Canada Research Chairs    Chaires de recherche du Canada

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Submit and Exit Survey

**Important Note**

(Once you have read the statement below, click the radio button beside it.)

Please note that the information you enter in your report is only saved when clicking on the "Save and Next" button at the bottom of the page. Using the browser navigation buttons or the "Continue Later" button at the bottom of the page **will not save** the information entered on the page. If after clicking "Save and Next" you see a "Page has errors" message in red, near the top of the page, it means that at least one field is missing information. In such an instance, the empty field will have the words "Answer is incomplete" underneath it, in red.

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the $50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their public accountability web pages.

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

**Contact information**

## Please complete the fields below.

**Name of Institution:**

University of New Brunswick

**Contact Name:**

Heidi Van Wart

**Position Title:**

Strategic Grants Advisor

**Institutional Email:**

vpr@unb.ca

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(506) 458-7151

**The link for the EDI progress report and EDI Stipend report:**

https://www.unb.ca/research/vp/diversity.html

Does your institution have an EDI Action Plan for the CRCP?

Yes

**PART A: EDI Action Plan** - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):

09/26/2019

Rating given action plan in most recent review process:

Satisfies

Name of vice-president level representative responsible for ensuring the implementation of the plan:

David MaGee

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements here). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by underrepresented groups (e.g. women, persons with disabilities, Indigenous peoples and racialized minorities at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one current under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g. course correction, obstacles, lessons learned, etc.) for each objective.

### Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

UNB's governance and management bodies will prioritize EDI practices, policies, and initiatives. This objective targets the need to allocate resources and establish a driving force to eliminate identified systemic barriers.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

The lack of a formal committee to unite UNB as one institution across two campuses presented a barrier to advancing EDI measures across the University. Committee representation from the highest levels of UNB administration and from members of the FDGs and other equity-deserving groups (EDGs) was required to link CRC-related equity plans to wider institutional plans.

Corresponding actions undertaken to address the barriers:

UNB established the Standing Committee on Equity, Diversity, Inclusion and Human Rights. The committee provides a bi-campus forum for sharing information, generating discussion, and fostering collaboration on matters related to equity, diversity, and inclusion (EDI) at UNB and beyond. The committee's terms of reference ensure broad representation from members of equity-seeking groups and across all campus constituencies. A working subcommittee was established to pursue CRCP EDI action planning requirements and integrate them into the broader UNB EDI planning exercise. The committee's mandate includes fostering collaboration among equity stakeholders, developing and delivering relevant equity educational and service programming, strategic planning, and goal setting. The committee is also mandated to establish project working groups to address equity directives, including those implemented by the CRCP.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

The committee has been established, and its Terms of Reference has been published online and appended to UNB's CRC EDI action plan. During the reporting period, the committee met regularly (until 2020 – please see Part B for more information) and hosted an annual planning day.

Progress and/or Outcomes and Impacts made during the reporting period:

The committee's activities included further developing the equity curriculum available to all UNB hiring committees (academic and non-academic). The committee also engaged senior management groups, including Dean's Council and non-academic directors, in equity planning and goal setting exercises while continuing to educate and inspire on matters of equity, diversity, and inclusion.

Challenges encountered during the reporting period:

Barriers were identified in ensuring meaningful consultation with and committee representation from members of the FDGs and other equity-deserving groups. In the endeavor to ensure FDG representation is not tokenistic, the committee has expanded to the point of unwieldiness. To function as intended, the committee needs to find a balance between meaningful representation from the FDGs and finding an overall membership size that allows the committee to function well.

Next Steps (indicate specific dates/timelines):

The committee is working toward a mechanism that allows it to operate as intended while maintaining authentic engagement with members of equity-deserving groups. A pivot in strategy is underway to develop a method of facilitating, amplifying, and endorsing the creation of cohesive networks among the FDGs (e.g., by establishing employee resource groups). The committee's structure is being re-examined, and the revised committee will work with UNB's Dimensions Self-Assessment Team. These actions will be completed in summer 2021.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Do you have other key objectives to add?**

Yes

**Key Objective 2**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

All UNB planning, policy, and decision-making will be informed by EDI. This objective implements the structures required to eliminate systemic barriers, including practices for CRC institutional support and for extending Chairholders' terms following leaves.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

To meet the CRC program's requirements and the institution's EDI objectives, UNB required new tools/resources for upper administrators, faculty, and staff. Changes in policy, practice, programming, and resource allocation were needed; this required new areas of EDI-informed activity to be emphasized in planning. UNB practices regarding CRCs needed to be revisited, and specific resources were required to implement EDI practices.

Corresponding actions undertaken to address the barriers:

CRC EDI-related practices were discussed, and new practices were approved by UNB upper administration. Resources were created and implemented, with still more under development. Action items described in UNB's CRC EDI action plan were implemented (e.g., EDI training continued to be delivered to all CRC hiring committees). An increased awareness of and commitment to EDI priorities continued to encourage research groups (e.g., faculties, research centres) to reach out to the Office of Research Services (ORS) and to the Human Rights and Positive Environment Office (HRPEO) for tools and training.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

EDI has informed all institutional planning, including UNB's Strategic Plan: Toward 2030. The Strategic Plan promotes building "a more just, sustainable, and inclusive world" in UNB's mission; identifies equity, diversity, and inclusion among the University's values; and commits the institution to truth and reconciliation. Practices for ensuring equitable support for CRCs were approved and implemented for all CRC nominations and renewals. An institutional practice for automatically extending CRC terms when a Chairholder takes leave (e.g., parental leave) was approved and put into practice. New resources and tools were created, and others are in development.

Progress and/or Outcomes and Impacts made during the reporting period:

HRPEO hired an EDI Resource Developer via the CRC EDI Stipend. This staff member's primary task involves producing a UNB hiring manual that focuses on EDI in the CRC hiring process. The manual offers information on equity requirements and best practices, and CRC-specific tools including an equity diary for hiring committees and a checklist for ensuring all equity requirements are met during the hiring process. HRPEO also began collaborating with UNB's Piluwitahasuwin (Office of the Assistant Vice-President Indigenous Engagement), Campus Sexual Assault Support Advocate, and Student Accessibility Centre, among other units, to create a series of online learning modules. These modules will provide an online introductory EDI curriculum to offer foundational knowledge to all UNB members. Via community consultation, the group identified areas where EDI-related education was wanted, and prioritized which areas would be developed first. To help meet CRC requirements, the first two modules will focus on "EDI 101" and on unconscious bias; the EDI Resource Developer hired via the CRC EDI Stipend is involved in producing these modules. Future module topics include disability education, anti-racism education, and Indigenous issues education.

Challenges encountered during the reporting period:

This objective's progress had been challenged by a lack of funding to hire a staff member who could focus exclusively on developing EDI-related tools and resources. However, the CRC EDI Stipend ultimately allowed UNB to create and fill a position that has generated important resources.

Next Steps (indicate specific dates/timelines):

UNB's hiring manual will be released for consultation throughout the institution in spring 2021. This consultation will include units throughout the University which support equity-deserving groups and which promote EDI initiatives. The manual will also be shared with units which have recently hired CRCs, for their input on how this document will facilitate recruitment and hiring processes. The manual will be revised according to the feedback from these consultations, and will be released in summer 2021. The handbook will also be shared with the nation-wide Dimensions cohort. Online modules for "EDI 101" and unconscious bias will be launched in spring 2021, and more modules are planned for release in summer and fall 2021.

Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

27428

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

These funds were spent on salary and benefits for the EDI Resource Developer, on a laptop computer for this staff member, and on materials associated with the laptop. Please note: these exact funds also supported Key Objective 5. However, it is included only here (and not below, for Key Objective 5) to avoid the appearance that $27,428 was spent twice.

**EDI Stipend Impact Rating**
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

**Indicate in the table below any leveraged cash or in-kind contributions provided by the institution**

Leveraged cash or in-kind contributions from your institution (if applicable):

|   | Amount $ | Source / Type (cash or in-kind) |
|---|---|---|
| 1 | 0 | n/a |
| 2 | 0 | n/a |

**Key Objective 3**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

Data on EDI and systemic barriers at UNB will be fully and consistently recorded. This objective ensures that currently identified barriers are eliminated and that CRCP requirements are met. It also helps UNB identify additional systemic barriers/challenges that were not identified in initial data.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

Because UNB's environmental scans identified systemic barriers that require institutional change, this objective reflects the importance of continuing to collect EDI-related data. Without comprehensive current data on FDG representation, and without data relating to how individuals from the FDGs and other equity-deserving groups (including CRCs) experience UNB culture and practices, the University would face knowledge gaps and barriers to effecting change.

Corresponding actions undertaken to address the barriers:

UNB's Self-ID survey continues to be administered to all current employees, including all CRCs. Initial EDI conversations with active CRCs were held in June 2019. In 2020, UNB partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to produce the Equity, Diversity, and Inclusion 2020 Survey (using CCDI's Data Collection Tool). UNB selected CCDI based on their expertise in diversity and inclusion, their experience in implementing a survey that collects sensitive information and their strong data protection and privacy protocols.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

UNB's Self-ID Survey benefits hiring committees across the University, and particularly helps CRC hiring committees as they create long- and short-lists of diverse candidates. In the 2019 equity conversations, active Chairholders identified systemic barriers specifically facing UNB's CRCs and areas in which they needed further support. All UNB employees were encouraged to complete the CCDI survey from November 7-27, 2020; nearly 50% participated.

**Progress and/or Outcomes and Impacts made during the reporting period:**

UNB's Self-ID survey's language was updated in 2019, after feedback on the survey from the CRC program supported internal discussions within People and Culture (P&C; formerly Human Resources and Organizational Development). The data gathered from equity discussions with active UNB CRCs informed UNB's finalized CRC EDI action plan. The CCDI survey provided a snapshot of UNB's workforce through demographic representation, feelings of inclusion, and additional comments, with the goal to pinpoint areas where UNB could make major improvements. This baseline data, along with input gathered through the strategic planning consultations and earlier Equity Conversation events, will be used by the UNB coordinating committee to establish key EDI metrics.

**Challenges encountered during the reporting period:**

UNB did not submit new CRC nominations in 2019, and results for the nominations submitted in November 2020 were not released in the reporting period. This delay meant that no new CRCs joined UNB, and therefore no new voices were added to identify systemic barriers facing Chairholders. Compiling information from all relevant UNB offices is an ongoing process, and UNB anticipates that data will become more robust as EDI policies and processes become standard across UNB divisions.

**Next Steps (indicate specific dates/timelines):**

UNB anticipates that three nominees will take up Chairs in 2021. Each of these new Chairholders will meet with the Vice-President (Research) when they arrive, and will discuss matters including EDI's importance for UNB research and researchers. The first meetings are expected to take place in summer 2021. In 2022, EDI conversations will be held with active Chairholders to discuss changes they've experienced, those that have yet to be addressed, and suggestions for further action. A coordinating committee will be struck to report on equity considerations arising from the CCDI survey results, and to encourage and support equity-related work related to these results. This work is in the early stages of development, and its implementation will begin in summer 2021. UNB plans to engage an external data collection provider again in future years. Information arising from UNB's 2020 strategic planning and academic planning conversations will be combined with the CCDI data analysis, which will help the revised Standing Committee on Equity, Diversity, Inclusion and Human Rights adjust UNB's EDI action plan as necessary.

**Was funding from the CRCP EDI stipend used for this key objective?**

No

**If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.**

## Key Objective 4

**Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 4:**

Data on systemic barriers and EDI-related matters at UNB will be transparently reported to inform the community of UNB's EDI landscape and to adhere to CRCP requirements.

**Systemic barriers -**
**Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):**

UNB's environmental scans identified systemic barriers that require institutional change; therefore, this objective reflects the importance of continuing to report on ongoing and new EDI-related barriers. During the reporting period, it was determined that information is not always effectively shared among UNB units, which can lead to knowledge gaps and duplication of effort. The community is not always aware of EDI-related matters, which can be a barrier to implementing institutional change.

**Corresponding actions undertaken to address the barriers:**

During the reporting period, action toward achieving this objective was significantly impacted by the pandemic. Next steps are underway to ensure barriers are addressed.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

Indicators include the creation of a new UNB website where data can be regularly posted, and the release of annual reports with EDI-related data and information.

**Progress and/or Outcomes and Impacts made during the reporting period:**

UNB's public accountability webpage is updated promptly when new information and documentation is available, and as required by the CRCP.

Challenges encountered during the reporting period:

The necessity of revisiting the composition of UNB's Standing Committee on Equity, Diversity, Inclusion and Human Rights, and interruptions to the committee's work caused by the pandemic, impacted the committee's reporting ability. As well, since the committee's report represents UNB's overall EDI efforts, the pandemic presented challenges to securing information from various units which faced increased workloads and operational challenges. Senior Administration hires were outsourced to a recruiting firm. As a result, P&C was not involved in the recruiting process and did not collect equity data for those positions. In response, P&C created an equity process document and provided it to the University Secretary. When recruiting firms are hired, Board members now receive this document, which allows UNB to collect its own equity data rather than relying on data collected by external firms. UNB expects to begin reporting this data as P&C initiatives are implemented throughout 2021 and 2022. Compiling information from all relevant UNB offices is an ongoing process, which means that the data reported is sometimes limited in scope. UNB anticipates that the data will become more robust as EDI policies and processes become standard across UNB divisions. This ramp-up will be facilitated by UNB's participation in the Dimensions pilot.

Next Steps (indicate specific dates/timelines):

UNB will post its next Federal Contractors Report online in fall 2021. The University's public accountability webpage will be regularly updated as new equity information is available, and as required by the CRCP. Results from the CCDI survey will be posted on a newly developed EDI website in summer 2021. In spring 2021, UNB will survey all units (e.g., academic faculties, administrative divisions) to determine which EDI-related activities have been undertaken, and which activities are underway. Results will be made available on a new website, under development by HRPEO, for release in fall 2021.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 5**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 5:

HR policies, practices, and programming will reinforce and expand EDI at UNB to reflect the significance of identifying and redressing EDI-related matters in UNB's employment systems. This objective targets discrepancies in institutional support for Chairholders. It also targets the need to deploy specific policies, procedures, and tools to eliminate systemic barriers.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

In employment systems and comparative reviews, active Chairholders indicated that process changes were required to remove systemic barriers. The review identified a systemic barrier to Chairholders' ability to easily extend their terms after taking a leave (e.g., parental, maternal, elder care, illness). Reviews also highlighted a discrepancy in the amount of the CRC award allotted to Chairholders for the operating costs of their research, and determined that non-salary research support is inconsistent among Chairholders. These negotiations are usually made during the recruitment and nomination processes. In addition, CRC hiring committees struggle to find job boards that serve the FDGs and other equity-deserving groups.

Corresponding actions undertaken to address the barriers:

It was determined that UNB's Employment Equity policy and collective agreements needed to be reviewed and revised to reflect UNB's commitment to EDI and to remove systemic barriers. The Vice Presidents Research, Academic, and Saint John agreed upon an institutional practice for providing equitable support for all CRCs. A practice was also agreed upon and implemented by which all UNB CRCs who take leave are automatically granted an extension to their CRC terms.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Outcomes include improvements in job postings' language, search practices, hiring committee constitution, interview practices, hiring criteria, self-ID protocols, expanded curriculum for unconscious bias, and resource allocation for expanded/targeted recruitment/advertising.

Progress and/or Outcomes and Impacts made during the reporting period:

As a result of discussions on institutional support for CRCs, a consistent practice was agreed upon by UNB upper administrators. This practice was implemented in UNB's November 2020 CRC nominations. As well, an active UNB CRC became the first to be granted an automatic extension to their term after taking leave. Tools were developed and deployed for CRC hiring committees. ORS refined templates for CRC job ads, in collaboration with P&C. With input from P&C and HRPEO, ORS also compiled a list of EDI-minded job boards and organizations which is distributed to CRC hiring units, and which can be tailored to different academic faculties. HRPEO hired the EDI Resource Developer to complete a hiring manual for CRC committees, which will offer tools and information to ensure EDI requirements and best practices are met. In-person and online training from ORS and HRPEO continues to be implemented for all CRC hiring units. P&C created a unit-wide strategic plan, in which EDI is a main pillar. UNB's Employment Equity policy underwent initial review in late 2019/early 2020. The comparison phase then began, where the policy is compared to other institutions' equity policies and updated to reflect new equity measures at UNB. Also, preparations began within P&C for the review of four collective agreements in collaboration with labour groups, which includes a review of equity language. P&C also revamped UNB's job application system and revised the self-ID form. The new system generates prompts which have doubled self-ID completion rates. The system now modernized the way P&C collects data (automated rather than via manual download), and created a database for all UNB job applicants.

Challenges encountered during the reporting period:

The CRC EDI action plan indicates that UNB will create policies for CRC support and leaves; however, it was determined that implementing official practices would meet the desired EDI goals while allowing for greater flexibility. It is also a CRCP requirement that all CRCs will receive equitable support, and UNB must sign a declaration that this is the case for each application. The Policy and Research Analyst's main focus has therefore been on developing a Responsible Conduct in Research policy, to be followed by an Indigenous Research policy. UNB intended to hire an external entity to perform an institution-wide employment systems review during the reporting period (2020). The transition between Associate Vice-Presidents (P&C) delayed this initiative.

Next Steps (indicate specific dates/timelines):

HRPEO's hiring manual and online learning modules will be released in summer 2021. P&C will begin implementing its new mandate, which includes conducting exit interviews with all staff, providing training and development opportunities, providing onboarding tools, and creating a performance review system. The unit will also establish a fund to remove barriers in hiring members of equity-/deserving groups. P&C will begin launching these initiatives in 2021.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

### Key Objective 6

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 6:

Programs and initiatives developed with an EDI lens will eliminate environmental barriers and will increase UNB's recruitment and retention rates, particularly among members of the FDGs. This objective also addresses the ongoing need to meet CRCP equity targets beyond December 2019.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

This objective targets institution-wide barriers affecting CRCs, including the service load placed on CRCs from the FDGs and environmental barriers such as microaggressions.

Corresponding actions undertaken to address the barriers:

Drawing from broad EDI consultations and research-informed best practices, UNB is developing strategic programming and policy initiatives which apply to equity-deserving groups, including CRCs who identify within these groups.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Strategic programming and policy initiatives are underway. Data gathered from consultation with active Chairholders highlighted the need to reduce environmental barriers and workload on EDGs. After receiving updated CRC equity targets, UNB will determine how these targets will be met according to the CRCP's schedule.

Progress and/or Outcomes and Impacts made during the reporting period:

All CRC EDI targets were met during this reporting period, and all CRCs were retained. Targeted calls and EDI best practices allowed UNB to recruit and nominate members of the FDGs. UNB's self-ID information has shown improvement in the number of individuals within the FDGs who apply to CRC positions, including the number of candidates who identify within two or more FDGs. A CRC college of reviewers was established to review and provide feedback on CRC nominations and renewals. A record of reviewers' service is kept to ensure that no member is unduly burdened with requests for this service, particularly those from EDGs who are often asked to perform equity-related work. The online training module on "EDI 101" includes information on microaggressions. This module is under development, for release in summer 2021. HRPEO continued to deliver workshops on EDI and respectful workplaces to UNB units by request; this training includes curriculum on microaggressions.

Challenges encountered during the reporting period:

The gap between outgoing and incoming Associate Vice-Presidents (P&C) has delayed initiatives to improve recruitment and retention. Planning for these initiatives is expected to resume in summer 2021.

Next Steps (indicate specific dates/timelines):

The President's Executive Team meets in spring 2021 to discuss best approaches for setting UNB's new CRC EDI targets. This will include a discussion of how internal calls for expressions of interest and CRC job ads can be targeted toward specific groups to ensure UNB meets all equity targets leading to 2029. Teams preparing CRC nominations will be advised on best practices for choosing mentors from a wide range of backgrounds, and for choosing mentors for nominees who have identified within one or more equity-deserving groups (beginning spring 2021).

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Challenges and Opportunities**

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters):

Challenges: Although all key objectives continue to progress, the pandemic impacted many areas of the action plan's rollout. The Standing Committee on Equity, Diversity, Inclusion and Human Rights has not met since January 2020. The committee's size made virtual meetings with meaningful representation difficult. UNB's pivot to remote learning, along with increased operational requirements, placed significant additional burdens on already-heavy workloads. The increase in workload also affected CRC hiring units, whose members are burdened with remote learning, operational considerations, and in many cases reduced access to their labs and research teams. This challenge necessitated increased communication among units, made more difficult when all members are working remotely, and between hiring units and ORS. UNB expects to return to campus in fall 2021. Removing the requirement to teach remotely, and the removal or minimization of operational barriers, will help relieve the increased workload caused by the pandemic, and will help the next steps of implementing the action plan move along more smoothly. The pandemic also delayed UNB's recruitment of a new Associate Vice-President (P&C). The outgoing AVP postponed retirement until the position was filled, but this meant initiatives were delayed for several months. Now that the new AVP has been onboarded, EDI-related initiatives are expected to develop more quickly. Successes and Best Practices: Open and transparent communication has been key to implementing the action plan. This deceptively simply measure is difficult to achieve when all involved have high workloads and hectic schedules, and was made particularly difficult during the pandemic. Frequent communication among upper administrators, staff members, and faculty members from units across the University has informed many of the initiatives described above. Duplication of work has been prevented, new ideas have grown, and information has been shared instead of siloed.

**Reporting on EDI Stipend objectives not accounted for in Part A**

**Instructions:**

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.

**Objectives associated with your institution's EDI Stipend application**

**Table C1.** Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 1**

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

The EDI Stipend funds one full-time EDI Resource Developer position for one term. During the reporting period, the EDI Resource Developer began compiling EDI-related resources, tailored these resources to UNB's needs with respect to CRCP requirements and best practices, and drafted a UNB hiring manual targeted at CRC hiring committees. He also began work on online modules which will provide foundational EDI training to UNB community members – particularly those involved with recruiting CRCs and preparing nomination and renewal applications. The EDI Resource Developer's work serves three objectives in UNB's CRC EDI action plan. Specifically, the position supports objective 1.2: All UNB planning, policy, and decision making will be informed by EDI (implements the structures requires to eliminate systemic barriers, including curriculum development); objective 3.2: HR policies, practices, and programming will reinforce and expand EDI at UNB to reflect the significance of identifying and redressing EDI-related matters in UNB's employment systems (targets the need to deploy specific tools to eliminate systemic barriers, including EDI training for CRC hiring committees); and objective 3.2: Programs and initiatives developed with an EDI lens will eliminate environmental barriers and will increase UNB's recruitment and retention rates, particularly among members of the FDGs (targets the institution-wide environmental barriers affecting CRCs via measures including EDI training initiatives).

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

The environmental and employment scans conducted when preparing UNB's CRC EDI action plan demonstrated the need to provide clear, relevant, and up-to-date EDI resources to the academic units recruiting and housing Chairholders. Training for CRC hiring units has been underway since 2017, and has made use of a range of training materials sourced from various institutions and organizations. However, the vast amount of available EDI-related resources can be overwhelming for faculty members who are new to EDI concepts and processes, and presents challenges to trainers as they cobble together materials from a variety of sources. EDI training materials can be more effectively and efficiently deployed if they are deliberately compiled, tailored to UNB's needs, and properly housed for future use. Establishing a position within HRPEO has ensured that this task receives the dedicated resources it requires. The indicators described in the application have been slightly modified to reflect that most of the resources being developed are being compiled in one hiring manual rather than existing as disparate documents. This strategy will make the resources easier to access, understand, and implement in a way that will have the greatest impact for UNB's management of our CRC allocation and adherence to CRCP EDI requirements and best practices. Performance indicators include the quality and anticipated utility of the developed resources; the degree to which compiled material is tailored to UNB's needs; the longevity of the completed materials; the implementation of these materials when training academic units and hiring committees; the feedback solicited from trainees; and the ability to revise approaches as needed. We anticipate igniting a broad EDI mindset at UNB. The extent to which these tools and resources are adopted and referenced elsewhere in the community will be a longer-term indicator of success.

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

In fall 2020, the EDI Resource Developer compiled EDI training materials from external academic and non-academic sources into a central location. These resources can be accessed online by HRPEO as needed for ongoing and future projects, including the development of an online resource hub for UNB members to access supplemental knowledges at their leisure. Additionally, the EDI Resource Developer distilled and translated these training materials into the CRC hiring manual. These two projects, in addition to the EDI online modules being developed by HRPEO, will be used to train faculty, staff, and student units across the University. In spring 2021, the hiring manual will be distributed to multiple UNB units for feedback, after which a finalized draft will be prepared. The manual is expected to be published online in late spring 2021. Once it's available to the UNB community, HRPEO and ORS will use the manual when training CRC hiring units on best practices in recruitment, on creating equity-minded environments, and on subscribing and adhering to UNB's and CRCP's equity policies and procedures. The manual will also be distributed to all CRC hiring committees as part of UNB's established process of providing EDI training to all units awarded a CRC. Based on past experiences with CRC hiring units who struggled to navigate multiple web pages and templates, and to record and report on their EDI practices in order to meet CRCP requirements, we are confident that the hiring manual will significantly streamline and improve these important processes. We expect that as a result of the manual becoming a standard tool for CRC hiring committees, and as a result of publicizing the manual to all UNB faculty and staff, EDI measures in hiring will become more commonplace across the institution, not only when recruiting CRCs. These impacts will be realized as early as summer 2021, when UNB will recruit a CRC nominee using the manual and the tools contained within.

Outline the total expenditures below:

| | |
|---|---|
| Total funds of EDI stipend spent on the objective: | 27428 |
| Institutional commitment (if applicable): | 0 |
| Total funds spent: | |

Indicate in the table below any leveraged cash or in-kind contributions provided by your institution:

| | Amount $ | Source / Type (cash or in-kind) |
|---|---|---|
| 1 | 0 | n/a |
| 2 | 0 | n/a |

**Table C2. EDI Stipend Impact Rating**
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Provide a high level summary of how the stipend was used:

The stipend funds one EDI Resource Developer position, the laptop required for this staff member to complete tasks as UNB employees work remotely, and materials required for the laptop. The position was filled in September 2020, with an end date of May 31, 2021.

Do you have other objectives to add?

No

**Additional Objectives (if applicable)**

**Table C1.** Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 2**

**EDI Stipend Objective 3**

**EDI Stipend Objective 4**

**EDI Stipend Objective 5**

**EDI Stipend Objective 6**

**Part D: Engagement with individuals from underrepresented groups**

Outline how the institution has engaged with underrepresented groups: e.g. racialized minorities, Indigenous peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

UNB has taken direction from and consulted with equity-deserving groups (EDGs) throughout the action plan's implementation. During the reporting period, UNB gathered communities that were as diverse as possible, and then amplified the work of EDGs rather than taking their space. As described above, active CRCs, including those who identify within EDGs, took part in conversations shaping the finalized CRC EDI action plan. Their input was critical in identifying the systemic barriers informing some of the plan's key objectives. Feedback on their experiences within the program was gathered at an in-person roundtable with active Chairholders, the Vice-President (Research), and the Strategic Grants Advisor overseeing the CRC program. Feedback was also collected via email in cases where Chairholders preferred to privately offer sensitive or personal information. HRPEO consulted with UNB units serving EDGs while developing the content for the online learning modules. Representatives including the Piluwitahasuwin, Campus Sexual Assault Support Advocate, and Student Accessibility Centre took part in determining which topics would be of greatest benefit, and which modules should be prioritized. UNB students from EDGs were engaged to create material for these modules, and helped provide personal connections to sometimes-abstract concepts. When the hiring manual draft is ready for review, feedback will be sought from UNB units which serve EDGs. This feedback will inform the manual's final revisions and rollout. As resources are implemented, ORS will request feedback from CRCs and from units that have recruited/are recruiting CRC nominees as to how these tools help break down systemic barriers and help UNB and facilitate the recruitment of CRCs from the FDGs. EDG feedback in the CCDI survey will be critical to gaining a full picture of the equity environment at UNB, and the impacts of intersectionality. EDG perspectives will inform future UNB practices, programs, and policies. To encourage all UNB staff and faculty to complete the survey, UNB sent out several notices with detailed information on the survey and its relation to UNB's goals, and launched a website with information and FAQ. Although there have been successes in engaging EDGs and promoting EDG-led initiatives, UNB faces the challenge of meaningfully engaging with EDGs within a largely homogenous institution, city, province, and region. For example, it became a challenge to ensure members of EDGs were involved on decision-making bodies, particularly the bi-campus standing committee, while avoiding tokenism. This is an ongoing challenge that UNB is actively working to solve (e.g., by re-evaluating and reforming committee membership; by increasing capacity of EDG members within UNB, by expanding networks to seek perspectives that have not typically been represented). It has also been a challenge to engage with diverse consultants without overtaxing individuals who are often asked to do EDI-related work. This is particularly difficult when engaging with smaller EDG communities within the University. UNB is careful not to assume that one individual's perspective represents an entire group, which can be a pitfall when the same person is called on repeatedly due to their group's limited representation at UNB.

**PART E:  Efforts to Address Systemic Barriers More Broadly within the Institution**

Briefly outline other EDI initiatives underway at the institution (that are broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where possible. Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (limit: 4080 characters)

UNB was selected as one of 17 universities nationwide to participate in the pilot program for Dimensions: Equity, Diversity, and Inclusion Canada. This project is a national alliance with other institutions looking to advance EDI goals. The initiatives described below offer a sample of UNB's work toward this commitment. UNB's Board of Governors continued to seek ways to improve diversity among its members, including a broad call to all alumni seeking interest in serving on the Board, expressing specific interest in members of underrepresented groups, targeted efforts to recruit members of underrepresented groups, and determining that early-career members of EDGs must be mentored and supported to increase the pool of senior candidates identifying within EDGs. During the reporting period, UNB developed a Chosen Name and Gender Identity Policy to support all people who choose to work and study at UNB, regardless of their gender expressions or identities. The policy's 2021 implementation helps the University create a more inclusive environment for students, faculty, staff, and visitors to UNB campuses and sites. HRPEO will launch a new equity website in May 2021. This website will catalogue UNB-developed equity resources, will showcase EDI good news, and will help accomplish the Dimension committee's mandate. In addition, HRPEO provides the UNB community with training by request. Topics include presentations on speaking across difference and creating respectful workplaces, and workshops on specific UNB policies (e.g., the Discrimination, Sexual Harassment, and Harassment Policy). Formal EDI training takes place throughout the institution, via HRPEO's resources and external resources (e.g., professional associations, resources available via CCDI). HRPEO also assists with the coordination of the President's Diversity Dialogue Series. Two events are held each year, with one signature event and other smaller events, to engage UNB and the wider community. Through this series, UNB's platform draws the people of Fredericton and New Brunswick into conversations on EDI-related topics. In addition to managing UNB's CRC allocation, including EDI requirements, ORS works directly with individual researchers on engaging with EDI stakeholder communities to better understand how their project or research activities in general could impact marginalized communities and created plans to address any identified EDI concerns. ORS also offers in-person and online support to help researchers develop EDI-minded research plans and to meet granting agencies' EDI requirements. During the reporting period, Development and Donor Relations (DDR) collaborated with the Undergraduate Awards office and HRPEO to define and implement a process for evaluating and approving of donor-driven scholarships containing an equity component. Tools are being developed for fundraisers to speak with donors on this issue in an informed way. DDR is also working with UNB's Piluwitahasuwin and Mik'maq-Wolastoqey Centre to articulate fundraising priorities related to UNB's Reconciliation commitment. UNB's Marketing unit equipped its team with creative and storytelling frameworks that acknowledge and appropriately incorporate EDI principles and best practices. UNB Associated Alumni has prioritized EDI principles in engagement efforts, via initiatives including sharing content created by BIPOC alumni, and finding graduates now working in EDI spaces to elevate their work on UNB platforms. UNB's Capital Planning and Operations unit launched the UNBSafe app for students, faculty and staff that provides quick access/information supports for our campus community. EDI-related initiatives among UNB academic faculties include the Faculty of Education's new offering within the Bachelor of Education program, entitled SOGI (sexual orientation and gender identity). Guided by a steering committee of local stakeholders, the SOGI program seeks to educate and empower teacher candidates and provide them the knowledge, tools, and resources to make schools safer.

**Before submitting your report, please ensure that your responses are complete. You will not be able to edit the information after it is submitted.**

**This information will be sent to the Tri-agency Institutional Programs Secretariat when you click 'Submit.'**