Hiring and/or Admissions Policies for the University of Waterloo, faculty of Environment and/or Science

This is what was found by the Wetland Soils and Greenhouse Gas Exchange Lab at the University of Waterloo on Hiring and/or Admissions Policies, as well as what the pod would propose to change and improve.

What EEO (Equal Employment Opportunity) statement\(^1\) is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available\(^2\)?

- **Policy 65**: Equality in Employment
  
  General Principles:
  
  a) The University is committed to providing equal employment opportunity to all individuals regardless of age, sex, disability, ethnic origin, race, or any other grounds as stipulated in the Ontario Human Rights Code.
  
  b) The University will undertake positive steps to promote the full participation and integration of women, visible minorities, aboriginal people and people with disabilities within the University.

- Could not find an EEO for admissions, this may be because applications are done through a third-party organization (Ontario University Application Centre). However, it is still important that the University of Waterloo have their own EEO statement available through their institution website for admissions. The pod recommends this statement be posted on the application instruction webpage.

Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?

**Non-Faculty Positions:**

- [Search engine](#) for non-faculty UW positions
- [Job evaluation and salary process](#) for UW

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2. [https://careers.whoi.edu/opportunities/diversity-inclusion/](https://careers.whoi.edu/opportunities/diversity-inclusion/)
5. [https://www.brandeis.edu/diversity/dei-recruitment-hiring/rubric-for-evaluating-diversity-statements.html](https://www.brandeis.edu/diversity/dei-recruitment-hiring/rubric-for-evaluating-diversity-statements.html)
• Strategies for reaching applications for hiring and/or admissions:
  ○ Academia careers, recruiter, Eluta, Glassdoor, google for jobs, Indeed, LinkedIn, Twitter, University Affairs, Uwaterloo Careers site

Faculty Positions:
• All faculty website for opportunities
• Faculty of Environment website for opportunities
  ○ How to apply: max 3 page statement, resume, 3 references,

Admissions:
• Academic researchers personal websites for grad students

What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?

Non-Faculty Positions:
• Apply online, like most non-academic institutions.
• The process is the same for each - create a profile and then submit a resume

Faculty Positions:
• Each faculty has their own website which has the positions available listed
• Faculty of Environment
  ○ Max 3 page statement, resume or CV, 3 references.
  ○ Statement should include teaching philosophy and fit for the position
• Faculty of Science
  ○ Each department then has its own website that has the employment opportunities listed
  ○ “Faculty positions” are MSc-Post Doc level positions

Admissions:
• Fees: non-refundable application fee of $125 CAD per program
• Grades: “A 75% overall standing in the last two years, or equivalent, in a four-year Honours Bachelor's degree or equivalent is the minimum requirement for admission to a Master's program. Departments and Faculties may set higher admission requirements…. A 75% overall standing, or equivalent, in the previous degree is the minimum requirement for admission to a PhD program. In addition, candidates must demonstrate other superior qualifications, such as advanced research ability. It should be noted that many departments have standards higher than the minimum. Some departments admit exceptional applicants directly into the PhD from an Honours undergraduate program; most admit from the Master's into the PhD; and in certain instances a candidate who has successfully completed one PhD may be admitted into a second PhD in a complementary area.”
• **Letters of Recommendations**: “A minimum of two letters of reference are required for admission to a Master’s program…. A minimum of three letters of reference are required for admission to a PhD program. Academic references are required unless a professional reference is specified (see program admission requirements). Departments or Faculties may set higher requirements.”

**How are applicants/applications evaluated? Is that process and/or rubric public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?**

In the Department of Geography and Environmental Management requirements are listed for individual graduate programs, but are similar across the board. No other criteria are made public:

- Minimum admission requirements (Masters): Students must have completed a four-year honours Bachelor degree (or equivalent) in a humanities, social science, health, engineering, science, or business discipline with an overall average of at least 75% in the final 20 courses (or last 2 years).

Hiring is based on Human Resources for the University as a whole. Guidelines for hiring committees are posted here:

https://uwaterloo.ca/secretariat/policies-procedures-guidelines/guidelines/staff-hiring-committeepanel-interviews

No specific guidelines are listed, although there is a note that more information can be obtained from HR. The HR website has a page that includes resources for hiring (e.g. templates for interviews and job postings), however these are very generic.

**Policy 77** ([https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-77](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-77)) outlines Promotion and Tenure Evaluation criteria. While we can’t assume these are the same - some aspects of these criteria may inform hiring decisions.

**Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**

**Graduate studies:**

**Geography and Environmental Management**

Graduate administrator and graduate chair screen applicants to ensure that they meet minimum grade requirements. International students also have to meet strict TOEFL English language requirements. The potential supervisor, graduate chair and graduate administrator are all likely to interact with the applicant.

Funding for Canadian students is automatic depending on GPA (Faculty level scholarships and TA support). National and provincial level scholarships have department and University level ranking systems before moving to broader evaluation groups. The internal committees are ad
hoc and include the graduate chair and 1 - 2 additional members. At the broader, final decision committees, EDI training is mandatory for all members.

In 2021, the Faculty of Environment also launched international graduate funding for PhD students, largely to help increase equity and diversity in the program. This committee was an interdisciplinary committee of faculty members from across the Faculty.

Aside from funding programs above, decisions about acceptance are largely based on supervisor input. Students must have a supervisor who agrees to take them on in order to be accepted. Supervisors also make decisions about how much funding to provide. PhD students must be guaranteed at least 4 years of funding at a rate of ~$24,000/yr or higher. MSc student funding can be much more variable. International students will receive a minimum of 1 term of TA funding and domestic students, 2 terms of TA funding ($7920/term). Funding beyond this is at the discretion of the supervisor.

**Faculty hiring:**
Faculty hiring is completed by a committee of faculty members. The composition of the committee depends on if the position is being hired at the Faculty or Department level, but typical includes the Chair/Dean + at least 4 additional members. Members are chosen by the Chair or Dean to provide expertise in the subject area of the hire. Equitable Recruitment and Selection training is mandatory for all members of these committees


During the interview process, the selection committee + other faculty members, staff and students are likely to interact with the applicant. All faculty members, staff and students are provided opportunities to meet the applicant.

**Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**
Undergraduate and graduate programs undergo cyclical review on a seven year cycle

https://uwaterloo.ca/academic-program-reviews/cyclical-program-reviews. However, these reviews focus on the quality of the program (curriculum, faculty members, etc.) and not necessarily on recruitment and/or EDI with the program. Any recommendations made by the review committee need to be address by the program, so this could be a possible review mechanism.

The University is undergoing independent review of employment systems (recruitment, hiring and retention) in relation to the Canada Research Chairs Program where diversity targets are
now in place.  
https://uwaterloo.ca/research/employment-systems-review-will-support-growth-crc-program
Recommendations from this review could also be applied more broadly in faculty hiring.

Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”?

- Research Chair EDI Action plan
- Contains recruitment and selection strategy
- Faculty of Environment policy on partner hires