



UNIVERSITY OF  
CALGARY

## CANADA RESEARCH CHAIR PROGRAM

### Equity, Diversity and Inclusion Awareness Strategy

#### INTRODUCTION

The University of Calgary is a place where students, academic staff and employees choose to study, work, live and research to be a part of a dynamic, passionate campus community. UCalgary fosters a diverse community at all levels, promotes equitable opportunities, and understands and embraces diversity.

Through our *Eyes High* 2017-22 strategy, respect for diversity, equity and inclusion inform our commitment to learning, research excellence and our community. These principles help us overcome structural, social and cultural barriers to create an empowering, inclusive, respectful and safe environment that values the diversity and dignity of every person.

**Our vision is to be recognized as one of the top five research universities in Canada, and this commitment is at the centre of our work, locally, nationally and globally.**

In 2014, the University of Calgary took an important step to firmly ground our equity, diversity and inclusion (EDI) work by establishing the Office of Diversity, Equity and Protected Disclosure (ODEPD), to address all aspects of diversity and equity within and across the University's many communities. ODEPD's mandate is to:

- identify, analyze and monitor systemic issues, and to act as an advocate for change;
- provide an independent, neutral and confidential space for reporting allegations or concerns that fall under any policies related to diversity, equity or protected disclosure; and,
- expand the collection and publication of equity and diversity-related data and report to General Faculties Council, the Board, the Senior Leadership Team and other appropriate bodies.

ODEPD supports *Eyes High* commitments and continues to build partnerships across campuses and units, to support the work being done by many throughout the organization to create an inclusive campus.





UNIVERSITY OF  
CALGARY

## VISION & PRINCIPLES

The University of Calgary recognizes the importance of creating and maintaining a welcoming and inclusive learning, living and working environment for all, to not only meet the needs of a changing society, but also as an opportunity to harness the skills, knowledge, experiences and ideas that people from different backgrounds bring to our campuses. Diversity, equity and inclusion are important concepts and values at the University of Calgary, and are highlighted in many existing initiatives, policies and strategic plans. Because this work is the responsibility of all, there are many strategies and units involved in achieving diversity objectives.

Respect for diversity, equity and inclusion is embedded in UCalgary's core values and informs our commitment to learning, research excellence and community engagement. Integrated throughout our organizational structure, learning and work environment, this respect positions the university to achieve its mission of being recognized as one of the top research universities that fully engages the communities we serve and lead.

The University of Calgary strives to create and maintain a positive and productive learning and working environment in which there is respect for the dignity of all persons and fair and equitable treatment of individuals in our diverse community.

**Diversity and inclusion in research strengthens the entire research enterprise, by bringing different perspectives, voices and approaches to projects that may not have been included otherwise.**

## AWARENESS STRATEGY

The University of Calgary is committed to increasing awareness and understanding about equity, diversity and inclusion with our students, academic staff, employees and postdoctoral scholars. Communications will share the impact the EDI has on teaching, learning and research at UCalgary.

**With an emphasis on timely and transparent information, communications will inform the campus community about EDI within the CRC program, as well as the broader import and benefits of EDI generally in our work and academics.**





UNIVERSITY OF  
CALGARY

## AUDIENCES

### PRIMARY AUDIENCES:

- Students (including undergraduate and graduate)
- Academic staff
- Staff
- Postdoctoral scholars
- Media
- Federal government

### SECONDARY AUDIENCES:

- Alumni
- Community partners
- Government stakeholders

## COMMUNICATIONS VISION

1. Enhance campus community awareness of, and participation in, equity, diversity and inclusion education, training, events and initiatives offered at the University of Calgary.
2. Build institutional pride with our primary audiences through the university's commitment to equity, diversity and inclusion.

## GOAL #1: INFORMED UCALGARY COMMUNITY

### **October – December 2017 | Supports Vision 1**

The internal community will be informed and aware of EDI within the CRC program, as well as the related actions and commitment of the institution.

**Strategy:** Achieve public accountability and transparency by meeting the CRCP EDI guidelines and requirements.

#### *Example Tactics*

- UToday stories for key milestones
- Targeted emails for key audiences related to CRC program
- EDI Public Accountability and Transparency Requirements website published
- Share programming and education available to researchers on campus through UToday

#### *Evaluation: How will we know we are on track?*

- Readership of UToday stories related to CRCP
- Website traffic
- Increased interaction with ODEPD training and resources





**UNIVERSITY OF  
CALGARY**

## **GOAL #2: EQUITABLE, DIVERSE AND INCLUSIVE COMMUNITY**

### ***December 2017 – ongoing* | Supports Vision 1 & 2**

Activities will focus on raising broad campus awareness of equity, diversity and inclusion activities, education and initiatives, as well as the values and institutional focus through a dedicated diversity campaign.

**Strategy:** Build institutional pride and support for equity, diversity and inclusion through a dedicated campaign for EDI on campus.

### **Diversity Awareness Campaign (January 30 – May 31, 2019)**

#### *Example Tactics*

- Marketing collateral dedicated to diversity and inclusion
- UToday series highlighting impact and activity of key chair holders
- Diversity toolkit for leaders, academic staff and employees with information about resources and helpful content
- Webinars focused on topics related to EDI in teaching, learning and research
- Targeted media outreach highlighting EDI in research
- Leadership toolkits – FAQs, suggestions for team meetings and resources
- Social media content for faculties, units and institutes

**Strategy:** Leverage existing events, initiatives and activities to highlight the broad work currently undertaken on campus.

### **Diversity Days (January 30 – February 1, 2018 | ongoing)**

#### *Example Tactics:*

- Dedicated event for workshops, panels, screenings and art related to EDI
- Marketing collateral
- UToday series related to Diversity Days events and activities
- Dedicated panel for EDI in research

#### *Evaluation: How will we know we are on track?*

- Event attendance and feedback
- Website traffic and engagement
- UToday readership
- Social media engagement
- Toolkit distribution and feedback
- Media response





UNIVERSITY OF  
CALGARY

## APPENDIX: CURRENT INITIATIVES

All members of the University of Calgary community have the opportunity to avail themselves of a number of initiatives, educational opportunities, events and programs that encourage a greater understanding of equity, diversity and inclusion.

**Researchers joining our community as Canada Research Chairs are members of the broader campus community, and like all members, are encouraged to participate in any and all equity, diversity and inclusion initiatives.**

Many of the below mentioned initiatives are supported by separate communications and awareness activities embedded in various administrative units.

### A. EDUCATION & TRAINING

- Unconscious Bias & Selection Training – ODEPD and Human Resources: Training to selection committees. Specifically delivered for all Canada Research Chair selection committees. Annually, 30-35 workshops delivered.
- Respect in the Research Environment (as part of My GradSkills) (delivered twice annually)
- Unconscious Bias workshops – delivered to other areas outside the selection process as requested
- Diversity and Equity in Research. Presented to the Health Researchers at the Alberta Children’s Hospital by ODEPD.
- Teaching Controversial Subjects – delivered to academics and graduate students quarterly. Partnership with Taylor Institute for Teaching and Learning.
- Leadership Workshops (Leadership Academy) – a diversity related workshop delivered to senior leadership annually.
- Unmasking Micro-Aggressions in the Workplace – delivered on request
- Stereotype Threat and Micro-Aggressions – delivered on request
- Anti-Discrimination Response Training.
- Academic Leadership Academy session on Diversity in Leadership—focuses on fostering a positive and inclusive work, living and research environment.
- Human Resources Talent Development Workshops & Training – a diversity related workshop is delivered annually to HR staff
- Power Privilege – has been delivered three times
- Inclusion Zone – has been delivered 4 times and is in the process of being rolled out on an ongoing basis for students by Student Engagement Services
- Impact of Identity in the Classroom – delivered twice a year depending on demand. Partnership with Taylor Institute for Teaching and Learning.
- Intercultural Communication – delivered on request





UNIVERSITY OF  
CALGARY

## B. DIVERSITY & EQUITY NETWORK

The Diversity and Equity Network advances the core values of communication, collaboration, and excellence that underlie the university's strategic direction, *Eyes High*, in three ways:

- Serves as a forum for the sharing of information regarding current issues, research, and initiatives related to diversity and equity
- Assists the ODEPD in planning events and workshops on an issue, initiative or research project
- Fosters excellence by contributing to the development of best practices

The Diversity and Equity network fosters discussions, collaborations and networking opportunities, often around research topics and opportunities.

## C. EMPLOYMENT EQUITY

Employment equity is a process adopted by the University as an employer to identify and eliminate discrimination in employment procedures and policies, remedy the effects of past discrimination and ensure appropriate representation of the designated groups throughout an employer's workforce. UCalgary has a *Workplace Diversity and Employment Equity Strategy* (see: [http://www.ucalgary.ca/hr/diversity\\_equity\\_strategy](http://www.ucalgary.ca/hr/diversity_equity_strategy)).

## D. EMPLOYMENT ENGAGEMENT SURVEY

The University of Calgary has been administering the Employee Engagement Survey bi-annually since 2011 to provide feedback to leaders on engagement and enablement. In 2017, 3,578 employees completed the survey. Among the respondents, 59% were female and 36% were male. Although no one self-identified as a transgender person, 1% identified themselves as other genders. Other demographic questions around ethnicity, disability and Indigenous status are asked.

A set of three questions related to Diversity and Equity were introduced into the engagement survey in 2015:

- Overall, the university is committed to ensuring equal opportunities for all employees.
- Employees are given fair treatment without regard to race, colour, age, national origin, gender, sexual diversity, or religion.
- I am provided a work environment free of harassment.





**UNIVERSITY OF  
CALGARY**

#### **E. DIVERSITY WEEK 2017**

In 2017, the inaugural Diversity Week launched on campus, bringing together more than 20 units across campus for 28 events during one week. The initiative encompassed topics like disability, women in STEM, Indigenous experience and perspectives, everyday bias, queer identity and mental health. This event is a fundamental activity to raise awareness at UCalgary around issues related to equity, diversity and inclusion, that saw a 450% increase in web traffic to the ODEPD website.

#### **F. POSITIVE SPACE CAMPAIGN**

The Campaign for Positive Space seeks to create a more welcoming place for all those who study, work and live at the University of Calgary. The Campaign raises awareness of and addresses discrimination and harassment based on sexual and gender diversity and challenges the patterns of silence that continue to marginalize bisexuals, gays, lesbians and transgendered individuals.

The Campaign for Positive Space is intended to help create a campus that is free of discrimination because of sexual and gender identity. It is also aimed at encouraging a widespread and visible commitment to welcoming sexual and gender diversity, making discussion of diversity more open and less unusual. Often, efforts to do so have centered on criticism of policies, behaviours, and attitudes that marginalize. This campaign takes an affirmative, positive approach.

#### **G. INDIGENOUS STRATEGY**

In line with the foundational goals of our *Eyes High* strategy, the University of Calgary is in the process of developing an Indigenous strategy. In March 2016, the University's Indigenous Strategy Task Force was formed to develop a strategy. Through the Strategy, the university is committed to creating a rich, vibrant and culturally competent campus – one that welcomes and supports Indigenous learners, is inclusive of Indigenous perspectives in teaching and learning, encourages Indigenous community partnerships in research and academic programming and is appropriate and thoughtful in its response to the Truth and Reconciliation Commission's 'Calls to Action'.

An Elder Advisory Council, a steering committee, a working group, and two parallel frameworks: the Indigenous Strategy Task Force Terms of Reference and the Journey towards an Indigenous Strategy (An Indigenous Framework) inform the development of the strategy under the Provost and Vice-President (Academic).





## H. FACULTY-SPECIFIC INITIATIVES

A number of faculties have committed to equity, diversity and inclusion through their own initiatives and activities, outlined in high-level here.

- **Faculty of Arts:** The newly launched strategic plan, Energizing Arts, includes a dedicated pillar to Citizenship, Diversity and Inclusion. This includes a commitment to building a genuinely diverse community, an inclusive climate and a raised awareness of unconscious bias.
- **Faculty of Science:** *Curiosity Sparks Discovery*, the faculty's strategic plan, includes a specific goal to celebrate diversity and inclusivity. The dean's office also includes an Associate Dean (Diversity, Equity and Inclusion), to develop champions of science.
- **Schulich School of Engineering:** The School's strategic plan, Energizing Engineering, includes a dedicated goal to fostering diversity to transform the landscape of engineering. It begins by modifying our recruitment practices to include the skills and talents of all of our applicants. The Associate Dean (Diversity and Inclusion) is a key leader in the dean's office of the faculty.
- **Werklund School of Education:** The Werklund School of Education recently added five academic positions dedicated the teaching and research of Indigenous education and culture.

## I. ASSOCIATED EQUITY, DIVERSITY AND INCLUSION UNITS / GROUPS

- **Academic Women's Association.** The mandate of the UC-AWA is to advance academic women's career development from earliest stages to post-career, through advocacy and raising awareness of women's issues in collaboration with other equity associations on campus.
- **Campus Mental Health Strategy.** The University of Calgary launched the strategy in December 2015, to build a community where students, faculty and staff are encouraged to speak freely about mental health, reduce stigma and create a community of caring. With 26 of the 28 recommendations either underway or complete, the strategy is a major advancement in programming, services and supports for all community members.
- **Faith and Spirituality Centre.** The Faith and Spirituality Centre endeavours to foster a more inclusive and pluralistic campus community where we move beyond the acknowledgement of differences, to understanding, action, and respect to build a better world
  - **Multi-Faith Prayer Room and Chapel** The Faith and Spirituality Centre manages several prayer/meditation spaces on campus for individual or communal prayer, reflection, meditation or meetings.
  - **Kaleidoscope Project.** Winner of the NASPA award for Outstanding Spiritual Initiative, this project provides an immersion opportunity for students and others to learn about and experience religious diversity in Calgary over a full semester programme.





UNIVERSITY OF  
CALGARY

- **International Student Services (ISS)**. Provides support services and customized advising for all international students adjusting to studying at the University of Calgary, including initiatives to develop, design and deliver unique peer-driven programs that connect international and Canadian students. In addition, houses international researchers.
- **Native Centre**. The University of Calgary welcomes, respects, and supports the rich diversity of Aboriginal learners, their communities, cultural traditions, and aspirations in post-secondary education.
  - **Aboriginal Relations Leadership Certificate** The Native Centre welcomes individuals who are seeking professional or personal development to gain a better understanding of the issues facing Canada's Aboriginal population today and how to effectively build relationships with those communities.
  - **Aboriginal Student Access Program (ASAP)**. A transition-year program that provides an opportunity for students, who are not fully admissible to faculties, to take university level credit courses designed to improve academic success and gain access to faculty based programs.
- **The National Standard for Psychological Health and Safety in the Workplace**. The University of Calgary is committed to ensuring psychological health and safety is recognized by adopting the National Standard for Psychological Health and Safety in the Workplace (National Standard) as outlined in recommendation 6.4 in the Campus Mental Health Strategy.
- **Participate in Research**. This web-based template allows community members, students and others to connect with research studies, clinical trials and principal investigators to participate in research. This allows researchers to connect with a more diverse participant pool and allows outreach to communities and individuals who may not traditionally be included in research.
- **The Q Centre for Sexual and Gender Diversity**. The Students' Union's Q Centre is a safe, comfortable and inviting space for the LGBTQA+ community at the University of Calgary. Featuring a library and peer support services, the program coordinators and volunteers plan events and direct clients to relevant resources. Guests are also welcome to hang out and socialize.
- **Research Platform Strategy (2016)**. Clinical, Health Services and Population Health. This strategy supports research on the social, cultural and environmental factors that affect health and speaks to the importance of exploring population diversity in health, such as social economic status, education, and culture
- **Student Accessibility Services (SAS)**. Works collaboratively and innovatively with the campus community to create an accessible, equitable and supportive learning and living environment that enhances each student's academic and personal development. Instructors can consult frequently asked questions, learn more about supporting students with disabilities, and find suggestions for creating accessible course materials. SAS works with faculty and staff as required on accessibility issues.
- **University of Calgary International Office**. The university's international strategy aims to increase the diversity of students on campus, strengthen intercultural competencies,





UNIVERSITY OF  
CALGARY

advance educational and research partnerships and boost international development efforts.

- **Women's Resource Centre.** The Women's Resource Centre is a safe and welcoming place for students, faculty, staff and the community to come together to connect. We focus on practical skills development that compliments classroom theoretical learning.

## J. POLICIES & PROCEDURES

Many policies support the University of Calgary's commitment to workplace diversity and employment equity, including:

- Code of Conduct
- Harassment Policy
- Employment Equity Policy
- Sexual Harassment Policy and Procedures
- Electronic Communication Policy
- Acceptable Use of Information Assets Policy
- Code of Professional Ethics for Academic Staff
- Conflict of Interest
- Research Integrity Policy
- Non-Academic Misconduct
- Academic Accommodation for Students with Disabilities
- Collective agreements with the Faculty Association and the Alberta Union of Provincial Employees

