

University of New Brunswick Institutional Equity, Diversity and Inclusion Action Plan University of New Brunswick

The University of New Brunswick, established in 1785, is Canada's oldest English language public university. Located in one of Canada's least populated provinces, it nevertheless has an enviable reputation as one of Canada's finest medium-sized comprehensive universities and has been leading discovery and innovation since its inception. UNB was named Canada's Most Entrepreneurial University in 2014 and is consistently selected by the Globe & Mail as one of Canada's Top 100 Employers. Against this backdrop of sustained progress and achievement, the University of New Brunswick, with two main campuses in Saint John and Fredericton, has committed itself to an ambitious Institutional Equity, Diversity and Inclusion Action Plan in furtherance of our stated organizational mission "...to create the premier university environment for our students, faculty and staff in which to learn, work and live" (see <http://www.unb.ca/initiatives/strategicplan/>).

Coincidental with our renewed institutional commitment to Equity, Diversity and Inclusion (EDI), the federal Canada Research Chairs Program (CRCP) has required that institutions adopt greater transparency in the allocation, selection and renewal processes for chairholders. Specifically, as of spring 2017, institutions were required to develop their own EDI Action Plans. In compliance with the Program's specific requirements (for more information, see http://www.chairs-chaire.gc.ca/program-programme/admin_guide-eng.aspx#equity), the University of New Brunswick has developed the following EDI Action Plan to address identified gaps in and barriers to the representation of individuals from the **four designated groups (FDGs) - women, Indigenous peoples, persons with disabilities, and members of visible minorities** - among its CRC allocation. To achieve and sustain this goal, the Action Plan sets out corresponding efforts to attract and retain members of the FDGs and to address the systemic barriers and challenges affecting members of these groups at UNB. This EDI Action Plan is to be embedded within UNB's broader EDI plan and includes three impactful EDI *Goals*, supported by a series of major *Objectives*, each with clear *Actions* that will enable the University to make swift progress in addressing the barriers currently experienced by individuals from the FDGs in accessing and benefiting from the Program. This strategy ensures alignment with CRC-oriented EDI goals across the University, and ensures that EDI becomes a systemic and sustainable consideration not only within the CRCP at UNB, but within the entire institution. The University will monitor its progress through specific *Indicators* and will define *Target Dates*. The University will revise and enhance the Action Plan over time as a result of on-going consultation throughout the multi-campus community to develop any corrective actions required.

Appendix A: CRC-Specific Equity, Diversity and Inclusion Reviews/Scans and Systemic Barriers

Appendix B: Management of the University of New Brunswick's Canada Research Chair Allocation

Appendix C: The University of New Brunswick's Applicant/Employee Self-Identification Form and Description of Related Processes

Appendix D: Terms of Reference of the Presidential Standing Committee on Equity, Diversity, Inclusion and Human Rights

Appendix E: Information on the University of New Brunswick Truth and Reconciliation Commission Task Force

Note: Items in **bold** refer to CRCP-specific items. Appendix A details the reviews/scans specific to the CRCP which informed the Action Plan's objectives in relation to the Program. Appendix A also details the CRCP-specific systemic barriers identified in these reviews/scans and the tools being developed to redress these barriers.

Goal 1. Apply an EDI lens, and a commitment to transparency, to all UNB planning, policy and decision-making.

Objective	Action	Expected Impacts/Outcomes (of Action)	Indicators (of Action)	Assigned to	Target Date (of Action)
<p>1.1 UNB's governance and management bodies will prioritize EDI practices, policies, and initiatives</p> <p>Targets the need to allocate resources and establish a driving force to eliminate identified systemic barriers</p>	<p>A. Establish a Presidential Standing Committee on EDI (aka Equity Working Group or EWG) and establish Terms of Reference (TOR), including mandate to ensure:</p> <ul style="list-style-type: none"> • clarity of purpose • diversity of membership • clear governance, including a strong link to the Truth and Reconciliation (TRC) Task Force 	<p>i. EDI topics appear as areas of priority on governance and management body agendas</p> <p>ii. Increased information sharing, collaboration and goal setting on matters related to EDI</p> <p>iii. New/improved EDI-informed programming, policies and practices</p>	<p>TOR appears on EWG webpage, (link from main page)</p> <p>Consultations take place to raise awareness of EWG</p> <p>EWG meets 6x a year at minimum; hosts an annual planning day and produces an annual EDI report</p>	EWG	June 2017 EWG TOR approved (Complete)
	<p>B. Establish a working subcommittee to pursue CRCP EDI Action Planning requirements and integrate them into the broader UNB EDI planning exercise</p>	<p>i. UNB EDI CRC Action Plan in place</p> <p>ii. UNB EDI CRC Action Plan integrated into broader UNB EDI Plan</p>	<p>Action plan published on UNB VPR website (and updated as required)</p> <p>CRCP AP publicized as an engagement tool</p>	EWG CRC subcommittee	June 2017 EDI Action Plan (including CRCP specific actions) Dec 2017 (Complete)
<p>1.2 All UNB planning, policy, and decision-making will be informed by EDI</p> <p>Implements the structures required to eliminate systemic barriers, including policies on institutional support for Chairholders and on extending Chairholders' terms following leaves</p>	<p>A. Establish EDI WG subcommittee to collaborate with campus stakeholders to develop and pilot multiple planning tools. For example:</p> <ul style="list-style-type: none"> • EDI checklist • equity strategic planning & policy analysis tool • equity asset map • curriculum regarding EDI (including unconscious bias) delivered to all: 1. CRC, 2. Senior administrative, academic and 3. non-academic hiring committees 	<p>i. EDI issues centrally identified in planning documents and policies</p> <p>ii. EDI commitments demonstrated in our decision making/resource allocation</p> <p>iii. Equity gaps eliminated in the CRCP and broad EDI gains achieved in all UNB constituencies</p> <p>iv. Systemic barriers identified and redressed, including those identified in the three CRC program reviews/scans</p>	<p>EDI tools are piloted, refined, and implemented, including policies, checklists, and best practices targeting barriers identified in reviews/scans</p> <p>New areas of EDI-informed activity emphasized in planning (e.g., changes in policy, programming and resource allocations, including those required to eliminate CRCP barriers)</p>	EWG/ EWG CRC subcommittee	October 2017 (and ongoing)

Goal 2. Foster self-study to better understand UNB EDI accomplishments and challenges.

Objective	Action	Expected Impacts/ Outcomes (of Action)	Indicators (of Action)	Assigned to	Target Date (of Action)
<p>2.1 Data on EDI and systemic barriers at UNB will be fully and consistently recorded</p> <p>Ensures currently-identified barriers are eliminated and CRCP requirements are met. Identifies any additional systemic barriers/challenges</p>	<p>A.1 Collect FDG data from all current UNB employees via Self-ID Survey to staff/faculty, including all CRCs</p>	<p>i. Phase 1 Self-ID surveys will identify FDG representation in current workforce</p>	<p>Self-ID Survey is administered to all current UNB employees, including CRCs, and results are collected</p>	<p>HR/EWG</p>	<p>March 2018 (Complete)</p>
	<p>A.2 Expand Self-ID Survey to a broader equity climate survey</p>	<p>ii. Expanded Self-ID Survey will extend EDI picture to other equity-seeking groups</p>	<p>Expanded Self-ID Survey is administered to all current UNB employees, including CRCs, and results are collected</p>		<p>October 2019</p>
	<p>A.3 Expand data collection practices beyond Self-ID Survey to include: surveys on campus climate and equity-based experiences, integration with student surveys to produce a comprehensive survey of EDI at UNB, and improved options for Indigenous self-identification</p>	<p>iii. Climate survey and expanded data collection practices will highlight systemic barriers</p>	<p>Survey results posted on UNB HR&OD website and published in EWG EDI annual report</p> <p>New data collection practices are implemented</p>		<p>December 2019 (and ongoing)</p>
	<p>B. Collect FDG data from all UNB employment applicants via revised Self-ID Survey, including all applicants to CRC positions</p>	<p>i. Self-ID Survey will identify FDG representation in current applicant pool</p>	<p>Published in EWG EDI annual report</p>	<p>EWG</p>	<p>November 2018 (and ongoing)</p>
	<p>C.1 Conduct institution-wide environmental scans by engaging the UNB community in annual Equity Conversations</p>	<p>i. EDI challenges and accomplishments identified and analyzed to inform programmatic strategies (e.g., improved recruitment practices)</p>	<p>Planning report published</p> <p>Program and policy innovations developed</p>	<p>EWG/VPR</p>	<p>April 2018 (and ongoing)</p>
	<p>C.2 Convene specific EDI conversations with CRCs, including those from the FDGs, to discuss ongoing CRC-specific EDI efforts and solicit feedback on draft EDI tools and processes</p>				<p>April 2019 (and ongoing)</p>

Objective	Action	Expected Impacts/ Outcomes (of Action)	Indicators (of Action)	Assigned to	Target Date (of Action)
	D.1 Track information related to the number of applications, shortlists and hires from FDGs for all Senior Administrative positions (presidential, VP, AVP, decanal roles)	i. Will identify FDG applicants involved at each stage of recruitment	Published in EWG EDI annual report	VPs, University Secretariat, HR	January 2018 (earlier data as possible)
	D.2 Expand this practice to all academic hires and Director+ roles, including all applications to CRC positions	ii. Numbers identified will allow for comparison to baselines			Ongoing
2.2 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	A.1 Include in the EWG EDI annual report, in aggregated form, EDI complaints and issues identified by students, faculty, staff, including all current CRCs	i. Broader equity complaints picture will be identified	EWG EDI annual report circulated and posted on UNB website	EWG/HR	May 2019 (and ongoing)
	A.2 Expand EWG EDI annual report to include consolidated input from all relevant UNB offices (e.g., Human Rights, Human Resources, Student Services, Security, etc.)	ii. Numbers identified will inform future programming	EWG EDI annual report circulated and posted on UNB website		May 2019 (and ongoing)
	B. 1 Report information related to the number of applications, shortlists and hires from FDGs for all Senior Administrative positions (presidential, VP, AVP, decanal roles)	i. Will inform community about the number of members of FDGs involved at each stage of recruitment	Information included in EWG EDI Annual Report	EWG/HR/VPR	May 2019 (and ongoing)
	B.2 Expand this practice to all academic hires and Director+ roles, including all current CRC chairholders	ii. Reporting numbers will inform policies and programming targetting areas in need of improvement	Information included in EWG EDI Annual Report		Ongoing

Goal 3. Support and expand our excellence through diversity.

Objective	Action	Expected Impacts/Outcomes (of Action)	Indicators (of Action)	Assigned to	Target Date (of Action)
<p>3.1 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</p> <p>Targets discrepancies in institutional support for CRCs; targets the need to deploy specific policies, procedures, and tools to eliminate systemic barriers</p>	<p>A.1 Undertake a CRC-specific employment systems review, informed by sectoral best practices (e.g., http://www.chairs-chaire.gc.ca/programme/equity-equite/best_practices-pratiques_exemplaires-eng.aspx) and criteria established by the Canadian Human Rights Commission, to critically assess systemic barriers</p> <p>A.2 Undertake a university-wide employment systems review, informed by the CRC-specific review, to critically assess systemic barriers. Look specifically at:</p> <ul style="list-style-type: none"> • Recruitment practices • Retention programming • Policy frameworks 	<p>i. Practices modified and new systems developed (outcomes include improved job postings language; search practices; hiring committee constitution; interview practices; hiring criteria; self id protocols; expanded curriculum for unconscious bias; resource allocation for expanded/ targeted recruitment/ advertising)</p> <p>ii. Revised policies and/or new collective agreement (CA) language are relevant to EDI</p>	<p>Review completed</p>	<p>HR/EWG</p> <p>HR (and campus unions)</p>	<p>December 2018 (Complete)</p> <p>December 2019 (and ongoing)</p>
	<p>B.1 Critically assess and report on the systemic inequities in UNB's current institutional support for CRCs</p> <p>B.2 Expand to all employee groups</p>	<p>i. Equity support picture identified</p> <p>ii. Data collected will inform future programming, including policies and procedures related to CRC support</p>	<p>Assessment and annual progress report published on UNB VPR website</p> <p>Programs, policies and procedures revised/developed and implemented</p>	<p>VPR</p> <p>EWG/HR</p>	<p>December 2018 (and ongoing)</p> <p>Ongoing</p>
	<p>C. Deploy relevant tools developed for Objective 1.2, including: policy re: CRC leaves; EDI training for CRC hiring committees; funding CRC job ads on equity-seeking job boards; updated CRC job ads</p>	<p>i. All HR practices and policies analyzed and improved</p>	<p>Tools deployed and their use recorded</p>	<p>EWG/senior admin/all UNB constituents</p>	<p>December 2019 (and ongoing)</p>
	<p>D.1 Review UNB Employment Equity (EE) Policy</p> <p>D.2 Review relevant collective agreement (CA) language in collaboration with labour groups</p>	<p>i. Improved EDI in CAs</p>	<p>Improved UNB EE Policy and renewed equity language in CAs</p>	<p>HR (and campus unions)</p>	<p>December 2019</p> <p>Ongoing</p>

Objective	Action	Expected Impacts/Outcomes (of Action)	Indicators (of Action)	Assigned to	Target Date (of Action)
<p>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</p> <p>Targets the institution-wide environmental barriers affecting CRCs, including microaggressions impacting women's inclusion and service load on CRCs from the FDGs; targets the ongoing need to meet CRCP equity targets beyond December 2019</p>	<p>A.1 Drawing from broad EDI consultations and research-informed best practices, develop strategic programming and policy initiatives which apply to CRC FDGs and to all UNB FDGs (and other equity-seeking groups)</p> <p>. Possible examples:</p> <ul style="list-style-type: none"> • childcare on campus • spousal hiring program • equity-related workload issues addressed • EDI training initiatives • mentoring for FDGs • establish an equity innovation fund to ignite unit-level EDI innovation <p>A.2 Conduct mandatory exit interviews with all FDGs (and all CRC chairholders)</p>	<p>i. Increased support for FDG employees (including CRCs)</p> <p>ii. CRC FDG gaps closed as UNB successfully recruits and retains more Chairholders from the FDGs</p> <p>iii. Improved outcomes on EDI climate survey and improved FDG retention across all UNB constituencies (e.g., students, faculty, non-academic staff)</p>	<p>Strategic programming and policy initiatives developed</p>	<p>EWG/senior admin/all UNB constituents</p>	<p>Ongoing</p> <p>November 2018 (and ongoing)</p>

APPENDIX A: CRC-Specific Equity, Diversity and Inclusion Reviews/Scans and Systemic Barriers

The EDI Action Plan (AP) was developed by a sub-committee of the Presidential Bi-Campus Standing Committee on Equity, Diversity, Inclusion and Human Rights (also known as the Equity Working Group, or EWG). All UNB units (e.g. Office of the Vice-President Research, Human Resources and Organizational Development, Human Rights Office) and representatives (e.g. upper administration) responsible for implementing the AP are represented on the EWG. This committee was convened to bring together the stakeholders involved in implementing the plan, and to ensure that the plan is executed under joint leadership. The committee provides a point of support, accountability, and a driving force behind implementing the AP across UNB.

Original versions of Objectives 1.1 and 1.2 were initially developed by the EWG subcommittee to mandate the AP's overall scope. The three reviews/scans described below informed these Objectives' revision to the current versions of Objectives 1.1 (UNB's governance and management bodies will prioritize EDI practices, policies, and initiatives) and 1.2 (All UNB planning, policy, and decision-making will be informed by EDI).

Employment Systems Review

A CRC-specific employment systems review examined equity-related issues in Chairholder recruitment, selection, hiring, retention, training, accommodation, and renewal. Deans/directors and departmental chairs of recent CRC hiring units identified barriers faced during recent CRC nomination and hiring processes, namely: hiring committees require additional training to meet EDI best practices; hiring units require guidance on monitoring and recording their EDI-related actions; posting job advertisements with groups that target equity-seeking candidates can be prohibitively expensive for hiring units; and FDG members have higher service loads from representing specific groups on hiring committees. It was also determined that job advertisements for CRC positions needed to change in order to meet CRCP requirements and to reflect UNB's commitment to EDI (e.g. by including a statement on accommodations during recruitment and hiring processes).

In addition, a roundtable discussion was convened with current Chairholders, the Vice-President (Research) and a Senior Grant Facilitator. The roundtable session assembled five current Chairholders; Tier I and Tier II Chairholders and Chairholders from at least two of the FDGs were in attendance. Guiding questions for the session asked how the AP can better reflect UNB's desired outcomes for equity-seeking nominees and Chairholders, how UNB can remove barriers for Chairholders from the FDGs, and how Chairholders can best be consulted as the AP is implemented. This group suggested improvements to the hiring process such as notifying the UNB community as early as possible when a targeted Chair would be available only to a member of a specific FDG. Chairholders also expressed concerns over the specific challenges in recruiting Indigenous people and people with disabilities because of the historical and contemporary barriers affecting these groups.

The review also identified a systemic barrier to Chairholders' ability to extend their terms after taking a leave (e.g. parental, maternal, elder care, illness). There is currently no institutional policy to automatically extend a Chair's term after a leave; this is a barrier for Chairs seeking renewal, who must demonstrate research progress even though their time in the role is technically shortened by the leave's duration. Chairholders and the Vice-President (Research) strongly supported changing renewal practices and creating an official policy to eliminate this barrier.

This review highlighted the importance of entrenching EDI in all employment-related policies and practices affecting Chairholders. Objective 3.1 (HR policies, practices, and programming will reinforce and expand EDI at UNB) reflects the significance of identifying and addressing EDI-related matters in UNB's employment systems. An institutional policy related to Chairholders' leaves is under development. Additionally, UNB's Office of Research Services and UNB's Human Rights and Positive Environment Office now provides CRC hiring units with overall EDI training; with information and resources on unconscious bias training; with guidance on recording and disseminating EDI-related actions during the hiring and nomination processes; and with templates, instruction, and guidance on preparing CRC job advertisements which meet CRCP requirements and adhere to best practices.

Comparative Review

A comparative review was conducted by UNB's Vice-President (Research), Human Rights Officer, Associate Vice-President of Human Resources and Organizational Development, and Senior Grant Facilitators who provided historical knowledge and cross-disciplinary context. Information gathered since the CRC's inception from deans/directors, departmental chairs, and Chairholders informed the review by providing insight into how Chairholders' awards are distributed across faculties and departments. This review determined little variance in salary among Chairholders, which is largely attributable to the AUNBT collective agreement (CA). The CA also provides for a salary adjustment process by which faculty members may have their salary reviewed on the basis of equity measures.

The review highlighted a discrepancy in the amount of the CRC award allotted to Chairholders for the operating costs of their research. The review also determined that non-salary research support is inconsistent among Chairholders. Although the majority, often the entirety, of Chairholders' awards are dedicated to salary costs, some Chairholders are provided more funds from their award for the operating costs of research than others. Discrepancies are most apparent among Chairholders from different disciplines, as there is currently no institution-wide process for allocating support.

The AP addresses these systemic issues in Objective 3.1 (HR policies, practices, and programming will reinforce and expand EDI at UNB). This Objective includes a mandate to create and implement tools developed under Objective 1.2 (All UNB planning, policy, and decision-making will be informed by EDI). Processes for recruiting and hiring Chairholders will be changed to ensure equitable financial support for all Chairholders, and tools for standardizing support will be developed. These tools include an institution-wide policy for supporting Chairholders, and checklists based on this policy to inform deans/directors and departmental chairs of UNB's support requirements.

Environmental Scan

UNB has a number of EDI-related policies in place which affect Chairholders as part of the University community. Policies on Discrimination, Sexual Harassment and Harassment, Sexual Assault, and Employment Equity, as well as the Declaration of Rights and Responsibilities are all accessible via UNB's [Policy Repository](#).

Two UNB-wide environmental scans (a.k.a. Equity Conversations) were conducted in 2018: one on the Fredericton campus and one on the Saint John campus. All UNB faculty, staff, and students were invited to the sessions; 118 people registered for the events and the attendees included members of all FDGs. These scans included reviews of institutional systems that affect all UNB employees, including Chairholders. An initial inventory of UNB equity-related initiatives was generated at these events, as well as a SWOT (strength, weakness, opportunities, and threats) analysis. In addition to harnessing considerable energy

and momentum, these well-attended consultation events generated a list of future programming and policy initiatives. For example, participants advocated for expansion of daycare resources, development of designated prayer spaces, and allocation of resources for equity hires. Two additional scans were conducted in 2019, with the goals to form action groups for each of the key areas identified in the original scans and to help the action groups begin planning how to address key areas.

A CRC-specific environmental scan was conducted in 2019. UNB's Vice-President (Research) circulated the AP to all current Chairholders and to Chairholders whose terms had ended within the past two years. Current Chairholders were invited to attend a roundtable session with the VPR, where questions and suggestions for developing the AP could be discussed. Chairholders who could not attend this session were invited to share their feedback via email, and were also invited to one-on-one meetings with the VPR. The roundtable and emailed feedback produced suggestions for improving the environment for CRCs from the FDGs, including supporting areas of research with higher representation from the FDGs. Chairholders also highlighted the reality that the region's largely white population could make recruiting and retaining some members of the FDGs, especially visible minorities, more difficult. Respondents also highlighted the wider issue of sexism as a barrier to retaining female Chairholders. Although Chairholders who had been formerly employed at other institutions indicated that UNB is further ahead than some Canadian institutions in this respect, work remains to be done to ensure women are not the target of microaggressions or systemic exclusions (e.g. mandating EDI training for all CRC hiring units).

Redressing the systemic barriers and suggestions for improvement that emerged from these environmental scans, particularly those that require fundamental institutional change, require long-term commitment and resources. With this in mind, the importance of continuing to record and report on ongoing and new EDI-related barriers is reflected in Objective 2.1 (Data on EDI and systemic barriers at UNB will be fully and consistently recorded) and Objective 2.2 (Data on systemic barriers and EDI-related matters at UNB will be transparently reported). Objective 3.2 (Programs and initiatives developed with an EDI lens will increase UNB's retention rate) identifies the method for responding to this data to ensure the institution implements the policies and practices required to eliminate the identified environmental barriers.

Appendix B: Management of the University of New Brunswick's Canada Research Chair Allocation

The management of the CRC allocation is centralized at the University of New Brunswick. A Senior Grant Facilitator monitors the CRC allocation and advises the Vice-President, Research (VPR), offering logistical information, including upcoming vacancies, the [corridor of flexibility](#), the biennial [re-allocation process](#), the triennial [target setting exercise](#), the [phase-out mechanism](#) and other factors. The VPR brings the discussion to the President's Executive Team, who makes the final decision on how our allocation will be strategically utilized. The President's Executive Team is comprised of the President, the Vice-President (Research), the Vice-President Academic (Fredericton), the Vice-President (Saint John), the Vice-President (Administration & Finance), the Vice-President (Advancement), the University Secretary and the Director & Senior Advisor to the President.

When a vacancy exists in the University of New Brunswick's CRC allocation, the President's Executive Team determines how the institution will use the vacancy. This could include invoking the corridor of flexibility tool if the vacancy is not at the desired tier or with the agency appropriate for a strategic area of research. Once the tier and agency are determined, an open call is sent to faculty deans, research institute directors and all faculty members inviting submission of Expressions of Interest. Deans deliver submission packages from their faculties, ranked based on their unit's strategic priorities. The President's Selection Committee receives these packages for consideration, discussion and decision based on the university's strategic priorities. The President's Selection Committee includes the President, the Vice-President (Research), the Vice-President Academic (Fredericton), the Vice President (Saint John) and the Dean of the School of Graduate Studies. The Senior Grant Facilitator acts as secretary to this committee.

Once the decision has been made through the internal process, the applicable faculty is given permission to advertise the vacancy using the approved CRC job ad template. Once the job ad is completed, it is reviewed by the Senior Grant Facilitator to ensure that all required elements are present and that it reflects practices that are open and transparent. When the ad is finalized, the unit is asked to post it with regular associations, as well as with groups that work specifically with members of the Four Designated Groups (FDGs). The University of New Brunswick will secure membership with various specific organizations who have reach with the FDGs, thus allowing us to post our job ads with them for all faculty positions.

Renewals, Advancement and Loss of Canada Research Chair Positions

Eight months prior to the applicable CRC intake, the Senior Grant Facilitator initiates the renewal process by emailing the chairholder to determine whether they wish to renew. If so, the chairholder provides the Dean with a templated information package for assessment of performance during the current term, based on objectives of the research program stated in the nomination, and plans for the next term. After conferring with a committee of suitable faculty members, the Dean advises the VPR of the faculty's recommendation. If the faculty recommends renewal, the Senior Grant Facilitator provides the information package to the President's Selection Committee for consideration and recommendation. If the faculty does not recommend renewal, the VPR holds a discussion with the chairholder and Dean and may require a formal written response from the Dean.

The University of New Brunswick has a relatively small CRC allocation. As such, we have not yet been able to advance individuals from a Tier II Chair to a Tier I Chair. If we were to be in a position to do so and saw incredible growth in one of our Tier II chairholder's research program, a similar process to

renewals would be invoked, which would include the chairholder, the Dean and faculty committee, and the President's Selection Committee.

In the case where the institution loses Chairs due to the re-allocation process, the Senior Grant Facilitator offers logistical advice to the VPR regarding upcoming term end dates and other pertinent information required to make a decision on which Chairs to surrender. All decisions regarding surrendering Chairs are based on creating the fewest possible repercussions for our chairholders' research programs. If there are no current vacancies for the agency in question, the corridor of flexibility tool may be used to convert another vacancy or the phase-out mechanism may be invoked. The VPR brings the discussion to the President's Executive Team, which makes the final decision on how to proceed.

Support for Canada Research Chairholders

The Association of University of New Brunswick Teachers collective agreement, ratified by both the union and the University of New Brunswick, provides safeguards by specifying levels of support in certain areas, including protected time for research and salary based on professorial rank and experience. As faculty members at UNB, Canada Research chairholders also enjoy these provisions.

Beyond the collective agreement, the level of support provided to chairholders, including additional research funds, office space, mentoring, administrative support, equipment, etc., is determined at the department or faculty level and varies between disciplines. Depending on the chairholder's area of research, the dean may also contact external bodies to secure additional financial support for the Chair.

UNB is committed to strengthening safeguards for FDG members as outlined in the solid actions in our EDI Action Plan. The Senior Grant Facilitator monitors trends and discrepancies related to chairholders across the institution. All potential inequities are brought to the attention of the VPR, who then coordinates with departmental chairs and faculty deans to address any inequities and biases. A comparative review showed an overall discrepancy in the amount of the CRC award allotted to chairholders for the operating costs of their research. In response, the VPR and Human Rights Officer will educate deans on flagging inequities and proposing solutions to ensure fairness among all chairholders in a given discipline.

Unconscious Bias, Equity, Diversity and Inclusion Training and Development

UNB's Human Rights and Positive Environment Office (HRPEO) provides education and training to the UNB community on a range of equity issues, including strategies for building respectful and inclusive environments. Workshops are delivered to students, faculty and staff upon request by the department or group. In addition, the HRPEO collaborates with other UNB offices to provide regular training sessions on topics such as 'Safer Spaces' training and 'Understanding Duty to Accommodate.' The University of New Brunswick ensures that search committee chairs attend an 'EDI lens' training session put on by the Human Rights Officer. All CRC hiring committee members take the [unconscious bias training module](#) (original version developed by Canadian Institutes of Health Research). Hiring committee members also receive the link to the CRCP's webpage [Equity, Diversity and Inclusion: Best Practices for Recruitment, Hiring and Retention](#). UNB uses a templated job ad for CRC vacancies, which ensures that all potential applicants, including those who are from the FDGs, are aware of the Tier II justification process and are not disadvantaged due to past career leaves.

Through our EDI Action Plan, the university is also developing and pilot multiple planning tools (e.g., an EDI checklist, an equity strategic planning & policy analysis tool, an equity asset map, curriculum regarding EDI, including unconscious bias) delivered to all: 1. CRC, 2. Senior administrative, academic and 3. non-academic hiring committees).

Retention and Inclusivity

The University of New Brunswick is committed to providing a positive learning and working environment where every person feels empowered to contribute and where all members of its community are respectful and respected as individuals. We are committed to fostering an inclusive culture and to advancing diversity in all of its forms to leverage the educational and institutional benefits.

The value of diversity is perhaps most profoundly felt in the research context. It is in our diversity of thinking and experience, and with our diverse preoccupations and approaches, that we ignite both creativity and innovation. At UNB, Canada Research Chair positions help to create hubs around strategic areas of research excellence. We strive to ensure that these programs include a diversity of perspectives in order to enrich the cultural, social, and academic communities that we represent and serve, and we will continue to investigate ways to empower members of marginalized groups to make their voices heard within the CRC Program and beyond. UNB is committed to strengthening these areas, as outlined in our EDI Action Plan.

UNB has established many policies and other documents to help govern staffing at our institution, including Canada Research Chair positions. For further details, please access:

- [Association of University of New Brunswick Teachers Collective Agreement](#)
- [HR&OD Employment Equity Policy](#)
- [Human Rights & Positive Environment Rights & Responsibilities document](#)

Numerous policies support the retention of individuals from the FDGs. Many are enshrined within the collective agreement, including protections for leaves, and ensuring accessibility and accommodations for employees with disabilities. Other official policies include the UNB Sexual Assault Policy and the policy on Discrimination, Sexual Harassment and Harassment. Our Rights and Responsibilities document and related equity policies are designed to ensure an environment free from discrimination for all. Along with these policies and guidelines, ongoing educational programming regarding EDI is done via the Office of Human Rights & Positive Environment Office.

The University of New Brunswick has two primary offices wherein concerns about EDI are monitored and can be addressed. Both can be visited in person or contacted by mail, phone or email:

- Human Resources and Organizational Development HR&OD)
(<http://www.unb.ca/hr/careers/employmentequity.html>)
- Human Rights & Positive Environment Office HRPEO)
(<http://www.unb.ca/humanrights/equity.html>)

The heads of these units, the Associate VP HR&OD and the Human Rights Officer, have direct reporting relationships to members of the Senior Executive (Vice-President Administration & Finance; President, respectively) and regularly scheduled meetings (bi-weekly in the case of HR&OD; monthly in the case of HRPEO) at which concerns are reported. Monthly, the Human Rights Officer and Case Resolution Advisor monitor themes and trends in order to identify recurring issues. They then connect with the relevant administrative division to address the concern; outcomes inform equity-related programs and policies. In addition, the HRPEO produces an annual report that is submitted to the President.

Equity-related questions, concerns, and complaints can be directed to one or both offices at equity@unb.ca or humanrights@unb.ca. The formal complaints process is implemented by HRPEO, and involves third-party investigation and escalation to the appropriate Vice-President. Concerns related to EDI can also be brought forward through the faculty union, the Association of University of New Brunswick Teachers (AUNBT). The AUNBT grievances and complaint process is defined in Article 41 of the [collective agreement](#).

The establishment of the Presidential Bi-campus Standing Committee on Equity, Diversity, Inclusion and Human Rights provides UNB a further opportunity to support inclusivity as well as to set specific equity

goals and monitor our progress. This committee also ensures greater communication between (and support for) the longer-standing processes already in place – for example, while the HRPEO produces an annual report on equity initiatives, training and complaints for the President, one of the identified initiatives for the committee is to produce an overarching report to the community which will include relevant programmatic, policy and complaints details from other relevant stakeholders (e.g. a collective report with input from the campus sexual assault office, human resources/employment equity, the student accessibility centers).

Appendix C: The University of New Brunswick's Applicant/Employee Self-Identification Form and Description of Related Processes

Collection of Equity and Diversity Data

Every applicant is asked by the chair of the hiring committee to complete a self-identification form. The data is maintained in Human Resources and Organizational Development (HR&OD) and is not accessible outside the department. HR&OD updates data collection on the four designated groups (FDGs) via periodic employee censuses.

See UNB's applicant/employee self-identification form here (also included on the following pages):

<http://unb.ca/hr/equity-form.html>

Human Resources

Employment Equity - Self-Identification Questionnaire

THIS IS NOT AN APPLICATION FORM. This is for equity purposes ONLY.

ALL UNB APPLICANTS ARE ASKED TO ANSWER THE EMPLOYMENT EQUITY QUESTIONNAIRE AND BY CLICKING THE BUTTON BELOW, SUBMIT IT TO US. The information collected will be treated as confidential and will only be used for employment equity purposes.

NOTE: Fields marked with an * ARE required

Personal Information

* First Name:

* Last Name:

Gender:

Male Female - Gender diverse

Email Address:

name@email.com

Are you a member of a visible minority group:

Yes

No

Are you an aboriginal person:

Yes

No

Do you have a disability:

Yes No

Type of disability:

If you have self-identified as having a disability, do you have any special accommodations needs to do your job that we should be aware of?:

Application Information

* **Competition Number:**

* **Position Title:**

* **Department /Faculty:**

* **Position Type:**

Faculty Staff

DEFINITIONS:

Members of visible minorities: A person in a visible minority group is someone (other than an Aboriginal person as defined above) who is non-white in colour/race, regardless of place of birth. The visible minority group includes: Black, Chinese, Filipino, Japanese, Korean, South Asian-East Indian (including Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.), Southeast Asian (including Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.) non-white West Asian, North African or Arab (including Egyptian; Libyan; Lebanese; etc.), non-white Latin American (including indigenous persons from Central and South America, etc.), person of mixed origin (with one parent in one of the visible minority groups listed above), other visible minority group.

Aboriginal peoples: An Aboriginal person is a North American Indian or a member of a First Nation, Metis or Inuit. North American Indians or members of a First Nation include treaty, status or registered Indians, as well as non-status and non-registered Indians.

Persons with disabilities: A person with a disability has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and:

- considers himself/herself to be disadvantaged in employment by reason of that impairment;
- believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment.

This definition also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

If you have any questions, please contact the HR Consultant (Employment Equity) at (506) 453-4648 or by e-mail: EQUITY@unb.ca (<mailto:equity@unb.ca>)

You can also visit the UNB web site: <http://www.unb.ca/hr/careers/employmentequity.html>
(<http://www.unb.ca/hr/careers/employmentequity.html>)

About UNB

Office of the President (<http://www.unb.ca/president/>)

Campus Maps (<http://es.unb.ca/apps/map/>)

University Leadership (<http://www.unb.ca/aboutunb/leadership.html>)

Careers at UNB (<http://www.unb.ca/aboutunb/employment.html>)

Mission Statement (<http://www.unb.ca/aboutunb/mission.html>)

Conference Services (<http://www.unb.ca/housing/>)

Our History (<http://www.unb.ca/aboutunb/history/index.html>)

Residence (<http://www.unb.ca/housing/>)

Entrepreneurship @ UNB (<http://www.unb.ca/initiatives/entrepreneurship/>)

Security (<http://www.unb.ca/security/>)

Quick Facts (<http://www.unb.ca/aboutunb/quickfacts.html>)

Did you know?

UNB's international students originate from more than 100 countries, contributing to the cultural fabric of our host communities and the entire province.

© University of New Brunswick (<http://www.unb.ca/copyright/>) Privacy (<http://www.unb.ca/privacy/>)
Accessibility (<http://www.unb.ca/accessibility/>) Web Feedback (<https://es.unb.ca/forms/web-feedback/>)

myUNB (<http://my.unb.ca/>) InsideUNB (<http://www.unb.ca/insideunb/>)
Contact UNB (<http://www.unb.ca/contact/>) **Apply** (<https://apply.unb.ca/>)

Appendix D: Terms of Reference of the Presidential Standing Committee on Equity, Diversity, Inclusion and Human Rights

Bi-Campus Presidential Standing Committee on Equity, Diversity, Inclusion and Human Rights **Terms of Reference**

Purpose:

The Presidential Standing Committee on Equity, Inclusion and Human Rights will provide a bi-campus forum for sharing information, generating discussion and fostering collaboration on matters related to equity, inclusion, diversity and human rights at UNB and beyond. The Committee will NOT be a forum for dealing with individual complaints under University policies nor appeals of such complaints.

Specifically, the committee:

- Fosters information and resource sharing amongst UNB staff, faculty and students working towards equity and inclusion within their portfolios and/or teaching and research
- Enables greater coordination and collaboration with respect to programming (for example student support services)
- Engages in public and community outreach through hosting public events and lectures on equity-related themes
- Maps UNB equity assets leading to a published inventory and ease of referrals
- Provides a broad designated, recognized and respected “go to” place to consult on issues which require a UNB response or intervention and engage in problem solving where possible
- Shares best and promising practice to enhance equity in both curriculum and support services with enhanced learning outcomes for students
- Establishes an equity strategic plan with equity goals and targets
- Reviews and responds to policy enquiries
- Showcases our accomplishments to ourselves, our province and the world
- Makes recommendations on issues related to the mandate of the committee to the President and, through the President and as appropriate, to either or both Senates and the Board of Governors as warranted

Activities:

In addition to the above, the Committee will be responsible for organizing at least one annual roundtable event for the purpose of receiving updates from a broad range of equity stakeholders and fostering collaboration, strategic planning and goal setting amongst them. The annual roundtable shall alternate campuses (between Fredericton and Saint John) and the President and other members of the Senior UNB administration shall be expected to attend.

The Committee may form sub-committees as project working groups (involving both members of the Committee and representatives from the campus and greater community) to achieve the equity goals articulated in the annual roundtable and to advance other projects and partnerships endorsed by the committee. Each project group will have at least one member of the Committee participating and reporting back to the Committee.

Examples of Possible Sub-Committees or Project Working Groups

1. Women for 50% Partnership team
2. Athena Swan Self-Assessment Team
3. CRC Action Planning Committee
4. etc.

Reporting Line:

The Committee (through the Chair) will report to the President's Executive Team (PET) on an annual basis via a written report prepared by the Committee chair, secretary, and working group chairs which, prior to submission to PET, shall be reviewed and approved by the committee of the whole. The report shall be made public on the University Secretariat's website with notice to the community when each year's report is published. The Annual reporting deadline will be determined in logical coordination with relevant timelines.

Membership:

The Committee aims to achieve a diverse representation across UNB stakeholders including across identified diversity groups, across both campuses and with respect to UNB affiliation (i.e., academic and nonacademic staff, students, union and professional associations, senior administration). To achieve this diversity, committee membership will be drawn from representative constituencies and will include:

Proposed membership

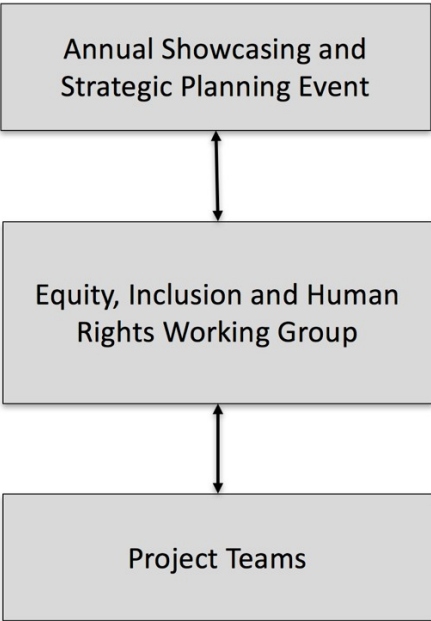
- UNB President
- Human Rights Officer (bi campus role) - Chair
- AVP Human Resources (or EE rep) (bi campus role) – Vice Chair
- Senior Admin representative (PET membership, in rotation)
- Student Representative (in rotation – SU-F, SRC-SJ, GSA)
- Representation from United Campus Labour Council (in rotation)
- Representation from AVP areas (e.g. in rotation Student Services – SJ, Student Services – F, AVP ALE)
- Dean's Representative (UNB– F/UNB–SJ) in rotation
- Representation from campus women's advocacy/service resources (e.g., in rotation MMFC, Women's Centre, Gender Studies (SJ), Gender and Women and Studies (F), CCASA _ F, CCASA-SJ)
- Representation from campus Aboriginal advocacy/service resources (e.g. in rotation Mi'kmaq-Wolastoqey Centre, Elder in Residence)
- Representation from campus dis/Ability advocacy/service resources (e.g. in rotation Student Accessibility Centre – SJ; Student Accessibility Centre –F, Counselling Services - SJ, Counselling Services - F)
- Representative from advocacy/service resources for members of racialized communities (e.g. in rotation – campus services/student clubs/individuals (self or other nominated))
- Representative from LGBTQIA+ advocacy/service resources (e.g. in rotation – Centre Board member, LGBTQIA staff/faculty coalition, q-munity)
- Representative for international students
- Representative for University Teachers (e.g., in rotation rep from CETL-F, VPETC-SJ)
- Research perspective - equity researcher – open call?

Membership is for a two-year term with the possibility of one term renewal. Term appointments should be staggered. At least one meeting per year should be on each of the two UNB campuses (SJ/F). It is anticipated that there will be a transition period between the current members and new appointees to ensure momentum is maintained.

The committee shall meet approximately every 6-8 weeks.

The committee should have a travel budget allocated to facilitate in-person attendance by most members whenever possible and adequate resources for the annual roundtable.

At a Glance:



Appendix E: Information on the University of New Brunswick Truth and Reconciliation Commission Task Force

In June 2015, the national Truth and Reconciliation Commission (TRC) issued 94 calls-to-action, including a number that were aimed directly at universities. As the leading educator of K-12 teachers and degree-trained nurses in the province, and with its long-standing ties to First Nations in the Atlantic Region through the Mi'kmaq-Wolastoqey Centre (est. 1981, <https://www.unb.ca/fredericton/education/mmi/>), UNB recognized that it is uniquely positioned to demonstrate leadership in responding to the TRC calls. As such, the university established a Truth and Reconciliation Calls to Action Task Force. The group will have representation on the Presidential Standing Committee on Equity, Diversity, Inclusion and Human Rights, and the committees will work cooperatively to advance mutual interests.

This multi-party task force has sponsored a number of events that have broadened understanding and deepened our commitment to redressing historic wrongs. For more information, please see the links below:

- <http://www.unb.ca/event-calendar/2017/02/Meeting-the-TRCS-Call-to-Action-Kevin-Lamoureux-presentation-FR.html>
- <http://www.unb.ca/event-calendar/2016/09/Charlene-Bearhead-on-responding-to-the-TRCs-Calls-to-Action-FR.html>
- <http://www.unb.ca/event-calendar/2016/09/Indigenization-and-decolonization-of-programs-policies-and-spaces-in-higher-education-FR.html>
- <https://blogs.unb.ca/myunbnews-s-fr/2019/03/MWC-5th-Annual-Powwow--FR.php>