

# 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

## 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

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

The Human Resources department will be monitoring the following and will provide annual reports to the Provost/VP Academic & Research

- x 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 objectives:

- x 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
- x Prior to commencement of any CRC recruitment and selection committee mandate, the following must occur:
  - o Mandatory participation in equity workshops for all selection committee



## 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 startup 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:

- x Chairholders are offered 2 course releases per academic year and are typically not asked to teach entry level courses.
- x Chairholders are not required to serve on any university committees (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, 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.

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 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.



(iii) Access to space

As with financial support, space needs are not identical for each ERIC. ERIC has di

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 CRC program and the direction and the CRC program

x renewal.

x 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. The best candidate, irrespective of discipline, be nominated to the CRC program for award of a Chair.

x To eliminate the possibility of any misunderstanding 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 and the 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.

x 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

x 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

4. Uncertainty pertaining to level-of-support negotiations

- x Any nominee who is offered a chair position 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.

- x 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.)
- x Within the framework of Article 14 of our full-time Collective Agreement ^ š ] À ] š Ç Z % } CE š • U CE CE À o } % u v š Z À Annual (pretenure) meetings are held with chairholders to ensure that their needs are being met, ii) they feel they have the tools to be successful, and iii) they feel included within the campus community.

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- x A generous amount of funding available
- x 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
- x A reduced teaching load was noted as being particularly valued
- x Great support from the Office of Research Services during application and renewal process
- x Having an external consultant seek feedback from the chairholders with the aim of ] u % CE } À ] v P D } μ v š o o ] • } v [ • Z % CE } P CE u X

K À CE o o U š Z } v • μ o š v š [ • CE CRC chairholders would highly recognize 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) ongoing at this time. Once a new Collective A



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 (Sexism 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

## 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 communi



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

and

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

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 this area so far using the [Best Practices Guide for Recruitment, Hiring and Retention](#), our Human Resource 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 CRC allocations, including how decisions are made concerning filling positions or, if necessary, how positions are phased out in cases when national program 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 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.

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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 C, the University's current standing position and principle is that a current chairholder who is eligible for renewal should be provided right of first refusal. 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 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 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).

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 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 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 Allocation Processes

In cases where national reallocation 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) phase out. The Provost is ultimately responsible for the final decision with ratification by the Cabinet. The Provost would consult with the University Planning Committee and the Research and Creative Activities Committee, and others, as necessary. The process has 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 5.00000912\* n 1 299.633/ /F1 12 Tf 1 0

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

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.



^/(U š v Ç % } procedure leading up to an appointment, the Employment Equity Panel member on the search committee concludes that proper procedures

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

x





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](mailto: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 DeVerett Pettigrew  
Director of Human Resources  
Mount Allison University  
65 York Street, Sackville NB E4L 1E4  
e-mail: [kdeverepettigrew@mta.ca](mailto: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 10 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 refer 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, CRA 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 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 C TJ 243 and C TJ 243). This plan is an issue under the Access to Information Act (R1TJ 44(ar)-4(e)-46(tr)-2n(b)-16).

## APPENDIX 1

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

The Triagency Institutional Programs Secretariat (TIPS) manages the following programs: Canada Research Chairs Program, Canada Excellence Research Chairs Program, Canada 150 Research

## APPENDIX 2

### Mount Allison University Selfidentification 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

APPENDIX 3

Equity, Diversity and Inclusion Sub-Committee

- |                              |   |
|------------------------------|---|
| Emily Falvey                 | Director/Curator, Owens Art Gallery                             |
| Kim Meade                    | Vice-President International & Student Affairs                  |
| Katherine DeVerett Pettigrew | Director of Human Resources                                     |
| Amanda Cockshutt             | Dean of Science & Graduate Studies<br>Professor of Biochemistry |
| Maria Thistle                |   |









Our current CRC Chair allocation is:

- x One uSpecial Tier Chair, which is used as an NSERC Tier Chair in Boron Chemistry for Stephen Westcott, renewed for a second term Dec 2018, ends 2025;
- x Two uSpecial Tier Chairs which are combined into an NSERC Tier Chair in Phytoplankton



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;

## 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>

Reviewed and updated 27 September 2019

J. Ollerhead, Provost and VP Academic and Research

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

APPENDIX  
 Specific CRC EDI Action Plan Tasks and Timelines

Timeline(by date)	Task
2019- October	Create a limitedterm EDI Task Force whose purpose is to identify institutio challenges related to EDI and recommend suitable actions.
2019- November	Create an executive summary of CRC EDI Action Plan for the community.