersectionality is a core component of the university's recruitment strategies and racialized individuals/visible minorities will be encouraged to apply to the three upcoming calls.

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

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

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

33820

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

Salary payments for the EDI RA in the amount of \$29,867 were supported through the EDI Stipend award during this time period. Additional EDI training in the amount of \$ 3,952.48, was supported through the EDI stipend award, and we've used a train the trainer model to further deploy this EDI training for personnel across the research and innovation ecosystem and for our Canada Research Chairs. Note this represents the salary paid to a Research Assistant retained to support the ongoing implementation activities that continue to support the CRC-EDI Action Plan, and it is not possible to attribute the salary amounts paid to each key objective. The Research Assistant was employed through the Office of Research and Innovation Services (ORIS) and has also supported the development of several EDI policy reports and briefing notes. Additionally, the Research Assistant supported the development of the equity target modeling tool and continues to support the ongoing EDI workshop, e-learning video, and newsletter planning and delivery. The CRC-EDI stipend award supported this salary that was previously supported by the University of Windsor. EDI training has been provided for personnel within ORIS and our CRCs to support the ongoing EDI education and awareness efforts across campus. Our Research Assistant has supported the review of various EDI grant applications, particularly assisting our CRCs and other faculty members in developing EDI statements for research grant funding applications, i.e., NSERC Discovery Grants.

EDI Stipend Impact Rating

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

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1	13850	Internal grant supporting RA salary

Key Objective 3

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

Mandatory Unconscious Bias Training. Mandatory Unconscious Bias training for all CRC Search Committee members. Current CRC committee members have received mandatory training.

Systemic barriers -

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

Corresponding actions are undertaken to address the barriers: All CRC Search Committee members must complete unconscious bias training and provide their certificate of completion to ORIS to be kept on file. This requirement was included in the recruitment Standard Operating Procedures (SOPs) that were updated during this time period.

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

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	All CRC Search Committee members must complete unconscious bias training and provide their certificate of completion to ORIS to be kept on file. This requirement was included in the recruitment Standard Operating Procedures (SOPs) that were updated during this time period.	Completed
Corresponding action 2		Not yet started
Corresponding action 3		Not yet started
Corresponding action 4		Not yet started
Corresponding action 5		Not yet started
Corresponding action 6		Not yet started

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

Certificates were initially saved in a paper file and are now saved digitally to be easily tracked and accessed. We continue to have 100% compliance with this training requirement.

Outcomes and Impacts made during the reporting period:

All current CRC committee members have received mandatory Unconscious Bias training. This objective has been met for each of the CRC searches completed since the launch of the CRC EDI Action Plan in 2019. Committee members demonstrated their training in practice during their deliberations.

Challenges encountered during the reporting period:

No challenges were encountered for this objective – search committee members were happy to take this step towards more equitable recruiting practices.

Next Steps (indicate specific dates/timelines):

Future CRC committee members will continue to be required to take the mandatory Unconscious Bias training.

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

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

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

Employment Equity Training. Mandatory employment equity training for all CRC Search Committee members and is also required for all members of any new faculty position appointment committees. This employment equity training is also required for all CRC search committee members that support the recruitment and selection process for chair positions. The Office of Human Rights, Equity & Accessibility (OHREA) offers this Equity Training three times per year to all Equity Assessors, Administrators, and other individuals involved in the recruitment and nomination process. Training can be provided ad hoc throughout the year if required. During this reporting period, our CRCs participated in Employment Equity training at one of our Semi-Annual VPRI forums, and our OHREA office facilitated this training. This goal ensured that the CRC recruitment process followed the same rules and guidelines as recruiting for any other position on campus.

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 training is widely available on campus and is a well-established part of the employment process that is lead by our Provost and OHREA offices.

Corresponding actions undertaken/to be undertaken to address the barriers:**Progress to date****Corresponding action 1**

All CRC Search Committee members were required to complete institutional employment equity training in addition to the Unconscious Bias Training.

Completed

Corresponding action 2

Not yet started

Corresponding action 3

Not yet started

Corresponding action 4

Not yet started

Corresponding action 5

Not yet started

Corresponding action 6

Not yet started

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

OHREA tracks the completion of training and makes this data available on request. OHREA provides additional training for Equity Assessors, who are also required to support the search process for all CRC and faculty positions.

Outcomes and Impacts made during the reporting period:

This objective has been met for each search since this commitment was made in 2019. Committee members demonstrated learning into practice during their deliberations.

Challenges encountered during the reporting period:

No challenges were encountered for this objective – most committee members had previously completed employment equity training, and we were able to ensure any new CRC search committee member received the necessary employment equity training prior to the search beginning.

Next Steps (indicate specific dates/timelines):

Continue to ensure that all members of the CRC committee have received employment equity training from OHREA.

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

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 5

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 5:

Maintain targets for persons with disabilities, aboriginal peoples, and gender/sexual minorities. Ensuring and maintaining equitable CRC targets for persons with disabilities, aboriginal peoples, and gender/sexual minorities Due to its small allocation of chairs, the target setting tool does not currently define persons with disabilities or indigenous people as a gap requiring a target. However, UWindsor wishes to approach these targets equitably nonetheless by ensuring that recruitment procedures also reach out to these groups and intersectionality is incorporated into all recruitment activities.

Systemic barriers -

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

- Although the institution is not currently required to meet targets for persons with disabilities and aboriginal peoples, we continue to ensure our CRC search processes are advertised in venues with a broad distribution network. During CRC's searches it is often times challenging when all applicants do not provide self-identification.
- Federal legislation does not currently require equity target setting for gender/sexual minorities; however, the University of Windsor recognizes gender and sexual minorities as a 5th equity-deserving group. We strongly encourage all CRC applicants to complete the self-identification at the time of application and for all subsequent reporting requirements.

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

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	<ul style="list-style-type: none">• Worked with OHREA to maintain a list of posting outlets to reach a broader and more diverse applicant pool. Worked to understand the equity target-setting process better and create projections that could be deployed under several scenarios.	Completed
Corresponding action 2	<ul style="list-style-type: none">• Began spotlighting the transformational work of our CRCs at incorporating EDI into their research methods and team composition in communications and outreach materials to recognize their excellence and foster a greater understanding of EDI best practices among CRCs and other researchers on campus.	In progress
Corresponding action 3	<ul style="list-style-type: none">• Continued to foster an environment of mentorship between newer and established CRCs to build relationships of mutual assistance and collaboration.	Completed
Corresponding action 4	<ul style="list-style-type: none">• Formalization of the Office of the Vice President, People, Equity and Inclusion (previously VP-EDI) and realignment of infrastructure to support this portfolio.	Completed
Corresponding action 5		Not yet started
Corresponding action 6		Not yet started

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

DEAP tool and data from TIPS help us assess where we are in relation to our diversity and inclusion goals to understand where we must go to ensure that we meet and exceed our goals.

Outcomes and Impacts made during the reporting period:

- Updated CRC transparency webpages, adding new information and resources in addition to required details.
- Updated and expanded the database of venues for advertising new CRC job postings in order to attract a more diverse set of applicants.
- Continued use of equity data and a projection modeling tool that will enable our CRC targets to be met and assist with planning and recruitment.
- Attended all TIPS information sessions in order to understand the target-setting process.
- ORIS personnel attended Canadian Council for Diversity and Inclusion (CCDI) Anti-Black Racism webinars and other certificate programs. Objective-specific progress and outcomes.
- Plan ahead during target setting so that if the number of chairs rises above the threshold, we know that a target for a person with a disability will be needed. By planning now, we can continue to incorporate accessibility into our current recruitment planning and make our processes more accessible and thus more attractive to researchers with disabilities.

Challenges encountered during the reporting period:

Encouraging applicants to self-identify has been somewhat challenging. Members of these equity-deserving groups are often hesitant to self-identify for fear of retribution, negative treatment, or increased workload due to their self-identification.

Next Steps (indicate specific dates/timelines):

Continue to pursue the equity targets we have set through our ongoing recruiting efforts.

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

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

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

33820

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

Salary payments for the EDI RA in the amount of \$29,867 were supported through the EDI Stipend award during this time period. Additional EDI training in the amount of \$ 3,952.48, was supported through the EDI stipend award, and we've used a train the trainer model to further deploy this EDI training for personnel across the research and innovation ecosystem and for our Canada Research Chairs. Note this represents the salary paid to a Research Assistant retained to support the ongoing implementation activities that continue to support the CRC-EDI Action Plan, and it is not possible to attribute the salary amounts paid to each key objective. The Research Assistant was employed through the Office of Research and Innovation Services (ORIS) and has also supported the development of several EDI policy reports and briefing notes. Additionally, the Research Assistant supported the development of the equity target modeling tool and continues to support the ongoing EDI workshop, e-learning video, and newsletter planning and delivery. The CRC-EDI stipend award supported this salary that was previously supported by the University of Windsor. EDI training has been provided for personnel within ORIS and our CRCs to support the ongoing EDI education and awareness efforts across campus. Our Research Assistant has supported the review of various EDI grant applications, particularly assisting our CRCs and other faculty members in developing EDI statements for research grant funding applications, i.e., NSERC Discovery Grants.

EDI Stipend Impact Rating

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

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1	13,850.00	Internal grant supporting RA salary

Key Objective 6

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 6:

Use Data for Targets. Use Data to Meet Equity, Diversity, and Inclusion Targets and to Course Correct - The Diversity, Equity Assessment and Planning (DEAP) Tool was introduced in 2017/18 at the University of Windsor to provide a systematic process for the ongoing development of Goals and Objectives to support an equitable, diverse and inclusive workplace. The DEAP tool also provides an opportunity to annually assess a unit's progress as measured against its Goals and Objectives and provides a Report Card annually. The DEAP Tool will assist the University in better understanding the CRCs environment and climate-related to equity, diversity, and inclusion and will be used to develop plans to meet the equity goals that have been developed as part of this Action Plan.

Systemic barriers -

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

The DEAP tool has been developed to support academic units. Although a specific group was established within the tool for our CRCs, many of the goals and objectives required in the annual review and assessment process are not applicable to our chairs. • Insufficient historical data in some areas. • Low uptake of campus self-declaration forms.

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

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	<ul style="list-style-type: none"> CRCs have been established as a unit within the DEAP tool to facilitate easy reporting and measuring. ORIS has worked with OHREA to improve self-declaration materials. 	Completed
Corresponding action 2	<ul style="list-style-type: none"> Further assess the DEAP KPI's to investigate feasibility of aligning with the CRC-EDIAP 	In progress
Corresponding action 3		Not yet started
Corresponding action 4		Not yet started
Corresponding action 5		Not yet started
Corresponding action 6		Not yet started

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

Ran DEAP tool to generate baseline KPIs.

Outcomes and Impacts made during the reporting period:

We have made excellent progress preparing to gather new metrics, including identifying KPIs we will use to measure progress. We are currently evaluating our quantitative and qualitative data being collected to assess the efficacy of internal seed grants, attitudes towards EDI practices, use of best practices in research settings, and improvement of recruiting practices. Staff have been trained on using the DEAP tool and will continue collaborating with OHREA to measure KPIs. Deploy equity targets as part of several upcoming chair recruitments.

Challenges encountered during the reporting period:

A critical challenge in this area is a lack of historical data within the DEAP tool, making assessing the current campus-wide EDI and CRC representation challenging. However, within CRCs, we have made good use of data gathered by TIPS to inform decision-making on a macro scale and plan for reaching targets.

Next Steps (indicate specific dates/timelines):

Continue to devise a strategic plan for the collection of data to analyze the research ecosystem at UWindsor

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

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

PART B: Challenges and Opportunities

Challenges

Other than what has been outlined in the section above, outline any challenges regarding the implementation of the EDI action plan. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges? (limit: 5100 characters):

Chairholders have expressed frustration by the lack of funded extensions to CRC terms impacted by COVID. Women in Tier 2 positions in particular with young families or elder-care responsibilities continue to experience challenges with accomplishing their research goals as they balance their family's needs with their research, especially in fields where they have lost significant amounts of fieldwork due to COVID-19 restrictions. While the no-cost extensions offered have been useful, funded extensions would provide the necessary support to overcome the barriers that early-career women in particular are facing due to the COVID-19 pandemic. Our Chairs are particularly concerned about whether they will successfully renew their CRCs, given the possibility of lost research time and missed milestones. We call on program managers at TIPS to ensure that CRCs are treated equitably relative to their colleagues with other Tri-Agency grants. The University has experienced some setbacks using targeted searches to achieve its CRC equity-targets. In 2022, UWindsor led an unsuccessful search for a Tier 2 CRC for a Black Woman in Environmental Engineering. The University is now considering alternative methods to reach its targets and ensure that it considers intersectionality while also ensuring that it can reach exceptional intersectional candidates and that talent pipelines for targeted searches are nurtured.

Opportunities

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

The University has been spurred into action to address anti-racism and anti-Black racism on campus due to a renewed sense of urgency following unfortunate events on campus in 2020. UWindsor has recently established four newly funded research, teaching, and learning grant programs designed to increase knowledge around Anti-Black Racism and help equip our campus with new tools and methods for combating it. In June 2021, the University has also appointed the inaugural Vice President for People, Equity, and Inclusion (VP-PEI), and ORIS continues to work with VP-PEI to strengthen EDI initiatives to support our CRCs and, more broadly, the research enterprise at the University of Windsor. The University has experienced some setbacks using targeted searches to achieve its CRC equity-targets. In 2022, UWindsor led an unsuccessful search for a Tier 2 CRC for a Black Woman in Environmental Engineering. The University is now implanting alternative methods to reach its targets to ensure that it considers intersectionality while also ensuring that it can reach exceptional intersectional candidates and that talent pipelines for targeted searches are nurtured.

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

Instructions:

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.
- If you did not receive an EDI stipend during the reporting year, please leave this section blank.

Objectives associated with your institution's EDI Stipend application

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 1

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

Retention of EDI Research Associates: To support the ongoing CRC-EDI Action Plan implementation activities, the preparation of EDI reporting and data collection as required. One of the EDI Research Associates and several ORIS staff members have attended EDI training provided through the Canadian Centre for Diversity and Inclusion and the University of Windsor. Through this training, the personnel in ORIS and the EDI Research Associate have been able to engage and support CRCs, Research Coordinators, Faculty and Staff in better understanding and implementing diversity and inclusion best practices in their labs, and throughout their research programs. Data-driven and expert-informed practices will be implemented in the Office of Research and Innovation Services (ORIS) to further support our CRCs. This position has supported the development of the modelling tools that are being used to guide future CRC searches while enabling the University in meeting the 2029 CRC-EDI targets. The EDI research associate will continue to support the Implementation and evaluation of the CRC action plan and assess progress in achieving our EDI targets for the CRC program. This will take place in the form of augmenting recruitment and retention policies to align with the CRC EDI Action Plan and through continual environmental scanning.

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

Performance Indicators include developing a long-term recruitment and renewal plan that will support the institution in achieving the 2029 CRC EDI targets, as well as both ORIS personnel and CRCs advancing in understanding and knowledge of EDI best practices. Completion of environmental scanning practices to inform briefing materials and to complete augmentation of recruitment and retention policies and procedures.

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

One EDI Research Associate has developed a modelling tool that creates projections to monitor university equity targets and to guide recruitment strategies that contribute to ensuring the University continues to meet its CRC equity objectives. The EDI Research Associate will continue to provide expert advice and review of recruitment processes for the upcoming CRC searches that are giving preference to applicants that identify as women and gender minorities. The EDI Research Associate, in conjunction with the CRC Research Facilitator, have compiled and reviewed all recruitment and retention policies and is in the process of augmenting processes to embed EDI best practices. This process is expected to be ongoing, with all policies updated by Spring 2024. The EDI Research Associate continues to support ongoing EDI efforts including ongoing environmental scanning to identify avenues for supporting CRCs with the goal of removing barriers from the CRC recruitment and retention processes.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	29867
Institutional commitment (if applicable):	13850
Total funds spent:	

Indicate in the table below any leveraged cash or in-kind contributions provided by your institution:

	Amount \$	Source / Type (cash or in-kind)
1	13850	Internal grant supporting salary of RA

Table C2. EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Provide a high level summary of how the stipend was used:

The EDI stipend award was used to support the hiring of Research Associate(s) that have developed modelling tools to enable projections that will aid in planning and development of a CRC recruitment strategy. These modelling tools, and other relevant data being collected by the Research Associate are crucial in supporting the University of Windsor in meeting our CRC targets through to 2029. The Research Associate has also supported the ongoing implementation activities for our CRC – EDI Action plan, and is key in providing data that is supporting our existing complement of Chairs and our future CRC recruitment strategies.

Do you have other objectives to add?

Yes

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

Additional Objectives (if applicable)

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 2

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

Funding to support accessing a range of EDI training opportunities to enable a 'train the trainer' model to inform our CRC's and research administration personnel that are supporting our chairs and their research programs. These EDI training programs will support the ongoing development of policies and practices to enable the continued implementation and monitoring of the CRC-EDI Action Plan. The knowledge will be transferred from our EDI experts to personnel in ORIS and across units that are supporting research and innovation activities.

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

Successful completion of the Canadian Centre for Diversity and Inclusion, Humber College, and Seneca College EDI and Indigenization programs will support effective EDI training of personnel responsible for managing the CRC program at the University. Attending these professional development training opportunities will benefit the ORIS staff and personnel and have a lasting impact on our Canada Research Chair program, faculty, and students.

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

The EDI Research Associate has continued to receive training through the Canadian Centre for Diversity and Inclusion, including the completion of the Canadian Certified Inclusion Professional credential program. Staff members in ORIS continued to explore new EDI learning opportunities to better support all faculty, including CRCs, in developing EDI statements and strategies within their research programs. Training has also resulted in staff incorporating EDI best practices into procedures and processes to ensure service is accessible, inclusive, and equitable for all researchers.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective: 3952

Total funds spent:

Table C2. EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Provide a high level summary of how the stipend was used:

Research Associates were employed through ORIS to support the implementation of the CRC-EDI Action Plan which has supported the development of several EDI policy reports and briefing notes. Additionally, the Research Associates supported the development of the equity target modelling tool and continues to support the ongoing EDI in research workshop planning and delivery. These salaries were supported by the CRC-EDI stipend award and was previously supported by the University of Windsor and internal funding. The Research Assistant also developed EDI training materials and videos that have been provided to our CRCs and the University research community. Additionally, EDI training was also provided for personnel within ORIS and our CRCs to support the ongoing EDI education and awareness efforts across campus. The critical investment in training supported through the CRC EDI stipend award enabled us to further train ten staff within the Office of Research and Innovation to participate in an EDI Certificate program delivered by the Canadian Association of Research Administration (CARA). This training has supported ORIS personnel in providing stronger support to our CRCs across all disciplines, particularly in assisting them in developing EDI statements for their CRC program and other related research grant funding applications.

EDI Stipend Objective 3

EDI Stipend Objective 4

EDI Stipend Objective 5

EDI Stipend Objective 6

Part D: Engagement with individuals from underrepresented groups

Outline how the institution has engaged with underrepresented groups: e.g., racialized individuals, Indigenous Peoples, persons with disabilities, women, 2SLGBTQIA+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

The University of Windsor remains committed to the continuous improvement and ongoing implementation activities to support the CRC-EDI Action Plan. This includes the following: • The University created the CRC-EDI Action Plan Committee, jointly chaired by the Vice-President of Research and Innovation and the Provost. • The University's research enterprise continues to engage its diverse representation of Canada Research Chairs through: o The semi-annual VPRI CRC forum; and o Annual bilateral meetings between the EDRI and CRCs each summer. • Additionally, the University has made significant investments to support the identification of systemic barriers that are present to our Black faculty, staff and students. These initiatives include the following: o Creation of a permanent senior leadership position within the University, Vice-President People, Equity and Inclusion (VP-PEI) o Creation of dedicated staff positions to support Anti-Black Racism, including an Anti-Black Racism Strategic Planning Officer and an Anti-Black Racism Special Projects Coordinator. o The creation of an Anti-Black Racism Task Force group to provide leadership to address the systemic barriers being encountered by our black faculty, staff, and students. o The creation of a range of research programs and financial support to address anti-black racism on our campus. This includes the creation of an Anti-Oppressive Pedagogies Teaching and Leadership Chair, Anti-Black Racism Leadership Experience Grants, Anti-Black Racism Teaching and Learning Grants, and the Anti-Black Racism Student Leadership Experience Grants and professional development funding to support anti-black racism and anti-oppressive practice programming for staff and faculty. o The launch of the new Black Studies Institute (BSI) that is supporting our black scholars in understanding Ways of Knowing, Knowledge Mobilization and Teaching and Learning with the goals of: □ Create knowledge as black scholars □ Enable marginalized peoples to reclaim their own stories □ Fulfill our mandate as educators by contributing to the national discourse in equity o The launch of a new commitment to recruit at least 12 new faculty positions for Black scholars.

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

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

<https://windsorstar.com/news/local-news/beckford-named-as-university-vice-president>
<https://www.uwindsor.ca/vp-people-equity-inclusion/344/anti-black-racism-grants>
www.uwindsor.ca/dailynews/2021-03-30/anti-racism-pedagogies-teaching-leadership-chair-announced

The University of Windsor has taken significant action to build EDI practices at an institutional level. First and foremost, UWindsor has appointed Dr. Clinton Beckford as its first Vice President for People, Equity and Inclusion <https://windsorstar.com/news/local-news/beckford-named-as-university-vice-president>. Dr. Beckford has previously held the post of Associate Dean for teacher education in the Faculty of Education, is the Coordinator for the Global Community Engagement Program (GCEP) and leader of International Service-learning (Jamaica, Tanzania). In his new role, which he has received a five year appointment to, he will provide guidance, advocacy, insight, and leadership in charting the university's EDI strategy. Dr. Beckford will continue to lead a process to establish bylaws, policies and practices that will continue to guide the University of Windsor in becoming a safe and welcoming community for all students, faculty and staff. Additionally, the Office of the President has established an Anti-Black Racism Task Force, headed up by Anti-Black Racism Strategic Planning Officer Mariam Tolson-Murthy, who has deployed four new research and professional development programs (<https://www.uwindsor.ca/vp-people-equity-inclusion/344/anti-black-racism-grants>) that have been created to address Anti-Black Racism on campus and in the community: • Anti-Black Racism Professional Development and Training Grant • Anti-Racism Pedagogies Teaching and Leadership Chair • Anti-Black Racism Student Leadership Experience Grant • Anti-Black Racism Teaching and Learning Grants Dr. Andrew Allen, in the Faculty of education was appointed for a 2-year term as the inaugural Teaching and Learning Leadership Chair www.uwindsor.ca/dailynews/2021-03-30/anti-racism-pedagogies-teaching-leadership-chair-announced. Dr. Allen's Chair position will be supported in the same manner as outlined in the CRC EDI Action Plan, which has quickly become a blueprint for all internal and externally funded chair positions on campus. The Anti-Black Racism Task Force is also supported by Jeremiah Bowers, a former UWindsor student body president hired as a special projects coordinator in the Presidents office. At the institutional level, a campus-wide review of all EDI practices and policies is underway, led by the Office of the President and the President's Committee on Diversity and Inclusion (PCDI). The VPRI continues to advocate EDI initiatives across the university's research ecosystem. The VPRI and Executive Director, Research and Innovation have both been invited to become members of the President's Committee on Diversity and Inclusion (PCDI) which previously had no representation from Research and Innovation. The VPRI continues to invite guest speakers, both internally and externally, to present to researchers about EDI topics such as recruitment, methods, accessibility, Indigenization and other EDI activities that are supporting the research community at the University of Windsor.

Hyperlink 1:

Inclusion <https://windsorstar.com/news/local-news/beckford-named-as-university-vice-president>

Hyperlink 2:

<https://www.uwindsor.ca/vp-people-equity-inclusion/344/anti-black-racism-grants>

Hyperlink 3:

www.uwindsor.ca/dailynews/2021-03-30/anti-racism-pedagogies-teaching-leadership-chair-announced

Before submitting your report, please ensure that your responses are complete. You will not be able to edit the information after it is submitted.

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Submit and Exit Survey

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