



MOUNT ALLISON UNIVERSITY EQUITY, DIVERSITY, AND INCLUSION ACTION PLAN

Updated 27 September 2019

Mount Allison University is committed to advancing institutional equity, diversity and inclusion, and it recognizes that specific, measurable and sustainable actions are needed to counter systemic barriers, explicit and unconscious biases, and inequities. By endorsing [the Dimension Charter](#), Mount Allison University publicly acknowledges that, through ongoing engagement with its community, it is working toward improving its culture and practices to achieve greater equity, diversity and inclusion.

1. EQUITY, DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES

Objectives

Mount Allison University has four objectives associated with equity, diversity, and inclusion (EDI) within the Canada Research Chairs (CRC) program:

1. Attract a diverse pool of applicants for each and every CRC position to be filled.
2. Ensure that our community of CRCs reflects the diversity present in our broader campus community and Canadian society.
3. Meet or exceed our equity targets, as defined by the CRC program.
4. Ensure that our chairholders feel equally included, integrated, supported and are retained at Mount Allison.

As of 27 September 2019, Mount Allison has a CRC allocation of six (6) Tier 2 chair equivalents. These equivalents are currently allocated as two (2) Tier 1 Chairs and two (2) Tier 2 Chairs. Three (3) of the four (4) Chairs are occupied by members of one or more of the four designated groups (FDGs) defined in Canada's *Employment Equity Act* — women, persons with disabilities, Indigenous peoples and members of visible minorities.

Our equity targets and gaps are listed below. We currently exceed our targets in 3 of 4 categories but in keeping with the *Privacy Act*, specific numbers and percentages are withheld.

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)
Women	29%	withheld	withheld	withheld
Visible minorities	15%	withheld	withheld	withheld
Persons with disabilities	4%	withheld	withheld	withheld
Indigenous peoples	1%	withheld	withheld	withheld

Indicators of Progress

To ensure that Mount Allison continues to make progress toward achieving these objectives, the following items will be monitored by the Provost/VP Academic & Research and the Director of the Office of Research Services when a CRC Chair must be renewed or filled:

- Number/percent of applicants from diverse groups who apply for CRC positions;
- Retention rate of chairholders (to completion of term).

Mount Allison's Human Resources department will be monitoring the following and will provide annual reports to the Provost/VP Academic & Research:

- Percent of faculty, staff, and administrators who participate in EDI workshops.

Mount Allison recognizes the importance of situating its CRC data within a broader community context. To this end, Mount Allison would also like to monitor the percent of faculty and staff who feel included, accepted, feel that improvements to campus culture related to EDI have occurred by way of, for example, biennial surveys. Mount Allison will, however, need to come to agreement with its employee groups, in order to collect the data necessary to assess progress in this area. We have not yet set a SMART goal in this regard, as the first step is to acclimatize the campus community to the needs for collecting such data.

Actions Required to Achieve Objectives

The following action items support progress toward achieving our objectives:

- The current administration will require open call (both internal and external) competitions to fill any vacant CRC position. The call will be advertised widely both internally and externally, including in non-traditional outlets.
- Prior to commencement of any CRC recruitment and selection committee's mandate, the following must occur:
 - Mandatory participation in equity workshops for all selection committee members.
 - Mandatory group review of the CRC program's [*Best Practices Guide for Recruitment, Hiring and Retention*](#). The chair of any selection committee is responsible for ensuring that all best practices are followed as applicable and to the extent possible.
 - All workshops and group reviews are administered by qualified personnel from Mount Allison's Human Resources (HR) Department.
- Equity and diversity self-identification data will be collected from every CRC applicant by Mount Allison's HR personnel (Appendices 1 and 2). At each stage of the nomination/hiring process, these data will be summarized and shared with the selection committee and the Provost's office, along with any recommendations (if applicable) for expanding the pool of applicants to increase diversity. Examples of expanding the pool include advertising in more diverse locations, such as specific listservs, and contacting specific candidates directly to solicit interest in applying.

- The University offers a regular program of workshops and education activities (i.e. every three to four months throughout the year) for faculty, staff, and administrators on EDI-related issues (e.g. on our [Policy on Workplace Harassment](#)).
- Within the framework of Article 14 of our full-time Collective Agreement “Activity Reports, Career Development Reviews, and Evaluations”, annual (pre-tenure) or biennial (post-tenure) meetings are held with chairholders to ensure that: i) their needs are being met, ii) they feel they have the tools to be successful, and iii) they feel included within the campus community. From 14.04 b) “The Union and the Employer agree that career development reviews are for formative purposes, intended to promote the continued professional development of employees in the course of their individual careers. Reviews shall be conducted in accordance with the principles of academic freedom and the statements of the rights and responsibilities of employees in this Agreement.”
- As part of ongoing Collective Agreement negotiations, Mount Allison is currently (Fall 2019) in confidential negotiations with the Mount Allison Faculty Association (MAFA). Both parties are committed to further strengthening the language and procedures related to all aspects of EDI.
- Connect with other institutional members of the Maple League of Universities (i.e. Acadia University, Bishop’s University, St. Francis Xavier University, and Mount Allison University) to share best practices and resources relative to the CRC program and our institutional EDI Action Plans. By mid-2020 Mount Allison will host a working group of Maple League representatives to compare and analyze our individual institutional environmental scans through an EDI lens and in the framework of the recently released (August 2019) *Institutional Equity, Diversity and Inclusion Action Plans: A Best Practices Guide* so that we might share best practices among small universities with limited resources and relatively few CRC chairholders. To date, all Maple League partners have enthusiastically agreed to participating in this initiative that Mount Allison will host.
- Formation and regular meeting of an EDI Sub-Committee of the President’s Council (Appendix 3), which uses the 8 Dimensions Charter principles as its aspirational mandate. This committee met in July 2019 and Sept 2019, with future meetings pending. One outcome from this committee is a recommendation to the President’s Cabinet to create a limited-term EDI Task Force whose purpose is to identify institutional challenges related to EDI and recommend suitable actions. It is expected that the Task Force will include members of the FDGs, faculty, staff, and representatives from our Human Resources and Student Affairs offices. Our goal is to have the Task Force operational by October 15, 2019.
- Expand Mount Allison’s HR Department’s involvement with the strategic oversight and execution of Mount Allison’s institutional CRC EDI Action Plan by December 1, 2019.
- Establish a formal HR process to ensure collection and reporting of CRC applicant self-identification data by April 1, 2020.
- One of Mount Allison’s relevant policies and procedures currently being reviewed is:
 - Robert Inglis, Vice-President, Finance and Administration and his team will review and update [Policy 1002: “The Use of Gender-Neutral Language”](#) by mid-to-late 2020 (last updated in 1989).

Comparative Review of Support for Chairholders

The purpose of the comparative review was to analyze the support and compensation provided to chairholders at Mount Allison University, with the goal of ensuring equity for all CRC chairholders. Historically and currently, the University has provided similar and equitable institutional support to each of its chairholders, in terms of direct financial support for the costs of research. The exact amount is a point of negotiation between the CRC nominee, the Provost/VP Academic & Research, and the relevant Dean prior to submission of a nomination to the CRC program. Nominees are provided with a level of direct cash support that is more than a simple start-up grant but within 'costs normally associated with the discipline', so the dollar value may vary from chair to chair depending on the discipline and the expected costs of research. There is also an expectation of, and support for, each CRC to seek appropriate external funding support for some of the direct costs of the research being undertaken.

The range of annual institutional direct support provided to our chairholders is:

Tier 1, NSERC: \$75,000 – \$150,000

Tier 1, SSHRC: \$75,000 – \$150,000

Tier 2, NSERC: \$50,000 – \$100,000

Tier 2, SSHRC: \$50,000 – \$100,000

All chairholders are treated identically and equitably with respect to the following:

- Chairholders are offered 2–3 course releases per academic year and are typically not asked to teach entry-level courses.
- Chairholders are not required to serve on any university committee (though they may voluntarily choose to do so), thus eliminating service requirements normally expected of full-time tenured or tenure-track faculty members.

The combination of these two reductions provides the chairholders with equal opportunity to devote the majority of their time to advancing the objectives of their research programs. In fact, on the basis of an external consultant's confidential interviews with eight (8) past and present CRC chairholders (*vide infra*), having a reduced teaching load was identified as being a particularly valuable aspect of the Chair position.

Three broad components of Mount Allison's support for CRC chairholders were evaluated as part of this comparative review: (i) salary and benefits, (ii) financial support, and (iii) access to space.

(i) Salary and benefits

Salary and benefits are determined by the collective agreements between the University and the Mount Allison Faculty Association (MAFA). When hired, faculty members (including CRCs) are placed on the salary grid and their benefits are determined by the relevant collective agreement(s). At time of placement, comparisons are made with similar hires to ensure fair placement.

With each ratified full-time collective agreement, an “anomalies fund” has been created to ensure that employees are paid fairly relative to other employees in their or other departments or programs given their experience. For further details, please note Clause 30.10:

“An anomalies fund of eight (8) step increments shall be created. The Anomalies Committee is to be composed of two (2) persons appointed by the President, two (2) employees appointed by the Union, and a chair appointed jointly by the President of the Union and the President and will commence its work within one year of ratification of this agreement. After considering that this clause is intended to ensure that employees are paid fairly relative to other employees in their departments or programs, or in other departments or programs, this Committee shall review the salaries of all probationary and tenured employees and by majority vote may award such increases as in its opinion will place employees concerned as nearly as possible where they belong on the scale given their experience with the Employer and with other employers. The increases the Committee awards, if any, shall be granted effective July 1, 2017. All deliberations and decisions of the Committee are confidential except decisions to grant employees one or more of the said eight (8) steps. Should there be any remainder in the anomalies fund after the Committee has done its work it shall be made available to the Research Committee to be awarded as a research grant or grants.”

Thus, there is a formal process to review the fairness of compensation for all faculty members, including CRC chairholders.

(ii) Financial support

With each CRC nominee, the Office of Research Services has worked collaboratively with the nominee and the Provost and VP Academic and Research to create a detailed spreadsheet of supports being offered. This has included items such as money to hire students, money to hire a technician, money to modify equipment, teaching release, etc. Every item has been costed to ensure that the level of support is consistent, within a few thousand dollars, between our two Tier 1 CRCs and our two Tier 2 CRCs. The level of support is greater for our Tier 1 CRCs in some categories, but the level of teaching release and core supports is identical for all CRCs.

The Office of Research Services has also worked collaboratively in each case with the nominee and the Provost to submit Canada Foundation for Innovation (CFI) applications for infrastructure support. The level of institutional support has been consistent for all CRCs for the past 10 years.

The type of financial support provided is not identical for each CRC, as each CRC has/had different self-identified needs in terms of what support is needed to be successful. Thus, our efforts have been directed to ensuring that the level of support is as consistent and equitable as possible given the distinct needs of each academic and their specific research needs.

(iii) Access to space

As with financial support, space needs are not identical for each CRC. Each CRC has distinct self-identified needs in terms of the amount and type of space required for success. Our efforts have therefore been directed to ensuring that the level of support is as consistent and equitable as possible, given the distinct needs of each CRC and their type of research.

Each CRC has been provided with lab, research, or studio space suited to their needs. In consultation with the Provost and VP Academic and Research, the relevant Dean, and members of our Facilities Management Department, the spaces for each CRC have been furnished and equipped to suit their needs. The spaces for 3 of our 4 CRCs have been significantly upgraded over the past 10 years. The Provost has spoken with each CRC at least annually about their space and general situation (with respect to institutional support) to identify problems and concerns early and have them addressed.

In summary, our comparative review identified that each of our 4 CRCs are treated equitably in terms of protected time for research, access to CFI funding, and access to space. This said, our environmental scan suggests that there may be some perceptions that we have not treated our CRCs equitably over time. The present comparative review spanned both current practices and those administered for the past 10 years. By comparison, some of the CRCs interviewed as part of our environmental scan predate this time period. Thus, the lived experiences of some past CRCs are not likely applicable at present. Further work will be done in this area as we address the results of our environmental scan.

Environmental Scan on EDI

To ensure confidentiality and candid feedback, Mount Allison hired an external consultant to gather feedback from its eight (8) total past and present CRCs to improve the governance, transparency, and monitoring of Mount Allison's CRC program and to address its EDI obligations. To establish the lived experiences of Mount Allison's past and present chairholders regarding the nomination/hiring/renewal process for CRCs viewed through an EDI lens, a series of open-ended questions was prepared by Mount Allison's Human Resource Department, the Office of Research Services, the Provost/VP Academic & Research, and the Dean of Science and Graduate Studies in consultation with the external consultant (Appendix 4). The external consultant interviewed all 8 past and present CRCs confidentially, analyzed the data, and provided Mount Allison's Office of Research Services with a report containing anonymous, aggregated responses.

Some of the most common and surprising answers received by the consultant and summarized in her report and during a debriefing meeting involving the external consultant, representatives from Mount Allison's Human Resource Department, the Office of Research Services, the Provost/VP Academic & Research, and the Dean of Science and Graduate Studies are summarized below. Beneath each answer is Mount Allison's response to address these specific issues.

1. A lack of clarity concerning various aspects of the CRC program at Mount Allison, which contributes to a tremendous amount of pressure in the CRC role, including the chair allocation process, how fields of study are chosen, the budget allocation process, the

duties and responsibilities of the chairholder, the measures of success, the expectations used to determine likelihood of renewal, the contingency plan for if/when a chairholder goes on an extended leave, and the connection between the University's strategic direction and the CRC program.

- Appendices 5 and 6 outline Mount Allison's guiding principles for CRC allocations and renewal.
 - Whereas specific fields of study may have been chosen for the CRC program in the past, this has not been the practice at Mount Allison for at least the last 5 years. Instead, all suitably qualified individuals were strongly encouraged to apply in an open-call competition, regardless of discipline. It is Mount Allison's position that the best candidate, irrespective of discipline, be nominated to the CRC program for award of a Chair.
 - To eliminate the possibility of any misunderstandings in a CRC application submitted, all applications and the final budget, which would have been developed by the CRC applicant in collaboration with the Provost/VP Academic & Research, Mount Allison's Financial Services Department, and the Director, Office of Research Services, must now be signed off by the CRC applicant prior to submission to the CRC program.
 - The sole criterion used to measure success of a chairholder is whether they have met the objectives stated in their submission package to the CRC program.
2. Inadequate onboarding process for new CRC candidates.
- By July 1, 2020, our Human Resources department, in partnership with the Provost/VP Academic & Research and the Director, Office of Research Services, will support development of an onboarding process for new CRCs. The resultant onboarding process will be implemented (operationalized) as required.
3. Lack of a well-defined mentorship program for current CRCs and/or for identifying potential CRC candidates who may not otherwise self-identify.
- By May 1, 2020 Mount Allison will negotiate with other members of the Maple League of Universities (i.e. Acadia University, Bishop's University, and St Francis Xavier University) to develop a mentoring program for CRCs across the Maple League.
 - Within the framework of Article 14 of our full-time Collective Agreement "Activity Reports, Career Development Reviews, and Evaluations", annual (pre-tenure) or biennial (post-tenure) meetings are held with chairholders to ensure that: i) their needs are being met, ii) they feel they have the tools to be successful, and iii) they feel included within the campus community. From 14.04 b) "The Union and the Employer agree that career development reviews are for formative purposes, intended to promote the continued professional development of employees in the course of their individual careers. Reviews shall be conducted in accordance with the principles of academic freedom and the statements of the rights and responsibilities of employees in this Agreement."

4. Uncertainty pertaining to level-of-support negotiations.
 - Any nominee who is offered a chair position is, or will be, a member of the Mount Allison Faculty Association (MAFA). The hiring / appointment process is guided in large part by the provisions of Article 16 of our full-time Collective Agreement. For internal CRC applicants or existing CRC chairholders, they can bring a MAFA representative to level-of-support negotiations to ensure that they understand the process, University expectations, know what questions to ask. Analogously, external CRC applicants are welcome to involve external counsel to ensure fair and equitable level-of-support negotiations.
5. Without an annual review process, the expectations of the Chair are unclear.
 - The academic Deans and the Provost/VP Academic & Research strongly desire to communicate frankly with chairholders about their CRC plans. To mitigate the possibility that such talks are perceived as an evaluation of the chairholder, rather than a collegial and constructive discussion, any interested chairholder can initiate and lead meetings with their Dean and/or the Provost/VP Academic & Research to discuss any matter (e.g. expectations, achievements, challenges, etc.).
 - Within the framework of Article 14 of our full-time Collective Agreement “Activity Reports, Career Development Reviews, and Evaluations”, annual (pre-tenure) or biennial (post-tenure) meetings are held with chairholders to ensure that: i) their needs are being met, ii) they feel they have the tools to be successful, and iii) they feel included within the campus community.

The consultant’s report also noted many meritorious aspects of Mount Allison’s CRC program, including:

- A generous amount of funding available.
- A good overall recruitment process with a strong focus on attracting a wide range of candidates, including the underrepresented groups; there is no perceived discrimination.
- A reduced teaching load was noted as being particularly valued.
- Great support from the Office of Research Services during the application and renewal process.
- Having an external consultant seek feedback from the chairholders with the aim of improving Mount Allison’s CRC program.

Overall, the consultant’s report indicated that the CRC chairholders would highly recommend our CRC program and that they see great value in extending EDI initiatives across the entire university.

Confidential collective bargaining between Mount Allison University and the Mount Allison Faculty Association (MAFA) is ongoing at this time. Once a new Collective Agreement is established between the University and MAFA, the outcome(s) from these negotiations will be addressed in this EDI Action Plan when it is revised in 2020.

Our human resources professionals and senior administrators meet with employees and employee groups (e.g. departments) on a regular basis to offer education on many topics, including EDI, and to hear employee concerns. We have formal policies in place (e.g. our Racism and Racial Harassment Prevention and Response Policy) to address EDI and related concerns; these policies can be found [here](#).

Most of our employees belong to one or more of our unions, and there are options within our various collective agreements to address EDI concerns, including grievance and arbitration clauses. We also employ colleagues to:

- i) support employees who are in distress or who have concerns about their employment circumstances;
- ii) make recommendations to senior administration about issues that should be addressed (e.g. the university official appointed to operate our Sexual Harassment and Assault Response and Education (SHARE) service).

As a small university with limited resources, Mount Allison recognizes that it must connect with its partners and work toward modeling exemplary leaders in EDI in not only the management of its chair allocations but also the broader institutional culture as a whole. To this end, Mount Allison University has reached out to its Maple League partners to commit to meeting by mid-2020 to share best EDI-related practices so that we might strengthen our collective capacity in this regard. The expected working groups invited to this workshop will include persons influential in creating each institutional EDIAP and members from the four designated groups.

In addition to this initiative, the EDI Sub-Committee of the President's Council (Appendix 3) has requested that the creation of an EDI Task Force at Mount Allison be added to the President's Cabinet agenda for its October 1, 2019 meeting. The mandate for this EDI Task Force is proposed to include assessing the effectiveness of EDI policies at Mount Allison, obtaining information regarding the lived experiences of members from the four designated groups, and conducting a broad environmental scan of the University and its ability to meet the objectives of the Dimensions Program, as well as the recommendations of the Truth and Reconciliation Commission and the 13 Principles of Indigenous Education set out by Universities Canada.

Notwithstanding collaborating with our Maple League partners to share EDI-related best practices and forming an EDI Task Force to coordinate, conduct, and analyse an institutional-level environmental scan, we note that Mount Allison is a small university with 135–140 full-time faculty members. We hold regular meetings of our Faculty Council, which is open to all faculty members (including our CRCs) and chaired by the President. Thus, as a community, we feel we have many opportunities to discuss EDI and related issues on a regular basis. We are hopeful that these ongoing efforts will contribute to a more vibrant and rich culture at Mount Allison.

Employment Systems Review

Mount Allison does face some challenges in attracting faculty members from visible minority groups, including Indigenous people. As a small university with fewer than 140 FTE faculty, there is no critical mass of individuals from a single visible minority group, nor from multiple visible minority groups combined. This can make the recruitment of individuals who are seeking a diverse work environment difficult. While these are contextual factors, largely outside our direct control, we are nevertheless committed to promoting the advantages and opportunities to live and work in a safe, welcoming community and to recruiting and retaining a more diverse workforce.

With respect to the hiring and advancement of faculty members, much of what we do is defined and controlled by our Collective Agreements with the Mount Allison Faculty Association. There are specific requirements to address equity issues that all parties adhere to. For example, Clause 16.15 of our full-time collective agreement states:

“If, at any point in the procedure leading up to an appointment, the Employment Equity Panel member on the search committee concludes that proper procedures and guidelines, including equity guidelines, are not being followed, she/he will so inform the search committee, the Union, and the appropriate Dean. The Dean shall investigate and, if necessary, intervene, even to the extent of appointing a new chair of the search committee.”

To ensure that faculty members are treated fairly in terms of rank, salary, etc., we have an “Anomalies Committee” that can mandate salary adjustments. Furthermore, in our most recent collective agreement (2016–2019), we agreed that:

“... the Anomalies Committee established under Clause 30.07 of this Agreement will undertake a consideration of best practices in providing advice on rank and salary for recommended candidates (Clauses 16.20 and 19.20) and any other issues relating to hiring recommendations that the committee feels necessary.”

We work collaboratively with our unions and hiring committees to ensure that positions are advertised widely, including in non-traditional outlets. All of our Employment Equity Panel members receive specific training on EDI issues, including unconscious bias, how to ask appropriate interview questions, and how to interpret gaps in career progression, etc. This training is also offered to all search committee members, although participation is not mandatory at this time, except for CRC selection committees for whom it is mandatory. This said, many search committees have voluntarily requested this training over the past few years as it is widely recognized within the Mount Allison community that such training is valuable and will enrich both our academic pursuits and the broader campus life and community.

Hiring of faculty members is governed by the collective agreements between the University and the Mount Allison Faculty Association (MAFA). Our collective agreements (2016–2019) can be found [here](#).

The collective agreements between the University and MAFA include specific language and expectations related to employment equity and non-discrimination (see Article 11). There is specific language related to the importance of equity in hiring. See specifically 11.01 a):

“The parties are committed to ensuring equal opportunities for all employees. In particular, the parties are committed to ensuring that the processes and procedures under the Agreement as they relate to recruitment, selection, hiring, training and promotion do not create barriers that result in systemic discrimination against employees from disadvantaged groups including but not limited to: women, aboriginal peoples, persons with disabilities, or members of visible minority groups. Therefore, the parties are committed to the identification and removal of such barriers. In addition, the parties are interested in considering steps that might be taken to improve the recruitment and retention of employees in these equity-seeking groups.”

Article 11 also outlines provisions for accommodating persons with disabilities and points to our [“Workplace Harassment”](#) and [“Sexual Violence Prevention and Response”](#) policies.

The agreements also outline how positions are to be filled, including requirements for advertising, composition of hiring committees, equity issues, etc. Articles 16 and 19 specifically outline the role of the required member from our “Employment Equity Panel” for all searches for full-time faculty. This panel member is included in all aspects of the hiring process, from start to finish. As a check on proper process, Clause 16.15 noted on the previous page is especially important.

The Dean has an additional responsibility to ensure a diverse candidate pool. Specifically, see Clause 16.17:

“The application and supporting documents of all candidates shall be made available to the Dean, all members of the search committee and to all other members of the department(s) except candidates for the position.”

Thus, there are a number of established control mechanisms in place to ensure that equity issues are fully considered and taken seriously in all hiring, and the hiring of full-time faculty in particular, via our Collective Agreements and hiring processes. Moreover, the Dean, as a member of the senior administrative team, has specific responsibilities to ensure a diverse candidate pool and a fair search.

For our hiring committees, detailed resources are provided on our website; specifically, see “Guidelines for Search Committees and Equity Panel Members in the Conduct of Faculty Searches” found [here](#), where many areas of concern are addressed, from “Developing Sensitivity and Awareness of the Differing Career Patterns among Women Academics”, to “Positive/Negative Halo Effect”, to “Hiring in One's Own Image”. Staff from our Human Resources Department are also available to provide tailored training in these areas to all hiring committees.

Moreover, our full-time Collective Agreement requires these resources and training; see Clause 16.12 and specifically:

“b) The equity guidelines, as developed by the Employer in consultation with the Union, shall be posted on the University’s website so that those guidelines will be available to all members of search committees in advance of the search process.”

and

“c) Each year, by October 15, the Employer shall meet with all Employment Equity Panel members, the heads of all departments and the University Librarian to review these guidelines, to make clear the responsibilities of Employment Equity Panel members and of search committees, to discuss the differing career patterns of men and women, and to discuss the evaluation of dossiers and the conducting of interviews of candidates.”

All this outlined, and as previously noted, the University and MAFA are currently (September 2019) negotiating new collective agreements. We aspire to have new Collective Agreements in place before the end of 2019.

Finally, in support of Mount Allison’s EDI objectives, and to further build on work completed in this area so far using the CRC program’s [*Best Practices Guide for Recruitment, Hiring and Retention*](#), our Human Resources Department will conduct a new review of the recruitment, nomination, and retention systems of the University as they pertain to: (i) the CRC program, and (ii) the broader community, by May 31, 2020.

2. MANAGEMENT OF CANADA RESEARCH CHAIR ALLOCATIONS

This section describes various aspects of how Mount Allison manages its CRC allocations, including how decisions are made concerning filling positions or, if necessary, how positions are phased out in cases when national program re-allocation processes result in a reduction of chairs.

Institutional Planning and Canada Research Chair Allocations

Mount Allison uses a full, open, and transparent process for recruiting applicants for Canada Research Chair positions, regardless of whether or not the process involves seeking internal candidates only, external candidates only, or a combination of the two. Recruitment advertisements provide full information about the program and the specific nature of the chair to be filled, and comprehensive information about the desire to seek qualified applicants from all backgrounds without restriction. As noted in Section 1, the specifics of our hiring process are governed by our negotiated collective agreements. There are many safeguards outlined in these agreements which are available for review on our website. This said, members of our senior administration and community are asked to proactively identify candidates from underrepresented groups for CRC positions and encourage them to apply. We also establish hiring criteria, including EDI considerations, before a position is even advertised.

The “corridor of flexibility” in the CRC program refers to an institution’s ability to combine two vacant Tier 2 chair allocations into a single Tier 1 chair, or to split a vacant Tier 1 chair allocation into two Tier 2 chairs. This flexibility allows an institution to more effectively plan for and respond to opportunities best suited to its needs. Opportunities to make effective use of this flexibility have been discussed numerous times over the years in the Senate Research and Creative Activities Committee, led by the Provost. If there are pending vacancies/new allocations, the possible benefits of combining Tier 2s or splitting Tier 1s are discussed within the overall context of the University’s academic goals, including meeting our CRC and broader institutional EDI goals and targets.

Management of the allocation of chairs is the responsibility of the Provost and Vice-President, Academic and Research, who makes the final decision(s) on allocations. This person chairs the Senate Research and Creative Activities Committee and the Senate University Planning Committee, both of which are instrumental in providing advice and guidance to the Provost on the future direction of the University; the Terms of References for these committees can be found [here](#) and [here](#), respectively. These two committees represent a wide constituency within the University and include faculty representatives from across all disciplines as well as students. This advice includes, but is not limited to, the nature and size of various academic departments, priorities for faculty renewal and replacement, strategic areas of emphasis for research and creative activities (as articulated in the University’s strategic plan for research and creative activities), and much more. Our most recent strategic research and creative activities plan specifically identifies Indigenous themes as a key area for emphasis, which will inform our decisions about how to allocate our chairs over time.

This information, along with information about the specific nature of each (new) allocation (by agency or special, and Tier 1 or 2), guides final decision-making in terms of where to strategically deploy chair allocations. In all cases, the Provost consults widely before making decision(s). Final ratification on how to proceed with a given chair allocation is made at the President’s Cabinet. In addition, since our collective agreements allocate final decision-making authority on hiring to the President, we can ensure that EDI factors have been fully considered in all hiring.

Additional details concerning the allocation of Canada Research Chairs at Mount Allison University can be found in Appendix 5.

Canada Research Chairs Renewal Process

A full outline of Mount Allison’s CRC renewal process can be found in Appendix 6. To date, EDI factors have not been explicitly considered in deciding whether to re-nominate a CRC. The assumption is that EDI was considered at time of first nomination, as required by equity policies that have been in place at Mount Allison for many years. However, in light of the recently released (August 2019) *Institutional Equity, Diversity and Inclusion Action Plans: A Best Practices Guide* by the CRC program, the Provost/VP Academic & Research and the Director, Office of Research Services will review Mount Allison’s renewal process, which was last updated in 2016,

by mid-to-late 2020, well in advance of the next likely renewal date for one of our CRCs (April 2022).

As seen in Appendix 6, the University's longstanding position and principle is that a current chairholder who is eligible for renewal should be provided 'right of first refusal' to renew; that is, the default starting position has been that a current chairholder is offered an opportunity to express and confirm interest in renewal as the end-date of their current position approaches. If the chairholder is interested, then an internal review process is used to determine if a renewal nomination is merited. Given concerns raised regarding EDI, this renewal process will be reevaluated in 2019-2020 using the *Best Practices Guide* as a lens/resource.

It is also the University's position and principle that every effort should be made to ensure that there is no lapse in filling or renewing chairs, to avoid having chairs vacant due to a lack of planning. Thus, adherence to a timeframe that allows renewal submissions or new nominations to occur in a timely manner is required (notwithstanding that there may be other reasons not to fill a chair).

Canada Research Chairs Advancement Process

It has been the University's position and principle that a current chairholder who is coming to the end of their second term as Tier 2 chair should be provided 'right of first refusal' for the possibility of advancement to a Tier 1 chair. Our current plan, however, is to take the next Tier 1 chair that becomes vacant and split it back into two Tier 2 chairs. Both of these chairs would be filled following our current EDI plan. Given that we do not expect to have a vacant Tier 1 chair until at least 2025, and that we have no Tier 2 chairs serving a second term at this time, the question of CRC advancement is essentially moot at this time.

This said, the Senate's University Planning Committee will monitor upcoming Tier 1 chairholder retirements, pending vacancies, and other opportunities, and consider whether to recommend changes in how our CRCs are allocated. The Senate's Research and Creative Activities Committee will also monitor allocations and progress on completing aspects of our strategic plan for research and creative activities. Either committee might recommend potential new areas of emphasis that could be championed by a Tier 2 chairholder advancing to a Tier 1 chair. Obviously, all decisions must be made within the context of meeting our EDI objectives and obligations.

Process and Criteria for Phasing Out Chairs due to Re-Allocation Processes

In cases where national re-allocation exercises result in a reduction in the number of chairs allocated to our university, difficult decisions will need to be made about which chair(s) to phase out. The Provost is ultimately responsible for the final decision with ratification by the President's Cabinet. The Provost would consult with the University Planning Committee and the Research and Creative Activities Committee, and others, as necessary. The process would have to balance the need to maintain our EDI targets, while providing opportunities for chairholders who are early in the terms of their appointments to continue to the end of their terms without early phase-out. Emphasis would likely be placed on phasing out second-term chairholders first. Because the CRC

program offers approximately 18 months of transitional funding for phase-out, another important consideration would be to focus on those individuals who are within 24 months of completing their term as a chair.

Support Provided to Chairholders

When the CRC program was first introduced in 2000, Mount Allison University decided that all chairholders would be provided with: i) protected time for research through a guarantee that they would teach a 50% load, and ii) an exemption from the usual requirement to provide service to the University by sitting on committees, a significant load at a smaller university. These practices will continue.

The specific salary and benefits offered to a chairholder are dictated by the provisions of our collective agreement with the Mount Allison Faculty Association.

Employment offers are subject to final approval by the Provost. Thus, she or he can ensure that EDI has been considered before any offer of appointment is made. At the time an employment offer is made to an external candidate, the starting salary is based on the experience and qualifications of the candidate. For internal candidates offered a chair position, they are already on the salary scale commensurate with their experience. As noted previously, we have an “Anomalies Committee” as part of our collective agreement to monitor for salary fairness.

Decisions about office space and any related space (such as lab space) are based on discussions during the interview process and are part of the negotiation between a candidate and the Dean. Standard office space is provided; the assignment of any additional space for lab or other needs rests with the Dean, in consultation with the department head and any others who may need to be involved. All CRCs are offered the same level of department level administrative support as any other faculty member. The provision of any additional research funding support is negotiated between the candidate and the Dean and Provost. Every reasonable effort is made to provide a chairholder with reasonable additional levels of support. There is, of course, an expectation that chairs apply for external funding, and all faculty members including chairholders are eligible for a wide range of internal funding supports.

As noted in the University’s strategic plan for research and creative activities, allocation of Canada Foundation for Innovation (CFI) funds to chairholders is a priority, and this applies throughout a chairholder’s term, not just upon initial startup. A request for access to CFI allocation is made through the general university process, with decisions made by the Provost in consultation with the Academic Deans and the Director, Office of Research Services.

Safeguards for Individuals from Federally Designated Employment Equity Groups (FDGs) during Negotiations for Institutional Support

Any nominee who is offered a chair position is, or will be, a member of the Mount Allison Faculty Association (MAFA) and the hiring/appointment process is guided in large part by the provisions

of Article 16 of our full-time collective agreement. As noted previously, any CRC nominee can retain third-party counsel while negotiating for institutional support.

Mount Allison provides the same level of non-monetary institutional support to all CRCs including:

- Protected time for research through an offered reduction of 50% of required teaching time and no requirement to serve on university committees;
- Suitable office and research space;
- Administrative support from the department / faculty, and from university support departments (including, but not restricted to, research services, financial services, procurement, facilities management, etc.);
- Access to a reasonable allocation from the University's CFI pool of funds;
- Benefits package as per university policies and our collective agreement with MAFA.

The University also provides an amount of financial support for the direct costs of research to each chairholder. The nature of the support package is determined by negotiation between the nominee and the Provost. Nominees must provide a detailed plan of research and an associated budget with justification. There is an expectation that a nominee will seek support for 'costs normally associated with the discipline'. There is also an expectation that a nominee will seek a variety of external funding supports for some of these costs. Each nominee is advised on how support is offered and, as there are only 4 CRCs on our campus at this time, they can talk with each other to assure themselves on the issue of fairness.

In addition, Article 11 of our collective agreement with MAFA provides direction to all parties with respect to employment equity and non-discrimination, and these provisions give nominees and the employer the bounds within which negotiation for institutional support can be had. Further, Clause 11.05 "Accommodation of Employees with Disabilities" provides direction to the employer with respect to the "duty to accommodate", ensuring that nominees with disabilities are provided with appropriate accommodations and support from the employer in order to succeed in their appointment as a CRC.

In cases where a nominee is not satisfied with the level of support offered by the institution or the state of negotiations in the offer of employment process, they have the option to seek advice from MAFA, or to involve their department head/program director in the process. In future, CRCs will be explicitly advised of this option during the negotiation process.

Measures to Ensure that Individuals from FDGs are not Disadvantaged due to Career Gaps

We offer specific training on interpreting career gaps during our annual training for Employment Equity Panel members, department heads, and senior administrators, as outlined in the next section of this plan. We have also started asking hiring/selection committees to use evaluation rubrics to ensure that important considerations are not overlooked. It is also worth restating that Clause 16.15 of our full-time collective agreement with MAFA says:

“If, at any point in the procedure leading up to an appointment, the Employment Equity Panel member on the search committee concludes that proper procedures and guidelines, including equity guidelines, are not being followed, she/he will so inform the search committee, the Union, and the appropriate Dean. The Dean shall investigate and, if necessary, intervene, even to the extent of appointing a new chair of the search committee.”

Thus, we educate our community on how to interpret career gaps and we have in place procedures to halt a hiring or nomination process if career gaps are not being fairly assessed.

Training and Development Activities Related to Unconscious Bias, Equity, Diversity and Inclusion

A day-long workshop is held in August each year on employment equity and related matters. This workshop is hosted jointly by the Department of Human Resources and the Office of the Provost and Vice-President, Academic and Research. The workshop covers a broad range of topics related to EDI, with a particular emphasis on equipping participants with the skills and tools required to mitigate problems of unconscious bias, stereotyping, projecting, and so on.

The workshop is mandatory for all department heads, for all members of the University’s equity panel (12 to 20 faculty members who are selected to serve on hiring committees), academic deans and directors, and other members of senior management. Further resources available to the university community are found [here](#).

This workshop is also provided on an *ad hoc* basis to any hiring committee, adjudication committee, or other group who would like it. Since 2017, it has also been mandatory for all CRC selection committees.

Strategy for Raising Awareness on Equity, Diversity, and Inclusion

Mount Allison University has adopted the following statement as its commitment to equity, diversity and inclusion within the CRC program and the broader research enterprise in all employment notices:

“Mount Allison University is committed to equity, diversity, and inclusion related to the Canada Research Chairs Program and the broader research enterprise of the university. Mount Allison acknowledges honours and respects the Mi’kmaw and Wolastoquyik (Maliseet) peoples, the historic inhabitants, custodians, and dwellers on the land where our university is built, and confirms its commitment to strengthen relationships with them. Mount Allison is committed to diversity and inclusiveness. In our hiring processes we encourage applications from members of racialized communities, Indigenous persons, persons with disabilities, and persons of all sexual and gender identities. We seek candidates with qualifications and knowledge to contribute specifically to the further diversification of our campus community.”

Additionally, Mount Allison promotes awareness of EDI concerns in the following ways:

- A requirement to address our EDI objectives is covered in mandate letters issued to departments/programs when authorizing hiring.
- A requirement to act on EDI issues is being included in the position descriptions (i.e. list of responsibilities) for the entire senior management team (e.g. all deans).
- The importance of considering EDI issues is re-iterated at the first meeting of each hiring committee that is established.
- As noted above, workshops are offered regularly (i.e. every three to four months throughout the year) on campus.
- Formation and regular meetings of an EDI Sub-Committee of the President's Council (Appendix 3).
- The Indigenous Affairs Coordinator can offer advice and training on Indigenous-specific EDI issues to staff, faculty, students, and volunteers across the University. The Indigenous Affairs Coordinator is also responsible for developing programming aimed at helping faculty, staff, and non-Indigenous students at Mount Allison to more fully understand and appreciate the rich and vibrant histories and cultures of Canada's native peoples.
- A Black Student Advisor – Diversity Educator position has been created and staffed. The individual will work with other stakeholders to facilitate intercultural and inclusive events that promote culture and diversity on campus and work with the broader university community to increase cultural competency, equity and inclusion among students, staff, faculty and campus services.
- Reporting to the Vice-President International and Student Affairs, the Pan-University Advisory Committee on Women's and Gender Issues serves as a nexus of communication with respect to equity and respect issues related to women and 2SLGBTQIA+ members of the Mount Allison community whose purpose is to document, analyze issues, and report as needed in support of initiatives that will benefit gender equity, combat discrimination and improve the professional climate, working and learning environment for women and members of diverse genders and sexualities on campus.

Furthermore, our Collective Agreements require the Academic Deans to provide oversight of every step of any hiring process, from start to finish, to ensure that no one is disadvantaged and that all efforts to adhere to equity, diversity, and inclusion concerns are considered when assessing potential candidates.

For broader education of the campus community, we host guest speakers on EDI topics who give public lectures (e.g. our President's Speaker Series). We have been hosting the KAIROS Blanket Exercise 2–3 times per year on our campus, delivered by local Indigenous elders or trained facilitators. Our Human Resources staff are available all year to offer EDI-specific advice and confidential consultations.

3. COLLECTION OF EQUITY AND DIVERSITY DATA

The University now asks all applicants for each chair position to complete and submit a “Self-Identification Form” in order to collect key information concerning FDGs (Appendices 1 and 2). The form is modelled on that used by the Tri-agency Institutional Programs Secretariat (TIPS). At the conclusion of each chair recruitment process, all applicants are provided with this form and invited to return it to the Human Resources Department. A slightly modified form is used for successful candidates, for the purpose of tracking FDG data for chairholders specifically.

The form allows individuals to withhold their name and contact information, while providing for the collection of other information about them. In this way, privacy can be maintained, while the FDG data can be obtained anonymously if the individual so desires. Individuals are provided with different options for submitting their form (mail, campus mail, drop off, e-mail file attachment, fax, etc.). Administrative support staff in the Department of Human Resources serve as the point of contact for collection of this information.

The cover note/instruction sheet provides information about why the information is being requested and how it will be used (Appendix 1). The request is accompanied by an email from the Office of Research Services strongly encouraging participation and completion.

In light of the recently released (August 2019) *Institutional Equity, Diversity and Inclusion Action Plans: A Best Practices Guide* by the CRC program, Mount Allison’s Human Resources Department has committed to establishing a formal process to ensure collection and reporting of CRC applicant self-identification data by April 1, 2020.

4. RETENTION AND INCLUSIVITY

Supportive and Inclusive Workplace

Mount Allison prides itself on being an open, transparent, and supportive place of employment. In recent years, the University has adopted a number of policies that intersect EDI issues, including:

- Sexual Violence Prevention and Response Policy ([Policy 1006](#))
- Racism and Racial Harassment Prevention and Response Policy ([Policy 1010](#))
- Workplace Harassment Policy ([Policy 1005](#))
- Accessible Facilities Policy ([Policy 7610](#))

Moreover, Mount Allison’s Human Resources Department offers workshops on a regular basis (i.e. every three to four months throughout the year) on the Policy on Workplace Harassment that educate our faculty, staff and students. These policies and continuing education opportunities further broaden communal awareness of prohibited grounds and behavior and highlight the University’s commitment to offer an inclusive, safe, and welcoming workplace.

In addition, the University has in place a Sexual Harassment and Assault Response and Education Service (SHARE) with a full-time, dedicated staff person offering 24/7 access and support. SHARE

also offers pro-active outreach to the campus community to raise awareness about these issues. The University also has a mental health strategy and support services for all persons (students, staff, and faculty) that can offer a wide range of support on an as-requested basis.

We do not explicitly ‘monitor’ for inclusivity. As a small campus in a small town, members of our community are constantly in communication. As an example, the Provost speaks to each CRC on a regular basis (at least 2–3 times a term) and any issues or concerns are discussed. Our Human Resources Department has a Director and Assistant Director to whom members of our community can raise EDI issues. MAFA has an Executive Director who can be approached in confidence to raise concerns. Thus, there are multiple channels monitoring our campus community to ensure that we have the most supportive and inclusive workplace possible.

In terms of institutional planning and providing an inclusive, accessible environment, Mount Allison’s [Campus Master Plan](#) outlines priorities and recommendations for building use and infrastructure needs in support of academics and student life. To make the University’s facilities accessible, it is the University’s policy: i) to address accessibility issues whenever it is reasonable to do so as part of a capital project, ii) to take whatever steps are necessary and reasonable to address barriers to accessibility, and iii) to provide information to the community about progress made in making the University more accessible. Mount Allison's approach to facilities development and physical accessibility is guided by our [Accessible Facilities Policy](#) and regular communication with all university community members (i.e. faculty, staff, and students). The policy’s appendices indicate work that has been done ([Appendix A](#)) or is planned ([Appendix B](#)) to make university facilities more accessible.

Retention of Individuals from FDGs

As noted in previous sections, there are a number of formal processes at Mount Allison, such as the “Activity Reports, Career Development Reviews, and Evaluations” mandated by our full-time Collective Agreement, during which a CRC could make us aware of concerns they might have about their employment situation. There are also informal routes to raise concerns; as a small campus in a small town, members of our community are constantly in communication, and it is not unusual for members of the senior administration to be alerted to issues of concern by members of our community. If a chairholder is concerned about their workplace, we are confident that we have the necessary channels available to facilitate a discussion about those concerns. In the history of the CRC program, we have only had one CRC (T2) leave the chair and the University prior to term completion, and that was to take up a CRC (T1) at another university for reasons unrelated to any EDI concerns.

Process for Receiving and Responding to Complaints

The Provost and Vice-President, Academic and Research, is the University’s officer responsible for receiving complaints concerning EDI and the CRC program. He can be contacted as follows:

Dr. Jeff Ollerhead
Provost and Vice-President, Academic and Research
Mount Allison University
65 York Street, Sackville NB E4L 1E4
e-mail: provost@mta.ca
tel: (506) 364-2622

Another confidential option for making a complaint is to contact the Director of our Human Resources Department as follows:

Ms. Katherine DeVere-Pettigrew
Director of Human Resources
Mount Allison University
65 York Street, Sackville NB E4L 1E4
e-mail: kdeverepettigrew@mta.ca
tel: (506) 364-2283

All complaints and concerns are treated in strict confidence. If a complaint relates to a subject covered by one of our existing policies (e.g. Policy 1010: Racism and Racial Harassment Prevention and Response Policy) that policy will be invoked to address the complaint. If one of our existing policies does not fit a complaint, it is the responsibility of the Provost in consultation with the Director of Human Resources to address the complaint in a timely and effective manner. A person filing a complaint retains the right to withdraw that complaint or redirect it to another process at any time.

It is the responsibility of the Provost and the Director of Human Resources to ensure that complaints are tracked to resolution. The HR Director is responsible for keeping all records and statistics related to complaints received.

Finally, CRCs are members of the Mount Allison Faculty Association (MAFA) and have the option of contacting MAFA at any time for support. This said, the University may have no role, or even be aware of, communications between union members and their union.

5. GOVERNANCE

This plan is approved and administered by the University's Provost and Vice-President, Academic and Research. The Provost is also responsible for reviewing the plan with appropriate stakeholder groups (e.g. Senate Research and Creative Activities Committee, CRCs, EDI Sub-Committee of the President's Council, etc.) on a regular basis. This plan will next be reviewed and updated in summer 2020. A list of action items from this plan, along with completion dates, is included as Appendix 7 and progress against these action items will be assessed during the next update.

File: Mount Allison CRC EDI Plan v7 Final.docx
Date: 27 September 2019



APPENDIX 1

Mount Allison University Self-identification Form for CRC Applicants and Nominees

The Tri-agency Institutional Programs Secretariat (TIPS) manages the following programs: Canada Research Chairs Program, Canada Excellence Research Chairs Program, Canada 150 Research Chairs Program, Canada First Research Excellence Program and the Research Support Fund. As part of our university's participation in one or more of these programs, we are required to collect data on applicants and nominees.

Purpose of data collection

There are two purposes. First, we only collect this information in order to administer and monitor our participation in these programs. The information and data provided is used to generate aggregated data on the program, and to report, on an annual basis, that aggregated data.

Second, the data is provided to TIPS, who will use the information for decision-making about program policies and procedures, as well as in program evaluations. The information provided by applicants and awardees in the self-identification form will be used to determine if there are any systemic barriers that may be impacting individuals from the four designated groups (women, members of visible minorities, Indigenous People and persons with disabilities, as defined within the federal Employment Equity Act) within TIPS' programs. For the Canada Research Chairs program, it is used to assess and report on institutions' progression towards meeting their equity and diversity targets. **Your name will never be provided to TIPS or to any of the individual program representatives.**

All personal information provided herein is used and disclosed in accordance with the Government of Canada's Privacy Act, and Access to Information Act. These Acts protect personal information against unauthorized collection, use, retention and disclosure, and give Canadian citizens, permanent residents and any individual or corporation present in Canada the right to access their personal information that is held by the Government of Canada.

Consequences for refusing to provide personal information

There are **no** consequences for refusing to submit the information requested herein. However, refusal to provide information identified as mandatory in reporting forms as applicable (e.g. chairholder annual reports) may result in funding being put on hold until the full report is received by the Secretariat.

Submission Instructions

Please complete the attached form and submit to the Mount Allison Human Resources Office:

By email: hr@mta.ca (subject line – CRC self-identification form)

By fax: 506-364-2385

By campus mail: Human Resources Office

By regular mail: Human Resources Office, Mount Allison University, 65 York St., Sackville NB E4L 1E4

If you have any questions or concerns, please contact:

Director, Office of Research Services, 506-364-2618 or research@mta.ca



APPENDIX 2

Mount Allison University Self-identification Form for CRC Applicants and Nominees

SECTION A – Contact Information (this section is optional)

Surname or family name:

Given name and initials:

Preferred language of correspondence: English French

Telephone: Email address:

SECTION B – Self-identification form (this section is mandatory)

1. What is the year of your birth? I prefer not to answer at this time.

2. Please check the box(es) that best describes you:

- Woman Man
 Gender fluid, non-binary, and/or Two-Spirit I prefer not to answer at this time

3. Do you identify as an Indigenous person, that is, First Nations (North American Indian), Métis, or Inuit? *Note: First Nations include Status and Non-Status Indians.*

- Yes No I prefer not to answer at this time.

If yes, select the options that you identify with:

- First Nations Inuit Métis I prefer not to answer at this time.

4. Do you identify as a member of a visible minority? *Note: Visible minority includes persons who are non-Caucasian in race or non-white in colour and who do not report being Aboriginal. This includes Black, Chinese, Filipino, Japanese, Korean, South Asian or East Indian, Southeast Asian, non-white West African, North African or Arab, non-white Latin American, person of mixed origin (with one parent in one of the visible minority groups in this list), or other visible minority group.*

- Yes. Please specify (optional): I prefer not to answer at this time.
 No

5. Do you identify as a person with a disability? *Note: A person with disabilities is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:*

- considers themselves to be disadvantaged in employment by reason of that impairment, or
- believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and
- includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

- Yes. Please specify (optional): I prefer not to answer at this time.
 No



APPENDIX 3

Equity, Diversity and Inclusion Sub-Committee of the President's Council

Emily Falvey	Director/Curator, Owens Art Gallery
Kim Meade	Vice-President International & Student Affairs
Katherine DeVere-Pettigrew	Director of Human Resources
Amanda Cockshutt	Dean of Science & Graduate Studies and Professor of Biochemistry
Maria Thistle (parental leave to May 2020)	Director, Office of Research Services
Gregory M Sandala	Acting Director, Office of Research Services



APPENDIX 4

External Consultant's Canada Research Chair Individual Interview Guide

Date:

Interviewer:

Name/Initials of the CRC:

Tier of Chair:

Faculty:

Year of PhD:

Year since PhD when first started your CRC:

How many renewals has the CRC had:

Please ask them to self-identify as:

Woman Person with Disability Visible Minority Indigenous Other

1. What do you (did you) like most about your CRC position at Mount Allison University?
2. What would you (do you) miss about your CRC position or this organization?
3. What's bothering (what bothered) you most about your CRC position at Mount Allison?
 - How would you rate this concern on a scale of 1 (not too important) to 10 (extremely important)?
 - Why?
4. If you had the power to improve three key aspects of your CRC position or the CRC program at Mount Allison, what would you change?
5. Is there anything that you found to be lacking in your experience here as a chairholder? Or anything that you feel could have been better?
6. Based on the experience that you had as a chairholder, would you recommend to others to apply to the CRC program at MtA? Why or why not?
7. Describe MtA's work culture. What is most valued?
8. Based on your personal experience with the CRC program at Mount Allison, do you have any additional comments related to:
 - MtA's recruitment practices for CRC's
 - External vs. internal interview/nomination process
 - Administrative support received during application process (were needs met?)
 - Other support received, incl. mentoring (were needs met?)
 - Integration in department
 - Impact of any career interruptions as a CRC
 - MtA's CRC renewal process
9. What are some creative ways MtA could proactively source candidates from under-represented groups?
10. What could be done to make the work environment more positive for under-represented groups?
11. Do you have any additional feedback that you would like to share?

APPENDIX 5.1
Canada Research Chair (CRC) Allocation Principles

This document outlines the internal Mount Allison principles for allocating CRCs. Background information on the CRC program can be found in Appendix 5.2. This document should be considered a ‘living document’ as it may change over time as circumstances change either at Mount Allison or with the CRC program, including but not limited to our allotment of CRCs.

Principles:

We will conduct all of our processes to ensure fair and transparent recruitment and nomination processes that improve equity, diversity and inclusion. Required steps are found here:

http://www.chairs-chaire.gc.ca/program-programme/nomination-mise_en_candidature-eng.aspx#s5

We will conduct all of our processes with due regard to conflict of interest and confidentiality considerations per the *Conflict of Interest and Confidentiality Policy of the Federal Research Funding Organizations* found here: <http://www.science.gc.ca/default.asp?lang=En&n=90108244-1>

A current chairholder who is eligible for renewal and who has met expectations should be granted right of first refusal to be nominated again; that is, the default starting position is that a current chairholder is offered an opportunity to express and confirm interest in renewal. If a chairholder is interested, then an internal review process is used to determine if a renewal nomination is merited. The process to be followed is found in Appendix 6 of this EDI Action Plan.

If a Tier 1 (T1) chair becomes vacant, it will be divided into two Tier 2 (T2) chairs. In future, we will have no more than one T1 chair in our allotment of chairs. As of this date, this would leave us with one T1 and four T2 chairs.

If a T1 chair becomes vacant, at least one of the T2 chairs created will be allocated to the SSHRC area using our “corridor of flexibility”. As of this date, this would leave us with one T1 (NSERC), two T2 (NSERC), and two T2 (SSHRC). If a T2 chair becomes vacant, or if we create more T2 chairs, our top priority will be to improve our record with respect to CRC program goals to increase equity, diversity and inclusion.

CRC nominations can be internal, external, or either (both), depending on the search parameters. All CRCs will be sought in areas of ‘need’ as determined by the Planning Committee and our Strategic Research Plan.

Every effort will be made to ensure that there is no lapse in filling or renewing chairs to avoid having chairs sitting vacant due to lack of planning. Adherence to a timeframe that allows renewal submissions or new nominations to take place in a timely manner is required (notwithstanding that there may be other reasons not to fill a chair).

Created 9 May 2018

J. Ollerhead, Provost and VP Academic and Research

APPENDIX 5.2
Canada Research Chairs Program: Background

There are a fixed number (2000) of chairs in the program, nationally. There are 733 chairs each associated with NSERC and CIHR, and 414 associated with SSHRC.

Each university is allocated a number of chairs based on its tri-agency funding success. Every two years, there is a “re-allocation” exercise where a rolling three-year average of tri-agency funding received is used to calculate how many chairs are allocated to each university.

With each re-allocation exercise, some universities gain chairs, some lose chairs, and some remain the same. In cases where there is a loss, an unfilled chair is returned to the program; if there are no unfilled chairs to return, the university must phase out one or more chairs. The next re-allocation results are expected in March 2020.

Chairs are allocated based on the funding within each agency (that is, NSERC funding performance dictates how many NSERC-based chairs are allocated, etc.). For many smaller universities, there may not be “enough” funding success within one agency to warrant a chair (or another chair) but enough success across the 3 agencies, to warrant an allocation of a “special” chair, which the university then decides how to deploy. There are 120 special chairs (within the 2000 total) in Canada.

Chairs are also allocated as Tier 1 or Tier 2. Tier 2 chairs come with \$100,000 annual support, for five years, and the chair may be renewed once. The nominee must be less than 10 years from completing their highest degree at the time of nomination to be eligible. Tier 1 chairs come with \$200,000 annual support, for seven years, and the chair may be renewed once.

Although chairs are assigned based on agency funding, over the lifetime of the chairs program, each university is allowed a limited number of “flexibility moves” to respond to its needs and to act on opportunities. For example, a Tier 1 allocation could be split into two Tier 2 chairs, or two Tier 2 chairs could be combined into a Tier 1 chair. For example, an NSERC Tier 2 chair could be re-assigned as a SSHRC Tier 2 chair. The number of moves is limited.

The CRC program can be used for retention and for recruitment purposes. Nominations can be made from within the existing faculty ranks (subject to eligibility as noted above) or through an external recruitment process (to recruit a new faculty member to fill a targeted position/niche). Nominees may be Canadian, permanent residents, or non-Canadian citizens.

Nominees, once selected and put forward by the university, do not compete against other nominees. They compete only against themselves, in the sense that the nomination must demonstrate that the nominee meets or exceeds the standards and evaluation criteria established.

Tier 2 Chairs are not meant to be a feeder group for Tier 1 Chairs. The CRC program expects that there is a fair, open, and transparent process associated with any promotion of a Tier 2 chair holder to a Tier 1 chair.

Our current CRC Chair allocation is:

- One × Special Tier 1 Chair, which is used as an NSERC Tier 1 Chair in Boron Chemistry for Stephen Westcott; renewed for a second term Dec 2018, ends Nov 2025;
- Two × Special Tier 2 Chairs, which are combined into an NSERC Tier 1 Chair in Phytoplankton Ecophysiology for Douglas Campbell; renewed for a second term May 2018, ends April 2025;
- One × NSERC Tier 2 Chair, which is used as such in Indigenous Environmental Science for Jesse Popp; first term, ends May 2024;
- One × SSHRC Tier 2 Chair, which is used as such in Intercultural Encounter for Lauren Beck; first term, ends April 2022.

To give a sense of how much lead-time is required for a chairholder to begin the CRC application process and commence their position:

- Nominations must be submitted at least 6 months prior to the anticipated start date, and there are only two intake dates per year (April and October);
- There must be sufficient time to prepare a proper nomination package, ideally a minimum of 3 months, once the chosen nominee has been identified;
- There must be time to review potential nominees and candidates, which depends on whether the process is an internal retention, external recruitment, or mixed process;
- There must be time to advertise and promote and seek nominations;
- There must be time to determine what might be the nature of a new chair nomination, whether from obtaining an increase in allocation or due to a vacancy in existing chair allocations.

Clearly, there is a long lead time, especially when considering an external recruitment process.

National Program Statistics: http://www.chairs-chaire.gc.ca/about_us-a_notre_sujet/statistics-statistiques-eng.aspx

Method of Allocating Chairs: <http://www.chairs-chaire.gc.ca/program-programme/allocation-attribution-eng.aspx>

Selection/Evaluation Criteria: http://www.chairs-chaire.gc.ca/program-programme/nomination-mise_en_candidature-eng.aspx#s7

Reviewed and updated 27 September 2019
J. Ollerhead, Provost and VP Academic and Research
G.M. Sandala, Acting Director, Office of Research Services

APPENDIX 6
Canada Research Chairs Renewal Process

This document outlines the internal Mount Allison process for assessing and facilitating a potential renewal of a CRC.

It is the University's position/principle that a current chairholder who is eligible for renewal should be provided 'right of first refusal'; that is, the default starting position is that a current chairholder will be offered an opportunity to express and confirm interest in renewal. If the chairholder is interested, then an internal review process is used to determine if such a renewal nomination is merited.

It is also the University's position/principle that every effort should be made to ensure that there is no lapse in filling or renewing chairs to avoid having chairs sitting vacant due to a lack of planning. Thus, adherence to a timeframe that allows renewal submissions or new nominations to occur in a timely manner is required (notwithstanding that there may be other reasons not to fill a chair).

Process

1. The Provost's office contacts a chairholder at least 19 months (or earlier) in advance of the date when the chair expires, requesting a confirmation (yes or no) that the chairholder is interested in a renewal submission.
 - a. if yes, an internal process, outlined below in Step 2, proceeds;
 - b. if no, a separate process for determining how to reallocate the Chair is required, following the principles outlined in Appendix 5.1 *Canada Research Chair (CRC) Allocation Principles*:
 - i. CRC position is declared vacant;
 - ii. Allocation of the CRC is referred to the Senate University Planning Committee, which helps to shape the future direction and priorities of the University, for consideration;
 - iii. Following consultation with the Senate University Planning Committee, the Provost and President determine how to allocate the CRC and are accountable for this decision.
2. The Provost will invite the chairholder to provide documentation to support a case for renewal. The chairholder will be provided a minimum of 30 days to provide this information (see below).
3. The Provost will strike a small *ad hoc* committee to review the material submitted. The committee shall be comprised of, at a minimum: one Dean (ideally the Dean associated with the chairholder's discipline), one Mount Allison CRC (present or former), one full professor (ideally closely associated with the chairholder's discipline but who is not a direct collaborator), and one member of the Senate's RCA Committee. Others may be appointed at the discretion of the Provost. For example, to ensure that possible systemic barriers faced by members of the four designated groups (FDGs; i.e. women, persons with disabilities, Indigenous peoples and members of visible minorities) in accessing and benefitting from the CRC program are fully addressed over the long term, the Provost may appoint an FDG member, being mindful not to overly burden Mount Allison's cohort of FDG members with service work. The Director, Office of Research Services, will serve as a resource to the committee. The main task of the committee is to assess if the chairholder has made sufficient progress against their original

objectives, and if the chairholder is likely to maintain trajectory with respect to research quality and international recognition.

4. The committee will have 10 working days to review and make one of the following recommendations to the Provost:
 - a. proceed with a renewal;
 - b. proceed with a renewal subject to certain conditions or completion of activities; or
 - c. advise the chairholder that the University cannot support a renewal.
5. The committee may, at its discretion, choose to meet with the chairholder to further discuss and explore any aspect of the chairholder's submission prior to making its recommendation to the Provost.
6. If the Provost, having received the recommendation, decides that the chairholder can proceed with a renewal application, the usual process for a submission proceeds.
7. If the Provost, having received the recommendation, decides that the chairholder cannot proceed with a renewal application, the chairholder shall be so informed. If a chairholder wishes to appeal the decision of the Provost, such appeal shall be made to the President, in writing, within 10 working days of receiving the decision. The President's decision shall be final.

Example Timeline

Nominations for renewals (and new nominations) can only be made in April and October each year (the deadline date is set by the CRC Secretariat). To ensure no lapse in occupation, nominations must be made at least 6 months in advance of a planned renewal (start) date.

- Chair expiry date: Month Year (MY)
- Chair renewal submission date: MY minus 6 months
- Ad hoc committee recommendation to Provost: MY minus 17 months
- Chair submission and review by ad hoc committee: MY minus 17 months
- Provost appoints ad hoc committee: MY minus 18 months
- Response to Provost request by chairholder: MY minus 19 months
- Provost request to chairholder: MY minus 19 months

Documentation Required for Internal Assessment for Renewal Decision

1. A document (no prescribed limit) that describes achievements in relation to the goals originally set in the CRC nomination (and, if relevant, as modified over the period of tenure of the CRC). This document should be more than a CV, with specific references to key objectives and key outcomes described therein. The qualities of a Tier 1 and a Tier 2 chairholder that must be demonstrated at the time of a renewal nomination are found at:
<http://www.chairs-chaieres.gc.ca/program-programme/renew-renouvellement-eng.aspx>.
2. A document (2–3 pages) that describes planned objectives for the next term as a chairholder. Without referencing specific budgetary needs, this document may also include information about resources the chairholder anticipates will be required to fulfill planned objectives.
3. Current CV (in any format).

A copy of the original CRC submission will be made available to the *ad hoc* committee.

Conflict of Interest and Confidentiality

The *Conflict of Interest and Confidentiality Policy of the Federal Research Funding Organizations* applies to this process. It can be found at: <http://www.science.gc.ca/default.asp?lang=En&n=90108244-1>

Reviewed and updated 27 September 2019

J. Ollerhead, Provost and VP Academic and Research

G.M. Sandala, Acting Director, Office of Research Services

APPENDIX 7
Specific CRC EDI Action Plan Tasks and Timelines

Timeline (by date)	Task
2019 - October	Create a limited-term EDI Task Force whose purpose is to identify institutional challenges related to EDI and recommend suitable actions.
2019 - November	Create an executive summary of our CRC EDI Action Plan for the community.
2019 - November	Expand our HR Department's involvement with the strategic oversight and execution of our institutional CRC EDI Action Plan.
2019 - December	Sign new collective agreements with the Mount Allison Faculty Association (MAFA) and document all aspects of improvements to our collective approaches to EDI.
2020 - March	Convene a meeting of the Maple League of Universities to share best practices and resources relative to our CRC EDI Action Plans. We will specifically discuss the results of our environmental scans to identify issues/areas we may have missed.
2020 - April	Establish a formal HR process to ensure collection and reporting of CRC applicant self-identification data (these records are currently held by the Office of Research Services).
2020 - May	Work with our Maple League of Universities partners to develop a mentoring program for CRCs across the Maple League.
2020 - June	Using the CRC program's <i>Best Practices Guide for Recruitment, Hiring and Retention</i> , our HR Department will conduct a new review of the recruitment, nomination, and retention systems of the University as they pertain to: (i) the CRC program, and (ii) the broader community.
2020 - July	Develop a better onboarding process for new CRCs.
2020 - August	Update Policy 1002 "The Use of Gender-Neutral Language".
2020 - August	Using the CRC program's <i>Best Practices Guide for Recruitment, Hiring and Retention</i> , review our renewal process (Appendix 6) which was last updated in 2016.
2020 - September	Post the next version of our CRC EDI Action Plan.

Note: The Office of the Provost/VP Academic & Research is responsible in all cases for ensuring that these tasks are completed by the specified target dates.