

Ryerson University Canada Research Chair Equity, Diversity and Inclusion Action Plan

Leading research through
diversity

December 15, 2017

**Ryerson
University**

**Office of the Vice-President,
Equity and Community Inclusion**

Table of Contents

Introduction	3
Goals, objectives and monitoring	4
Goals	4
Increasing the diversity of CRCs.....	4
Selecting CRCs with a demonstrated commitment to uphold the values of equity, diversity and inclusion in their work.....	4
Objectives.....	5
Monitoring.....	6
Advancing equity, diversity and inclusion at Ryerson	6
Transparency and accountability	7
Data collection process	7
Transparency.....	7
Accountability.....	7
Ongoing awareness building and training	8
Recruitment and retention of faculty from equity groups	9
Recruitment	9
Retention.....	9
Canada Research Chair Program at Ryerson	10
Management of Canada Research Chair allocations	10
Oversight.....	10
Allocation	11
Hiring.....	12
Retention.....	13
Renewal process	13
Phasing out a Chair	15
Advancing a Tier 2 to a Tier 1	16
Concerns about the CRC program	16

Introduction

The Canada Research Chairs Program (CRCP) requires that all institutions with five or more chair allocations develop an equity, diversity and inclusion action plan. At Ryerson University, we believe that having faculty and staff who reflect our students and our community makes us a better university; therefore, our goals go beyond the minimum requirements for compliance.

To achieve our aspirational goal of reflecting our students and our community, the university has made equity, diversity, inclusion, access and respect for Aboriginal perspectives core values in our [Academic Plan](#). They are at the foundation of everything we do at the university. Therefore, they are also at the foundation of the CRC Program at Ryerson University.

This plan requires that equity, diversity and inclusion be integrated into all aspects of the management of CRC positions at the university. As such, intentional action is needed to remove systemic barriers, address unconscious biases, and attract and retain leading scholars from equity seeking groups who bring diverse perspectives, experiences and approaches to enrich the SRC work of the university.

Ryerson currently tracks the representation of five equity seeking groups in our faculty and staff: women; racialized people; Aboriginal peoples; persons with disabilities; and 2SLGBTQ+ people. These groups have been historically and persistently disadvantaged and underrepresented in the Academy as a whole or in specific disciplines. This is the reason for the continued low representation of equity seeking groups amongst Canada Research Chairs (CRCs). In addition, being a member of more than one equity group brings additional barriers that further limit opportunities.

The CRCP equity seeking groups are different from Ryerson. The Program identifies four designated groups (FDGs), which include women, visible minorities (Ryerson uses the term racialized peoples), Aboriginal peoples and persons with disabilities.

Equity refers to the fair and just treatment of all community members and equitable access to opportunities. **Diversity** is about consciously understanding and appreciating different ways of being and knowing and ensuring that our communities reflect and respect differences in all of its forms. **Inclusion** results from intentional actions that seek out differences and engage those differences in welcoming, supportive and respectful communities and workplace cultures.

An inclusive workplace – in which we are “one” though not “the same” – ensures an adaptable, innovative and multifaceted university, in which all members are valued and respected as integral contributors to our community and institution.

Research, creative and scholarly work, at Ryerson and beyond, is enriched by integrating different perspectives, practices and ways of knowing and expanding traditional bibliographic, evaluation metrics to include the full spectrum value (social, cultural, human) of knowledge and scholarly creation. This demands equitable appreciation of diverse worldviews, experiences and methods of scholarly research and creative work that is reflected in valuation and evaluation.

Collectively, equity, diversity and inclusion is a priority, a shared responsibility at Ryerson, and an ongoing, transformational process that we are committed to continuing. We are firm in our belief that academic leaders and faculty must infuse equity, diversity and inclusion into the ways we create and disseminate knowledge and promote a full range of scholarship and creative activities at our university.

Goals, objectives and monitoring

Ryerson's values, priorities and strategies for equity, diversity and inclusion form the basis of the Canada Research Chair Program (CRCP) equity goals at the university. The university's goals and objectives reflect the importance of: role models for students and aspiring researchers; bringing diverse thoughts and perspectives to the scholarly research and creative work of the university; removing systemic barriers; and taking an intersectional approach.

The [CRCP requirements](#) for goals and objectives that are part of institutional equity, diversity and inclusion action plans are that they are "impactful," "aggressive" and will, "enable swift progress towards addressing disadvantages currently experienced by individuals of the FDGs."

Goals

Increasing the diversity of CRCs

Strategy number one of Ryerson's Academic Plan is to "attract and retain high-quality faculty and staff with diverse backgrounds." Our aspirational goal is to have our faculty and staff reflect our diverse students and community and this is also our goal for Canada Research Chair (CRC) appointments. Located in one of the most diverse cities in the world – if not the most diverse – it is important for the university to be a city and citizenship builder.

Based on the tool provided by the CRCP, Ryerson's equity target as of December 2017 is to add one chairholder who identifies as a racialized person. We believe that Ryerson can and should go beyond this minimum compliance requirement, which is based on an outdated approach to setting goals that reflects systemic exclusionary practices the program seeks to eliminate.

Selecting CRCs with a demonstrated commitment to uphold the values of equity, diversity and inclusion in their work

Canada Research Chairs (CRCs) are role models and supervisors for future researchers, colleagues who collaborate to build a community of innovation, and scholars who generate new knowledge that can have a substantial impact on lives and inspire social change. Therefore, it is critical that CRCs have a demonstrated commitment to uphold the values of equity, diversity and inclusion in their work.

An example of demonstrated commitment to equity, diversity and inclusion can be described as the following: in response to the Calls to Action of the Truth and Reconciliation Commission, the University will seek CRCs who:

- Incorporate Aboriginal knowledge and perspectives in their SRC;

- Work collaboratively with Indigenous communities and/or scholars; and
- Recruit Indigenous graduate students and postdoctoral fellows as members of their teams.

While STEM fields are often characterized as disciplines with no relevance to equity, diversity and inclusion, it is quite the contrary. Scholars in STEM disciplines can also uphold the values of equity, diversity and inclusion in their work. For example, emerging research is exploring renewable energy projects developed by or with Indigenous peoples.

Finally, from an intersectional perspective, the university acknowledges the additional challenges and barriers faced by people who identify in more than one equity seeking group. Therefore, we need to be intentional about selecting CRCs who identify as part of multiple groups. At the same time, our objectives are set so they cannot be met through hiring one or two chairholders who can fulfill all the CRCP targets.

Objectives

Over the next two to three years, our intention is to remove the institutional barriers to hiring chairholders from underrepresented groups who demonstrate a commitment to the values of equity, diversity and inclusion, and who represent a broad range of perspectives and experiences. The university will achieve this by infusing equity, diversity and inclusion into all phases of the recruitment, selection, retention and renewal processes for chairholders.

We will:

- Expand outreach to scholars who reflect a broad diversity of thought in their work;
- Establish assessment processes that value what diverse approaches to creating and disseminating knowledge bring to the university; and
- Hire for excellence through diversity.

This means that the university will actively seek Canada Research Chairs who amplify and advance the voices and careers of people from underrepresented groups in their Scholarly, Research and Creative activities (SRC); in their collaborations; and in their recruitment of graduate students, postdoctoral fellows, research technicians, research associates and other members of their teams. See page 12 for details.

It also means that we must look beyond our overall representation of equity seeking groups to identify the disciplines that have an underrepresentation of specific groups.

With this approach, the expected outcomes are that all CRCs, whether they identify as part of equity groups or not, demonstrate a commitment to equity, diversity and inclusion; and that we hire at a minimum:

- Three women CRCs, with at least two in the Faculty of Engineering and Architectural Science and/or the Faculty of Science;
- Three racialized CRCs, with at least two who are not in the Faculty of Engineering and Architectural Science and one who is a woman;
- One Aboriginal CRC;
- Two CRCs who identify as having a disability; and

- Two CRCs who identify as 2SLGBTQ+, with one in either the Faculty of Science or the Faculty of Engineering and Architectural Science.

These targets articulate institutional goals and targets and incorporate the objective of hiring scholars who identify in more than one equity seeking group. However, the ultimate goal is not to focus strictly on the numbers, but for hiring committees to make every effort to have every hire be a diversity hire.

Monitoring

The CRCP [indicates](#) that, “it is committed to correcting long-standing equity concerns and ensuring that all institutions meet and sustain their equity and diversity targets. If an institution fails to meet these requirements by the deadlines stipulated, the program will withhold peer review and payments for nominations submitted to the fall 2017 intake cycle, and to future cycles as necessary, until the requirements are fulfilled.”

At Ryerson, the Vice-President, Equity and Community Inclusion, or designated individual(s) acting on their behalf, will be involved in all stages of the allocation and hiring processes for CRCs to support achieving our goals. See the Canada Research Chair Program at Ryerson section for more details (starting on page 10).

Ryerson collects self-identification information from all employees and will use this information to monitor the progress of the university in meeting its goals and objectives, as well as the progress of CRCs in creating opportunities for underrepresented equity seeking groups.

Should it appear as though the university is not on track towards achieving its expected outcomes, the Office of the Vice-President, Equity and Community Inclusion will make information available, and provide advice to decision makers, so that changes and additional action will be taken to identify and address issues. For example, if after a number of new CRCs are selected in the first half of 2018 and the information suggests that we are not progressing to achieving our goals, the university may decide to seek scholars from one or more equity groups for specific CRC allocations. Other actions may also be taken by the university to adjust the Plan.

The Office of the Vice-President, Research and Innovation will continue to inform the university of the CRCP’s determined program targets for Ryerson and report on compliance to the CRCP. The Office of the Vice-President, Equity and Community Inclusion will provide data to facilitate this reporting.

Advancing equity, diversity and inclusion at Ryerson

Many aspects of Ryerson’s strategic plans and initiatives to advance equity, diversity and inclusion apply to the recruitment and retention of Canada Research Chairs at the university. Information that is relevant to CRCs is provided below.

Transparency and accountability

Ryerson publicly [reports](#) on the recruitment, representation and retention of employees from our five equity seeking groups: women; racialized people; Aboriginal peoples; persons with disabilities; and 2SLGBTQ+ people. This makes us transparent and accountable to the Ryerson community as we progress toward our goal of reflecting the diversity of students and community.

Data collection process

The Employee Diversity Self-ID is an online questionnaire that is part of the self-service functionality of the human resources management system. It is continuously available to faculty and staff to complete, view or revise.

New employees are sent emails on a weekly basis until it is completed. Self-identification is voluntary (there is a “Prefer not to answer” option to each question), but all employees are asked to complete the Self-ID. Our current response rate for faculty is over 90 percent.

The university also has implemented communications campaigns to encourage self-identification and updating of information. Some of the material, such as videos, continue to be available on [the Diversity Self-ID website](#).

Transparency

Data from our [reports](#) is accessible online for Ryerson University community members and each report has a communication strategy to raise awareness of representation, recruitment and retention of faculty, staff and students from equity groups. In addition, tailored reports are provided to deans and administrative leaders, so they can monitor the representation of equity groups in their areas, develop plans and take action to address any gaps in representation.

This approach is fluid and flexible, engaging leaders in consultation with the Office of the Vice-President, Equity and Community Inclusion, as well as their peers, to share ideas, tailor their initiatives and adjust course if progress is not being made.

Accountability

The university makes a considerable amount of information publicly available, produces annual reports to track progress and engages all leaders at the university by looking at the distribution of equity groups across different areas, beyond the overall institutional representation. This makes executives, deans, academic chairs/directors and administrative leaders across the university accountable for their progress.

Legislative and program requirements are important for initiating action and raising the priority of equity, diversity and inclusion at organizations. However, initiatives based on federal Employment Equity legislation also perpetuate systemic barriers. By focusing on “availability” based on existing researchers and faculty, these programs serve to maintain the status quo rather than opening up opportunities and increasing representation. The CRCP takes a similar approach.

For example, while Ryerson has met the CRCP requirements related to the representation of women CRCs in the past, we continue to strive for more representation of women CRCs in

STEM as that is a more specific area of persistent underrepresentation of women scholars, including here at Ryerson.

The university goes beyond traditional employment equity programs by reporting disaggregated data. For example, in our upcoming report we will explore the representation of women by intersecting identities such as women with disabilities, racialized women and Aboriginal women.

Ryerson tracks the outcome of selection processes by reporting on the representation of equity seeking groups in new hires. Ryerson also includes 2SLGBTQ+ people as an equity group.

Ongoing awareness building and training

The Office of the Vice-President, Equity and Community Inclusion (OVPECI) creates space for ongoing discussion and exploration of the institution's climate through partnerships with different areas of the university and initiatives such as the award winning [Soup and Substance series](#) and incorporation of equity, diversity and inclusion into ongoing training programs such as:

- Training of members of faculty hiring committees; and
- Training of members of faculty promotion and tenure committees.

Soup and Substance was a series of moderated discussions where participants engaged in an open conversation about equity, diversity and inclusion topics. In the 2016 academic year, the series focused on the climate of both learning and work environments for community members from equity groups.

The OVPECI now focuses on promoting ongoing dialogue with different groups (e.g. senior leaders) across the university, to explore climate specifically so that community members can take responsibility for developing more targeted strategies and initiatives.

In 2017, a program for senior leaders, *Leadership for Inclusion: Strengthening Our Intercultural Competency*, was facilitated by Ritu Bhasin, a consultant recognized globally for her diversity and leadership expertise and the author of the bestseller, *The Authenticity Principle*.

In addition, in 2015, OVPECI conducted a review of the literature on the barriers for diverse scholars in the academy (including literature by Ryerson faculty), in collaboration with the Ryerson Faculty Association and the Office of the Vice-Provost, Faculty Affairs. That review, [Creating an Inclusive Space for Faculty in the Academy](#), is available on the OVPECI website and is used in the training for hiring and evaluation committees. Discussions explore systemic barriers identified in the literature as they occur here at Ryerson and ways the university can remove these barriers.

Ryerson also promotes inter-university dialogue. For example, the university is organizing a meeting early next year to discuss improving the CRC equity program, with equity practitioners from Canadian universities; faculty affairs/human resources professionals; Universities Canada (including representatives from institutions that have met their CRC targets); research professionals who support research offices in universities; members from reference groups such as OCAV (Ontario Council of Academic Vice-Presidents); along with representatives from organizations such as the CRC Secretariat, the Social Sciences and Humanities Research Council (SSHRC), the Canadian Institutes for Health Research (CIHR), the Natural Sciences

and Engineering Research Council (NSERC), the Canadian Institute for Innovation and Development and Genome Canada.

Ryerson continues to explore the underlying issues and barriers by conducting specific analyses and facilitating dialogue and action to make the university, and all universities in Canada, more equitable, diverse and inclusive.

Recruitment and retention of faculty from equity groups

Recruitment

The Collective Agreement with Ryerson's Faculty Association (the Agreement) governs much of the recruitment process. Equity provisions have been woven into the process specified in the Agreement. The Agreement also includes a number of equity provisions, as follows:

- Some flexibility in determining hiring panel membership so that there is the possibility to include more diverse representation on the panel;
- Training workshops to be held each year that include instruction on the Department Hiring Committee's (DHC) legal obligations and duties under the Agreement and university policies, including the values of equity, diversity and inclusion. (Note: this training includes an overview of unconscious bias);
- Hiring committees are required to take into account Ryerson University's strong commitment to fostering equity, diversity and inclusion within its community and in all aspects of recruitment efforts;
- The DHC shall search actively for the strongest possible candidate pool, where strength is measured in all possible dimensions relevant to an academic appointment, including equity, diversity and inclusion;
- The DHC is encouraged to place the advertisement in other sites that are appropriate to the discipline, its outreach and equity goals.

Retention

Ryerson's framework to advance equity, diversity and inclusion at the university and beyond, is to make our values the foundation of everything we do, and to encourage and inspire all community members to share in the responsibility of making the campus more diverse and inclusive by bringing about systemic change.

Some of the initiatives at Ryerson to establish and maintain a supportive and inclusive workplace include:

- Providing a variety of ways for people to connect and engage in dialogue about equity, diversity and inclusion in the workplace – including grassroots networking events, panel discussions featuring experts from within and outside the university, and more.
- Looking beyond hiring for diversity to identify and address issues related to climate and career advancement and retention, so that all employees can achieve their potential.
- Formal and informal employee community networks at Ryerson that include and work in support of employees from equity seeking groups, including, but not limited to, the following:

- Aboriginal Education Council
 - Black Faculty and Staff Community Network
 - Employees with Disabilities Community Network
 - Immigrant Employees' Network
 - First Nations, Inuit and Métis Faculty, Instructors and Staff Community Network
 - Muslim Employee Network
 - Cultural Awareness Committee
 - Positive Space
 - Black History Committee
 - December 6th Memorial Committee
 - Ryerson Mental Health Committee
- Recognition through Ryerson's Alan Shepard Equity, Diversity and Inclusion Award. This award recognizes the outstanding achievements of one individual, team or organization in the Ryerson University community who advanced equity, diversity and inclusion at Ryerson through outstanding dedication and excellence in providing services for diverse populations, fostering an inclusive environment inside and/or outside the classroom, and/or addressing equity.
 - Executive and senior leadership sessions on inclusive leadership. Ryerson leaders have an opportunity to complete a leading cultural competence assessment tool that examines one's level of comfort for adapting to differences based on culture (a broad definition of culture that includes a range of attributes, including age, race/ethnicity, gender identity and more). It identifies opportunities for adapting behaviour in order to be more effective in working and leading across differences and building more diverse and inclusive environments.
 - Blanket workshops are offered. They are modeled after the KAIROS blanket activity, which is an interactive teaching tool to share the historic and contemporary relationship between Indigenous and non-Indigenous peoples in Canada. The Blanket Exercise covers over 500 years of history in a one-and-a-half-hour participatory workshop.
 - Training and materials provided to members of Department Evaluation Committees (who make recommendations on tenure for faculty) on unconscious biases and barriers identified in the literature that prevent the retention and advancement of faculty from underrepresented and marginalized groups.

Canada Research Chair Program at Ryerson

Many aspects of Ryerson's strategic plans and initiatives to advance equity, diversity and inclusion apply to the recruitment and retention of Canada Research Chairs at the university. Information that is relevant to all employees is listed in the previous section, e.g. collecting data and retention information. Following are specific details related to the CRC program at Ryerson.

Management of Canada Research Chair allocations

Oversight

The allocation and management of Ryerson's Canada Research Chairs is overseen by the Executive Committee for CRC Planning. Chaired by the Vice-President, Research and

Innovation, additional members include the Provost and Vice-President, Academic; the Vice-President, Equity and Community Inclusion; the Assistant Vice-President, International; the Vice-Provost and Dean, Graduate Studies; and a Ryerson University faculty member with an established research track record. The Vice-Provost, Faculty Affairs, is an *ex officio* member of the Committee.

The Committee reports to the President of the university and reviews all policies and processes relating to the management of Ryerson's allocation, including strategic decisions, renewal reviews and allocation requests, and the use of the corridor of flexibility (number of "moves" the university can make to convert chairs across tiers and disciplines), as well as Ryerson's Equity, Diversity and Inclusion Action Plan and equity targets.

Allocation

The Committee recognizes that positions become vacant in a number of ways including new allocations, early resignation or the end of a term. Vacancies are reclaimed to a central pool and reallocated within Ryerson Faculties based on successful submissions for chairs in specific research areas in response to the university-wide Call for Internal Submissions.

In reviewing requests for allocations, the Committee considers the contributions of the proposed research area to building a critical mass of excellent research in one of Ryerson's identified strategic research areas, together with the plan to attract and retain CRCs from underrepresented groups who demonstrate a commitment to upholding the values of equity, diversity and inclusion.

The call for submissions requires the following be submitted for consideration:

- The proposed research area;
- Alignment with and contributions of the proposed research area towards building a critical mass of excellent research in one of the identified strategic research areas of Ryerson (see current Ryerson Strategic Research Plan <http://www.chairs-chaieres.gc.ca/programprogramme/srp-prs/ryerson-eng.pdf>);
- Potential for interdisciplinary and collaborative research;
- Potential of the research area to result in growth of Graduate Programs at Ryerson; and
- Alignment with Ryerson's equity, diversity and inclusion goals and plan to attract and retain CRCs from underrepresented groups.

Submissions may include suggestions that would necessitate a request to switch an agency (e.g. from NSERC to SSHRC) or level (e.g. a Tier 1 instead of a Tier 2). Equity, diversity and inclusion goals and objectives will be a consideration in any decision on changes.

Each of the above criteria have equal weight in decision making concerning allocations. The Committee will report to the faculties on the outcome of their deliberations including information such as the number of applications and the faculties, departments/schools who were successful in obtaining an allocation.

Once an allocation has been awarded in a specific research area, the recruitment process begins.

Hiring

The CRCP has [detailed practices](#) that provide guidance for integrating equity, diversity and inclusion into recruitment and selection processes for CRCs.

Strategies and proactive practices that the university has adopted include:

- Identifying and providing opportunities to promising graduate students, post-doctoral fellows and research associates from equity seeking groups for faculty hiring.
- Providing comprehensive training, including on equity, diversity and inclusion, to create an increasingly diverse pool of highly qualified personnel (HQP) for future chairholder allocations who will be able to demonstrate their commitment to uphold the values of equity, diversity and inclusion.
- Staff from OVPECI, HR and OVPRI meet with CRC hiring committees to discuss the benefits of hiring for diversity and strategies to attract a diverse pool of excellent candidates who have demonstrated a commitment to uphold the values of equity, diversity and inclusion. A variety of tools are provided to support hiring for diversity that include:
 - Links to self-assessment tools on unconscious biases;
 - Suggested ways to counteract unconscious biases;
 - Selection criteria and an assessment rubric that incorporate specific equity criteria, such as diverse approaches and methodologies in research, incorporating diverse perspectives, track record for hiring from equity seeking groups, creating inclusive environments for their teams, etc.; and
 - Interview questions that explore a candidate's demonstrated commitment to equity, diversity and inclusion and to hiring research team members from underrepresented equity seeking groups.
- Designation of equity representatives for all CRC hiring committees who consult with the Vice-President, Equity and Community Inclusion, or designee, at all stages of the process.
- Equity and inclusion training for hiring committee members, including on unconscious biases.
- Information provided to committees on any representation gaps among Ryerson's chairholders identified in CRCP targets, as well as priorities based on Ryerson's aspirational goals and expected outcomes.
- Specific equity and inclusion language for job postings, including a statement of the university's commitment. Ads also must include language indicating that applicants will not be disadvantaged because of career gaps due to parental or health-related leaves or for the care and nurturing of family members.
- Broad outreach to attract excellent applicants from underrepresented groups.
- Surveying applicants to ask them to voluntarily self-identify as part of equity seeking groups.
- Providing resources and information about assessment methodologies that value diverse worldviews, experiences and methods of scholarly research and creative work, and do not disadvantage applicants when they have career gaps due to parental or health-related leaves or for the care and nurturing of family members.
- Using applicant self-identification data as appropriate in decision making processes at each stage, such as reviewing the representation of equity groups in the pool of

applicants to ensure diverse representation, reviewing short listed applicants and choosing between more than one equally qualified candidate.

Retention

One of the key strategies for retention of chairholders from equity seeking groups is to hire cohorts of faculty from underrepresented groups in academic departments or schools, and who demonstrate commitment to the values of equity, diversity and inclusion. This helps to address the isolation and marginalization of individuals when they are the only member of an equity seeking group and bring new and critical perspectives to a department or school.

Recognizing that many of the items negotiated at hire contribute to retention, the Vice-President, Equity and Community Inclusion, or designee, will be involved in offers to potential chairholders to incorporate equity, diversity and inclusion considerations in negotiating or arranging discretionary provisions (not prescribed in the faculty Collective Agreement) related to:

- Salary and benefits;
- Office space, administrative support, equipment, etc.;
- Identifying mentorship programs and opportunities related to institutional policies, programs and processes;
- Protected time for research beyond minimum one course release, e.g. limiting requests for service related to equity group status, additional course release related accommodation, etc.;
- Additional research funds required because of limited funding available and/or additional costs for the type or area of research, e.g. for community or action-based research, collaborative inter- and intra-institutional/disciplinary projects, new critical approaches to the discipline, etc.; and
- Additional research funds based on the unique needs of the chairholder, e.g. sign language interpretation and other accommodation requirements.

Renewal process

The CRCP [requires](#) that, “decision-making processes and criteria for determining whether Tier 2 and Tier 1 chairholders will be submitted for renewal, and who is involved in these decisions” be included in institutional equity, diversity and inclusion action plans. Therefore, the university has identified processes and the equity, diversity and inclusion provisions that will assist the university to achieve and maintain progress under this Plan.

Scholars from equity seeking groups who are underrepresented in their discipline, and who bring critical perspectives to their work, are often the last hired and first to leave or lose an opportunity. They are more likely to receive criticism of their work, to be excluded from collaborations in their department/school and to receive less support and funding for their work. Therefore, equity, diversity and inclusion must be considered when making assessments of CRCs to determine whether or not to renew, just as they must be considered when selecting a new chairholder.

The process begins with a recommendation from the Dean of the chairholder’s Faculty, who either recommends renewal, or indicates that a recommendation to renew is not being made

and why. Recommendations for both Tier 1 and Tier 2 Chairs are submitted by the Dean to the Executive Committee for CRC Planning (the Committee) at least twelve months before the initial term ends.

The Dean must not penalize chairholders for leaves of absence (e.g. parental leave) taken during the initial term. The renewal can be an opportunity to complete work that was started in the initial term as well as an opportunity for new projects. The Dean will review the following documentation submitted by the chairholder:

- A 6-page Performance Report (in keeping with the relevant CRCP guidelines);
- An updated CRC curriculum vita;
- A one-page description of the renewed program of research; and
- Two external peer reviews.

Based on the literature, bias is reflected in the assessments of faculty who participate on hiring committees, who prepare reference letters and who provide peer review on research submitted for publication. To counteract this, Deans must make inquiries to identify peer reviewers for the CRC renewal process who:

- Have expertise in the area of research and the approach of the chairholder to creating and disseminating knowledge, e.g. qualitative research, community, art- or action-based research, feminist, queer or critical race perspectives, etc.;
- Have a demonstrated commitment to uphold the values of equity, diversity and inclusion in their work, e.g. have actively recruited and trained graduate students and HQP from underrepresented equity seeking groups and/or have collaborations with diverse scholars (this is applicable to STEM disciplines); and
- Have an understanding of the systemic barriers to scholars from equity seeking groups in academia and how unconscious biases can influence assessments of the work of scholars from these groups and/or who take a different approach and perspective to research in their field. Examples of how this understanding is demonstrated can be reviewed from the [guidelines](#) for CRC peer reviewers along with the [online CRC training on unconscious bias](#) and Harvard Implicit Association tests.

Deans should also require that peer reviewers follow the CRC peer review guidelines.

The Dean's recommendation is to be based on an assessment of the performance of the chairholder, including but not limited to:

- Research impact (considering a broad range of measures and types of impact beyond bibliographic metrics);
- Collaboration (including the diversity of thought and experience of collaborators);
- Importance of the scholarly research and creative activity in advancing Ryerson's priorities (including equity, diversity and priorities);
- Alignment of the scholarly research and creative activity with the goals of the faculty and the enrichment of the work of the Faculty; and
- Commitment to and demonstration of building diversity among research teams, including graduate students, post docs and collaborators.

The Committee may elect not to approve the recommendation of the dean to renew. In that case, the allocation will return to the central pool at the end of the term.

A Dean's decision not to recommend renewal of a chairholder from an equity seeking group, who has demonstrated commitment to equity, diversity and inclusion in their scholarship and in creating opportunities for researchers from underrepresented groups in the discipline, will be considered carefully to ensure that the decision provides an unbiased assessment of the CRC's work and does not negatively affect progress in achieving and maintaining the goals and objectives of this Plan. The Committee may ask the Dean to reconsider or may reallocate the chairholder to another Faculty or academic office, such as Graduate Studies, another Faculty relevant to the area of research (e.g. in cases of interdisciplinary programs with cross appointments), or the Office of the Vice-President, Research and Innovation.

Phasing out a Chair

Losing an allocation reduces the CRC complement at the university, in which case Ryerson must return a vacant allocation or identify a current chairholder for early termination.

The CRCP [requires](#) that, "the process and criteria for deciding which chairholder(s) will be phased-out in the case where the institution loses a chair due to the re-allocation process, and who is involved in these decisions," be included in institutional equity, diversity and inclusion action plan.

The decision to phase out a CRC allocation can have a substantial impact on the university achieving or maintaining progress on its equity, diversity and inclusion goals and objectives, as well as impact the careers of scholars. Faculty from equity seeking groups, and who bring critical perspectives to their work, are often the last to be provided with prestigious opportunities and the first to lose them. This must be taken into account when making decisions should a chair allocation be lost through the CRCP reallocation process.

The Executive Committee for CRC Planning (the Committee), which includes the Vice-President, Equity and Community Inclusion, will invoke the following process should the situation arise:

1. In consultation with the CRC Secretariat, the Committee will review its current allocation to determine if there is an unallocated vacant chair allocation available to designate as the allocation to return, or one nearing its end date, that could be supported by the phase out process through which partial CRC funding is available.
2. If this is not possible, the Committee will review its current slate of chairholders and make a decision to end a position early. Chairholders from equity seeking groups that are underrepresented in the discipline and/or who have demonstrated their commitment to equity, diversity and inclusion in their scholarship and research teams, are excluded from this process initially, to protect progress the university has made in meeting its goals and/or CRC targets. Only if necessary, e.g. all chairholders are from equity groups, will chairholders from underrepresented equity seeking groups and/or who have demonstrated their commitment to equity, diversity and inclusion be considered for an early end to their CRC appointment. The Committee will make their decision by applying the same criteria through which it now allocates chairs, i.e.:

- a. The alignment with, and contributions of, the proposed research area towards building a critical mass of excellent research in one of the identified strategic research areas of the university;
- b. The potential for interdisciplinary and collaborative research;
- c. The potential of the research area to result in growth of graduate programs at Ryerson; and
- d. The alignment with Ryerson's equity, diversity and inclusion goals and objectives.

Advancing a Tier 2 to a Tier 1

A position for a Tier 1 will be advertised following all the processes for CRC hiring at Ryerson, including the equity, diversity and inclusion practices.

A current Tier 2 CRC at Ryerson will be allowed to apply for a Tier 1 posting without jeopardizing the Tier 2 position.

Concerns about the CRC program

For general concerns about the integration of equity, diversity and inclusion in the CRC program at Ryerson and suggestions for improvements, the Offices of the Vice-President, Equity and Community Inclusion (OVPECI) and the Vice-President, Research and Innovation (OVPRI) are available to consult with CRCs and faculty. Concerns may be relayed to the Committee to determine if changes need to be made to the program at the university and, if so, oversee those changes.

The OVPECI will also make a tool available to CRCs and faculty to provide feedback anonymously.

Ryerson University also has a [Human Rights Services](#) (HRS) office. Human Rights Services works with members of the Ryerson community to promote a study, work and living environment free of discrimination and harassment. Services are available to all members of the Ryerson community, including all faculty and Ryerson's Canada Research Chairs.

Services include:

- Managing all human rights inquiries and complaints investigations
- Consulting and coaching for Ryerson members requiring assistance in dealing with human rights issues and accommodations
- Providing complainants, respondents and administrators information about the formal and informal options available to address human rights concerns and/or discrimination, harassment and sexual violence
- Free and confidential resolution services and advise when more formal options such as mediation and investigation would be appropriate. When a concern does not fall within our jurisdiction, Human Rights Services refers people to the appropriate service
- Conciliation of concerns/complaints where the parties involved agree that an informal or alternate resolution is possible and preferable to a formal investigation
- Investigation of all formal complaints concluding a written fact-finding report to decision makers

- Education and training through core and customized workshops, seminars and speakers to promote awareness of human rights issues, the law, and the rights and responsibilities of all members of the Ryerson community
- Crisis referral in situations involving assault, sexual assault and other instances of sexual violence