

# UNIVERSITY OF TORONTO'S CRC EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

The University of Toronto CRC Equity, Diversity and Inclusion Action Plan (the Action Plan) will guide our efforts in ensuring the representation of individuals from the federally designated groups—persons with disabilities, Indigenous peoples, visible minorities and women<sup>1</sup>—among our Canada Research Chairholders across the University and affiliated hospitals.

The University and affiliated hospitals will progressively meet the Action Plan's objectives within the next two years. Initiatives undertaken under the Action Plan will complement and support [existing institutional equity, diversity and inclusion initiatives](#) and may be revised and updated to encompass input from our community as we implement the items below.

Our community comprises the University of Toronto, which includes three campuses, eighteen academic divisions and 125 appointing units, as well as nine affiliated hospitals. With ten separate employers who have different policies and practices comes both the challenge of significant inter-institutional coordination as well as the strength of different approaches in implementing the Action Plan.

## TARGETS 2017-2019

Targets for the CRC program are set nationally for the federally designated groups. [Full information on the determination of these targets](#) can be found on the CRC website.

The University of Toronto has set the following targets for the appointment of CRCs between 2017 and 2019, based on its current count of 247 filled Chairs:

**Women:** Continue to meet and work to exceed national target of **32% / 79 CRCs**

**Visible minorities:** Achieve national target of **15% / 37 CRCs**

**Persons with Disabilities:** Achieve national target of **4% / 10 CRCs**

**Aboriginal Peoples:** Continue to meet and work to exceed national target of **1% / 2 CRCs**

[Table of U of T CRCs from the federally designated groups](#)

## 1. EQUITY, DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES

U of T is committed to removing barriers and supporting our community members in fulfilling their academic, research and employment goals. The [University of Toronto is recognized](#) as one of Canada's Top 100 Employers (2018), Canada's Best Diversity Employers (2017), Canada's Greenest Employers (2017), Canada's Top Family-Friendly Employers (2017), Greater Toronto's Top Employers (2017) and Canada's Top Employers for Canadians over 40 (2017).

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<sup>1</sup> The Canada Research Chair program uses the terminology of the four designated groups listed in the Employment Equity Act. The University has adopted a broader scope and some different terms for its employment equity initiatives: Indigenous/Aboriginal people, persons with disabilities, racialized persons/persons of colour, LGBTQ individuals and women. These terms will be used throughout unless referring directly to a CRC requirement.

Through a number of annual reports, the University conducts regular self-assessment towards the goals of equity, diversity and inclusion. These include the [Employment Equity Report](#), [Accessibility for Ontarians with Disabilities Act \(AODA\)/Ontario Disability Act \(ODA\) Reports](#) and [HR & Equity Annual Reports](#). Additional assessments of the working experiences of faculty include the [Speaking Up Faculty and Staff Engagement Surveys](#) and surveys of faculty through the Harvard Collaborative on Academic Careers in Higher Education ([COACHE Survey, 2012](#)). The Office of the Vice-President and Provost also regularly examines issues related to academic life as part of continuing efforts to improve policies and practices to create a diverse and inclusive environment for all faculty. One example is the annual report on women faculty, [Gender Equity and Pathways to Leadership: Women in the Tenure Stream at the University of Toronto \(2004–05 and 2014–15\)](#).

Our **Equity, Diversity and Inclusion Action Plan** is informed by these reports and [other initiatives detailed below](#). The Action Plan acknowledges the multiple identities of our faculty and CRCs, and adopts an intersectional approach to equity, diversity and inclusion. The Action Plan objectives aim to address the biases and stereotypes, as well as the unique and intersecting experiences of individuals, because of race or gender or disability. It has been shared with our community and has been strengthened by their comments, critiques and recommendations.

## UNCONSCIOUS BIAS TRAINING

### **OBJECTIVE: ENSURE ALL FACULTY AND STAFF INVOLVED WITH A CRC NOMINATION COMPLETE UNCONSCIOUS BIAS TRAINING**

All faculty and staff involved in the CRC nomination process are required, at minimum, to complete the [online training module](#) provided by the national CRC Secretariat. Internal administrative processes for CRC nominations will be changed to both communicate this requirement and confirm completion of unconscious bias training.

Beyond this minimum requirement, CRC selection committee chairs will be encouraged to participate in additional workshops on unconscious bias and recruitment best practices organized by the Office of the Vice-President and Provost as part of its [TIDE Program](#) (Toronto Initiative for Diversity and Excellence). The University's expectation is that selection committee chairs will become appropriately qualified to meet the objectives of the Action Plan.

## REVIEW OF INTERNAL ADMINISTRATIVE PROCESSES

### **OBJECTIVE: COMPLETE A REVIEW OF U OF T ADMINISTRATIVE PROCESSES FOR CRCs**

Formal administrative key process checkpoints at various stages of a recruitment can create opportunities to assess equity and diversity efforts and adjust strategies if needed. U of T's processes for CRC nominations will be reviewed and assessed to ensure that the Action Plan requirements are clearly and frequently communicated and that academic administrators, faculty, staff and nominees are appropriately informed about processes, requirements and supports in place at U of T.

## U OF T GUIDE TO CRC NOMINATIONS

### **OBJECTIVE: DEVELOP AN ONLINE GUIDE TO CRC NOMINATIONS**

This guide will explain the process of CRC nominations at U of T and the affiliated hospitals for administrators, faculty, staff and potential nominees. It will include equity-, diversity- and inclusion-focused best practices for each stage of the process from the recruitment of a nominee through to the fostering of a supportive environment for our Canada Research Chairs.

The guide will be developed in consultation with the Office of the Vice-Provost, Faculty and Academic Life, building on resources already in place to support faculty recruitment and retention. Affiliated hospitals will be asked to develop additional content relevant to their recruitment and employment policies and practices.

The online guide will serve as the foundation for periodic workshops/information sessions for academic administrators, faculty and staff involved in CRC nominations.

## TOOLS FOR DATA COLLECTION

### **OBJECTIVE: ENCOURAGE CRC APPLICANTS AND NOMINEES TO COMPLETE THE UNIVERSITY'S EMPLOYMENT EQUITY SURVEY AND THE CRC SURVEY**

In consultation with the *Equity and Diversity in Research and Innovation Working Group* of the division of the Vice-President, Research and Innovation, and the Offices of the Vice-President, Human Resources & Equity, and the Vice-President and Provost, a communication strategy will be developed to promote the importance of completing these voluntary surveys, as they provide U of T with accurate data on the representation of diverse faculty at U of T.

The University recently [updated its Employment Equity Survey](#) of all faculty and staff members; the enhanced survey includes new language as well as new questions designed to increase the University's understanding of the makeup of its workforce and highlight areas where recruiting efforts could be improved. The survey can be accessed by U of T employees [here](#). External applicants are asked to complete a shorter version of this survey as part of the online job application process.

Of paramount importance is communication of the University's [Commitment to Confidentiality](#) for the Employment Equity Survey. This commitment and underlying processes will be adopted for the collection of information from pools of applicants to internal CRC opportunities and from respondents to the CRC's survey asking nominees to indicate their identification as members of the federally designated groups.

As separate employers, the affiliated hospitals will develop appropriate mechanisms to collect information on membership in the federally designated groups that align with the University and emphasize the confidentiality of responses.

## RECRUITMENT AND SUPPORT OF RACIALIZED FACULTY

### **OBJECTIVE: DEVELOP STRATEGIES TO RECRUIT AND SUPPORT RACIALIZED PERSONS/PERSONS OF COLOUR TO CRCS**

The University launched a revised Employment Equity Survey to better understand the current composition of its workforce and to develop programs and initiatives to support the diversification of faculty and staff at U of T. Using aggregated data from this survey (and a similar one for applicants to full-time faculty positions), the representation of racialized faculty/faculty of colour can be assessed and monitored.

Based on past [Employment Equity Reports](#), the number of racialized faculty is increasing, but slowly. The creation of a [centralized fund for 2017/2018 to encourage hiring of Black faculty](#) and people from underrepresented groups is one initiative to increase progress toward national targets. The [U of T Guide to CRC nominations](#) will include strategies to promote inclusive recruitment practices and resources for creating a supportive and inclusive environment within departments for faculty of colour. Specific initiatives similar to the [Connections and Conversations](#), the affinity group for racialized staff at U of T, will be explored, and resources from the [National Center for Faculty Development & Diversity](#) (NFCDD) will be promoted to faculty and academic administrators.

## RECRUITMENT AND SUPPORT OF PERSONS WITH DISABILITIES

### **OBJECTIVE: DEVELOP STRATEGIES TO RECRUIT AND SUPPORT PERSONS WITH DISABILITIES TO CRCS**

The [University of Toronto Statement of Commitment Regarding Persons with Disabilities](#) affirms that U of T will

“...strive to provide support for, and facilitate the accommodation of individuals, with disabilities so that all may share the same level of access to opportunities, participate in the full range of activities that the University offers, and achieve their full potential as members of the University community. The University will work to eliminate or minimize the adverse effects of barriers, including physical, environmental, attitudinal, communication and technological barriers, that may prevent the full participation of individuals with disabilities in the University community. The University will provide the members of its community with opportunities for education and access to information regarding disability and the University's policies on disability.”

Working closely with the Office of Vice-President, Human Resources & Equity, the AODA Officer, faculty with disabilities, and faculty working in the area of disability studies, the division of the Vice-President, Research and Innovation (VPRI) will work to develop strategies to recruit and support persons with disabilities to CRCS.

As part of its commitment to equity and inclusion and the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#), the University has developed [supports for recruitment](#) and [Accommodation Guidelines for](#)

[Employees with Disabilities](#). These will be included in the CRC guide and publicized more widely to CRC search committees and academic administrators and staff who support faculty.

Our partners in the affiliated hospitals will be encouraged to develop policies and practices that complement ongoing work on building a supportive and inclusive environment for their employees with disabilities including CRCs.

## RECRUITMENT AND SUPPORT OF INDIGENOUS CRCs

### **OBJECTIVE: WORKING CLOSELY WITH THE UNIVERSITY'S INDIGENOUS COMMUNITY, DEVELOP STRATEGIES TO RECRUIT AND SUPPORT INDIGENOUS CRCs**

The University recently released recommendations from the [Steering Committee for the U of T Response to the Truth & Reconciliation Commission of Canada](#). Overseeing the implementation of the Steering Committee's [numerous recommendations](#) is the newly-appointed [Director, Indigenous Initiatives](#), reporting jointly to the Vice-President and Provost and the Vice-President, Human Resources & Equity. In response to the Steering Committee's report, the Provost offered divisions [\\$2.5 million in dedicated funding to recruit new Indigenous faculty and staff members](#) across the University.

Working in consultation with the Director, Indigenous Initiatives, the division of the Vice-President Research and Innovation will develop strategies to recruit and support Indigenous CRCs both external to U of T and within our current faculty. These include implementing the Steering Committee's report recommendations to review existing materials for hiring committees to ensure that the materials are sensitive to specific issues related to Indigenous peoples. The Director, Indigenous Initiatives, and the VPRI will also act on the recommendation that members of hiring/nomination committees be aware of any biases that may be implicit in their review of Indigenous scholarship and that they familiarize themselves with "the epistemologies, methodologies and research dissemination vehicles (e.g. journals, documentaries, community knowledge sharing events) that are recognized and valued" (p. 11) within Indigenous fields or by Indigenous scholars.

It is anticipated that sections of the U of T CRC Guide will directly address these issues and that initiatives arising from the implementation of recommendations from the U of T report will be integrated into the Action Plan and broader initiatives for U of T faculty. Our partners in the affiliated hospitals will be encouraged to develop policies and practices that complement ongoing work on building a supportive and inclusive environment for Indigenous CRCs and Indigenous researchers.

## ADDITIONAL STRATEGIES TO RECRUIT AND SUPPORT WOMEN FACULTY AND CRCs

### **OBJECTIVE: ENSURE THAT ADDITIONAL BEST PRACTICES TO RECRUIT AND SUPPORT WOMEN TO CRCs ARE INTEGRATED INTO CURRENT PROCESSES AND PRACTICES**

According to the report [Gender Equity and Pathways to Leadership: Women in the Tenure Stream at the University of Toronto \(2004–05 and 2014–15\)](#), more women join and stay at the University of Toronto now than ten years ago. However, women are underrepresented in many disciplines and divisions as well as among senior faculty ranks and senior faculty hires. The same is true for women in senior clinical

faculty positions. The Office of the Vice-President and Provost is committed to monitoring the representation of women in disciplines and divisions in which they are underrepresented through future Gender Equity Reports and as part of [ongoing diversity initiatives](#) related to faculty.

The evaluation of career gaps, interruptions or longer career progressions due to childbearing and/or other caregiving responsibilities in the myriad of academic review processes has profound impacts on women's academic careers. The [U of T Guide to CRC nominations](#) will include content to address these issues and provide recommendations on how to evaluate candidates in ways that do not exclusively consider measures, metrics and outputs that reflect the traditional career experiences of mainly male faculty.

Career development and mentorship plans [outlined below](#) will also be developed with consideration of the experiences of women faculty that have been collected in U of T surveys such as the 2012 [COACHE results](#). For academic administrators, the need to move beyond mentoring towards the endorsement and support of diverse women faculty for CRC and other opportunities will be emphasized.

While U of T is meeting its institutional CRC targets for women, we have not yet reached gender parity in the program, and our Chairholders are not fully representative of the diversity of women. The objectives in the Action Plan will be developed with attention to intersectionality to ensure we address the experiences of, and issues for, women who identify as members of multiple equity-seeking groups. The Action Plan will be responsive not only to the challenges women face in terms of discrimination, but also to the demands arising from requests to serve on committees and as mentors to other faculty and students.

## CAREER DEVELOPMENT AND MENTORING FOR CRCS AND POTENTIAL CRCS

### **OBJECTIVE: CONTINUE TO BUILD A SUPPORTIVE AND INCLUSIVE CULTURE FOR ALL U OF T FACULTY BY OFFERING CAREER DEVELOPMENT WORKSHOPS BY FALL 2018**

Working closely with the [Office of the Vice-Provost, Faculty and Academic Life](#), VPRI will develop and offer professional development workshops for early and mid-career faculty on career development and how to plan for future opportunities (e.g., grants, awards and honours, CRCS and other named chairs, etc.).

Similar workshops for academic administrators will also be offered to help university academic leaders build an inclusive and supportive environment for their faculty, including information on best practices in supporting new and diverse faculty. Strategies for mid-career faculty will also be emphasized, as [research](#) shows this group is often under-mentored.

The University's institutional membership in the **National Center for Faculty Development & Diversity** will be communicated to all CRCS as part of their nomination acceptance process. The [University's institutional membership](#) in the Center enables faculty members to access a range of professional development and mentorship resources and tools, many of which are targeted to diverse faculty.

Participation rates are high and feedback from participating faculty indicates that this is a useful and valued resource.

Current and past U of T and hospital CRCs will be encouraged to communicate with VPRI regarding ideas for additional supports or programs.

## BUILD ON CURRENT U OF T INITIATIVES TO FOSTER EQUITY, DIVERSITY AND INCLUSION

Our strategies to recruit and retain a diverse cohort of Canada Research Chairs align with broader equity, diversity and inclusion initiatives at the University of Toronto. The Office of the Vice-President, Research and Innovation, will work in close partnership with our eighteen Faculties and nine affiliated hospitals to implement the Action Plan and to encourage divisional and hospital leaders to initiate local plans to enhance equity, diversity and inclusion. VPRI plans to recognize divisions and departments that are purposively working towards the goals of the Action Plan and the University's ongoing commitment to equity, diversity, inclusion and excellence. Their initiatives and successes will be posted on this site to encourage others.

There is already significant action underway that aligns with U of T's Action Plan, including the following:

**Equity and Diversity in Research and Innovation Working Group:** Constituted in June 2017 and reporting to the Vice-President, Research and Innovation, this faculty working group will advise on new requirements for equity action plans for some federal research programs (including this one). It will also advise on strategies to foster a culture of equity, diversity and inclusion within U of T's research and innovation activities, including internal funding programs, research awards and honours, researcher recruitment and retention, research funding and innovation and entrepreneurship.

**Anti-Racism and Cultural Diversity Office:** The University's Anti-Racism and Cultural Diversity Office is mandated to offer programs and services to faculty, students and staff across the University's three campuses. The Office works in collaboration with the University's various Equity Offices and partners to promote campuses that are free of discrimination and harassment based on race, ancestry, place of origin, colour, ethnic origin, citizenship and/or creed.

**Unconscious Bias Workshops and the TIDE Program:** The Office of the Vice-President and Provost hosts twice-yearly workshops on Unconscious Bias for University and divisional leaders, as well as Chairs of and assessors to appointments, tenure and promotions committees. To complement these workshops and enhance capacity in this area, the **TIDE Program**—Toronto Initiative for Diversity and Excellence—was launched in Fall 2017. This program ensures that trained faculty facilitators are available to attend divisional meetings to facilitate discussion of Unconscious Bias. Representative from a cohort of twenty-five faculty members are available to meet with any type of faculty group or committee seeking guidance on bias and how it may impact their work.

**Dedicated central funds for the hiring of new faculty from underrepresented groups:** The Vice-President and Provost has offered divisions dedicated funding for the hiring of new faculty members from underrepresented groups. Thirty new faculty members were hired under this initiative in 2015–16 and 2016–17. In 2017–18, significant additional funding has been offered to divisions for the hiring of new Black and Indigenous faculty members, who remain the least represented groups within the Canadian academy.



**The University is finalizing its new [Institutional Strategic Research Plan](#)**, which specifically identifies “fostering equity, diversity and inclusion” as one of five Strategic Objectives to support and advance the U of T community’s leadership in research and innovation. Specific actions to work towards this objective will be developed by the Equity and Diversity in Research and Innovation Working Group.

**Provostial Advisor on Women in Science, Technology, Engineering and Math (STEM):** Cristina Amon, Dean of the Faculty of Applied Science and Engineering, was appointed to this role in July 2017 and is sharing the Faculty’s strategies to increase the number of women faculty and students by encouraging similar initiatives in other STEM areas of the University.

**Black Faculty Initiatives:** The Vice-President and Provost has dedicated central funds towards the recruitment of new Black faculty members across all three campuses and has created several Black Faculty Working Groups, which focus on issues including Black faculty recruitment and retention and Black student recruitment and success.

**Current initiatives led by the University’s academic divisions include the following:**

- The **Ontario Institute for Studies in Education (OISE)** has developed its [newest Academic Plan](#), which includes a commitment to Indigenization and to equity, diversity and accessibility.
- The **Faculty of Medicine** has made [inclusion and diversity](#) a key priority and is implementing a number of initiatives to increase the number of underrepresented students; create a supportive environment for faculty, staff and students; and better understand the challenges to full participation in the Faculty faced by underrepresented groups.
- The **Faculty of Kinesiology and Physical Education** has created a [Task Force on Race and Indigeneity](#) to encourage the Faculty community to continue to reflect, examine, critique and take action on race and Indigeneity as it works to realize its vision and values. The task force will make recommendations regarding curricular and co-curricular programs at the Faculty, and will continue to build on previous initiatives including the Hurdle to Success series, which explored the nexus of race-education-sport as part of the 2015 Pan and ParaPan Am Games legacy.
- The **Factor-Inwentash Faculty of Social Work** sets annual equity objectives. Recent goals include to provide support to students, faculty, administrative staff and sessional instructors on diversity and equity issues; to continue to examine equity processes and practices to identify strengths and gaps; and to support the Faculty in implementing diversity and equity strategies.
- The **University of Toronto Scarborough** has created a working group on Mentorship for Under-Represented Groups within the faculty complement.
- The **Department of Medicine** established the [Mentorship, Equity and Diversity portfolio](#) in November 2015 to support the recruitment and retention of excellent faculty through mentorship, to increase faculty diversity, and to ensure a safe and professional work environment. As a starting point for these efforts, they are developing a scholarly approach to understanding this issue through data gathering and knowledge synthesis on interventions to promote gender equity.



## 2. MANAGEMENT OF CANADA RESEARCH CHAIR ALLOCATIONS

### ALLOCATION OF CRCS AT U OF T AND AFFILIATED HOSPITALS

The Vice-President, Research and Innovation, in consultation with the Vice-President & Provost, is responsible for managing the University's allocation of CRCS, including the distribution of Chairs (by Tier and Council) across hospitals and academic divisions, informed by a formula similar to that used by the CRC program (three-year rolling average of tri-council research funding). Strategic considerations, including faculty complement planning to advance key areas of research, are also taken into consideration.

Academic leaders within the hospitals and divisions follow a similar process to determine the departments/research areas in which a CRC would best advance research priorities. Divisions are encouraged to recognize units that are excelling in efforts to increase diversity in their faculty and Chairholders.

The University recognizes that the proportion of Chairs by Council and Tier should be roughly maintained, and has always sought to stay as close as possible to its original allocation. The Research Services Office monitors divisional and overall use of "[flex moves](#)" within U of T, and seeks to guide the University's allocation back toward its original Council and Tier count as part of a national effort to honour the intended distribution of Chairs across Councils and Tiers. Requests from hospitals and divisions to alter the Council or Tier of any Chair must be approved by the Vice-President Research and Innovation who considers where the University sits in relation to its original allocation, how close the hospital/division is to its original allocation, and the case for altering the nature of the Chair.

### ADVANCEMENT, RENEWALS AND PHASE-OUT OF CHAIRS

In general, assuming that the level of performance in research is maintained, the University allows renewal of all CRCS. For some time, U of T has normally limited Tier 1 Chairs to [one renewal](#), for a maximum tenure of fourteen years, an approach recently reinforced by a change in the CRC program guidelines.

The University of Toronto does not have an established mechanism for advancement of Tier 2 CRCS to Tier 1 CRCS. We clarify at the outset of every Tier 2 nomination that there is no automatic advancement to a Tier 1. Advancements occur rarely and only in cases in which there is a confluence of a deserving Tier 2 Chairholder, an available Tier 1 Chair and alignment with the strategic research priorities of the academic division or hospital.

The University of Toronto's process to determine which Chairholders will relinquish their award in the case of a reduction to the institutional allocation is a difficult process that includes consultation between the Vice-President Research and Innovation and the head of the academic division or hospital in which the Chairholder resides. Factors taken into consideration include the research performance of the academic division or hospital, the end date of existing Chair awards and the potential impact on the Chairholder and the academic division or hospital.

## INSTITUTIONAL SUPPORT FOR CHAIRHOLDERS

The University of Toronto's process for determining the level of support to a Chairholder takes into account the resourcing provided to other faculty in similar disciplines. Divisions and departments work together to determine the optimal resources required in order for the Chairholder to successfully undertake their research program within their discipline. Consultation with the Office of the Provost and Vice-President occurs, as well as discussions with departments/divisions where the nominee may have a cross appointment.

As we have stated on many occasions, a CRC at U of T is not automatically entitled to teaching release. The University holds firmly to the view that teaching and research are fundamentally related and that our students need and deserve direct access to world-class faculty.

The conditions of employment at the University/hospital are negotiated at the time of appointment and follow the [policies](#) of each institution. All CRC nominees are required to sign an acceptance letter that outlines the institutional support provided to Chairholders. This letter is being reviewed as part of [U of T's Action Plan](#).

## INSTITUTIONAL SUPPORT FOR ACADEMIC ADMINISTRATORS INVOLVED IN CRC NOMINATIONS

Proactive faculty recruitment practices have been a regular part of professional development workshops and [resources](#) for academic administrators and search committee members at U of T for over a decade. Our community is regularly reminded of these resources and is encouraged to recognize that scholars with non-standard career paths may nonetheless be as productive—and make similarly excellent contributions—as those whose career paths have been less complex. These materials will be integrated into the [online guide for CRC nominations](#) referenced in our Action Plan objectives.

As noted above, the [TIDE program](#) of the Office of the Vice-President and Provost provides [training and development](#) related to unconscious bias for academic administrators and provostial assessors on search committees. These sessions are available to faculty involved in CRC recruitment and nomination processes.

## 3. COLLECTION OF EQUITY AND DIVERSITY DATA

**Employment equity data:** All U of T employees are encouraged to complete the voluntary, confidential [Employment Equity Survey](#). This survey is housed in the University's secure HR Information System (ESS) and is voluntary and confidential. Access to data is limited to designated staff. Aggregated data on faculty will be provided by Human Resources & Equity to determine potential applicant pools for internal CRC nomination competitions.

**External applicant pool data:** All externally posted tenure-stream searches managed through the [online application process](#) (which may also encompass CRC nominations) include information about the voluntary diversity survey and encourage its completion. Aggregated data on applicant pools is provided to the search committee chair after the posting closes.

**Internal applicant pool data:** The University does not currently collect applicant pool data for internal CRC competitions. This process is being developed as part of the Action Plan. VPRI is working closely with Office of the Vice-President, Human Resources & Equity to develop a mechanism to report aggregated data from the Employment Equity Survey. These reports would be provided to the chair of the CRC selection committee.

As separate employers, the affiliated hospitals will each have different mechanisms to collect applicant pool and employee equity and diversity data. As part of the Action Plan, the University will work in collaboration to align processes wherever possible. Please consult [each hospital's CRC website for additional information](#).

**Successful CRC candidate data:** This data is currently collected as part of the CRC program's nomination process. A review of internal processes for the secure collection and protection of self-identification data is part of the Action Plan. The goals are to

- limit the number of people who can view this information;
- ensure privacy and confidentiality;
- encourage CRC nominees to complete the self-identification form; and
- communicate widely the purpose of the data collection, how the information will be used, and our commitment to privacy.

#### 4. RETENTION AND INCLUSIVITY

**Providing a supportive and inclusive workplace at U of T:** Through our equity programs, services and offices, the University of Toronto is working to remove a range of barriers and to support our community members in fulfilling their academic, research and employment goals. Our [equity offices](#) form the core of our efforts to translate policy into practice and culture, provide support, and create and grow engaged communities of thought and action on our campuses. As noted above, [divisions are undertaking initiatives](#) to create an inclusive environment for their faculty, staff and students. We will continue to collect and promote these projects to both recognize these efforts and encourage others to adopt similar initiatives.

**Policies or procedures and supports in place that enable the retention of members of the federally designated groups:** Retentions are handled on a case-by-case basis and equity considerations are an important part of our institutional approach to CRC retentions, when these arise. Retention of CRCs has not emerged as an area of concern at U of T, given that since 2011, only ten Chairholders (~4% of our CRC community) have resigned. VPRI continues to monitor CRC terminations and the cause in each case.

**U of T policies that govern the staffing of faculty members, including CRCs:**

- [Policy and Procedures on Academic Appointments](#)
- [Memorandum of Agreement](#) between the Governing Council of the University of Toronto and the University of Toronto Faculty Association
- [Code of Behaviour on Academic Matters](#)
- [University of Toronto Workload Policy and Procedures for Faculty and Librarians](#)

- [Manual of Staff Policies for Academics & Librarians](#)
- [Policy on Conflict of Interest - Academic Staff](#)
- [Policy and Procedures Governing Promotions](#)
- [Publication Policy](#)
- [Policy on Ethical Conduct in Research](#)
- [Policy on Research Involving Human Subjects](#)
- [University Assessment and Grading Practices Policy](#)
- [Framework to Address Allegations of Research Misconduct](#)
- [Statement on Freedom of Speech](#)
- [Employment Equity Policy](#)