The action plan has been a guiding focus throughout the Dimensions work and the development of the application. As we near the end of the development phase of this Dimensions cycle, and enter a phase of impactful action, the institution will remain steadfast in our commitment to promote positive, and inclusive experiences for *all* the faculty, students, and administrators who belong to the MSVU research community. As indicated in the Letter of Endorsement, the President and Vice-Chancellor has reviewed and approved the Dimensions Action Plan.

6.1 Action plan grid

The Dimensions program provides guidance on different ways in which our plan can be best displayed – to communicate the actions, act as a short-term and long-term planning tool, as well as a tool to help monitor impact over the coming years. The format of our action plan is intentionally designed to suit several purposes and provide accessibility options for how the details are viewed. The MSVU Dimensions Action Plan actions are featured in two formats:

1) Action Plan Grid, and
2) Action Overviews

1) The MSVU Dimensions Action Plan is displayed in a grid where the actions are listed in a row, and details about the actions are shown in adjoining columns. The column headings and terms of reference are the same as those being used for other MSVU EDIA related Action Plans currently being developed such as the CRC EDI Action Plan, and EDIA Action Plan, to create cohesion and compatibility.

The horizontally listed categories in the Action Plan Grid are: Action, Pillar, Domain, Motivation/Rationale, Specific Steps, Timeframe, Lead Person/Unit Responsible, Success Measures, and Reflection on Impact.

Please see the MSVU Dimensions *Action Plan Grid* Appendix 2.

2) Accompanying the Action Plan grid are the 'Action Overviews', a set of documents which provide more detail surrounding the rationale, implementation, and communication strategies for each of the actions. The Action Overviews have been developed by and shared with the people responsible for implementing, people accountable, people monitoring, and people meant to be impacted by the action, as a form of communicating about the action in a coordinated way.

Please see Appendix 3 for the *Action Overviews*, and Appendix 18 for the *Action Overview Template*.

6.2 Description of the action plan

6.2.1 How the action plan was developed

The purpose of the MSVU Dimensions Action Plan is to organize and communicate a series of actions which will bring measurable changes to the research ecosystem at MSVU, with particular focus on promising practices in EDIA within the culture and research community. Adherence to the Dimensions framework for engagement, data collection and analysis has positioned us to move forward with evidence-based EDIA work relying on qualitative and quantitative metrics.

Initiatives and programs identified in the action plan are linked to the findings from a thematic analysis of the data gathered about the MSVU research community and ecosystem from Fall 2020 to Spring 2022. Data were included in the analysis from the following engagements and documents: the Environmental Scan, Research Strategic Plan, Dimensions Committee Meeting Minutes, Equity Employment Committee Annual Report 2020/2021, and MSVU research community feedback in the form of interviews (n=22), consultations (n=45), Town Halls, round table discussions, and draft application reviews. The analysis has demonstrated trends, highlighted strengths, and assets, and revealed gaps which appeared as reoccurring themes indicating critical areas in need of intervention. Once the institutional priorities were identified, a plan of actions to address them was devised.

Following the thematic analysis, a set of 31 initial actions were proposed aimed to address the issues raised by the community. Coming into the development phase of the MSVU Dimensions Action Plan with a broad scope of identified gaps and barriers shows the genuine and critical lens we used during the self-assessment process and our community's willingness to share their experiences. The community feedback was combined with suggestions for solutions, which demonstrates a research community with astute awareness, and a willingness to participate in the process. The 31 initial actions were proposed for inclusion in the plan with the recognition of our responsibility to act on behalf of the MSVU research community – and to take actions to ameliorate gaps in service and remove systemic barriers that were identified by the members of the research community themselves. Throughout our engagements and analyses we are asked to centralize the voices of MSVU research community members from equity-deserving groups, including women, Indigenous Peoples, persons with disabilities, members of racialized groups, and members of 2SLGBTQIA+ communities. The past, present and potential experiences of these community members are at the forefront of our considerations and are an underlying motivation throughout the development and implementation of the MSVU Dimensions Action Plan. However, to be sure the actions are attainable we must take other elements into consideration as well.

Next, we entered a process by which members of the senior executive team, department specialists, and action implementors deliberated on the possibility of implementing the proposed actions. It was determined that six of the proposed actions would not be suitable for the Dimensions Action Plan as they were beyond our scope (as in matters of collective agreements, etc.) or were already being addressed elsewhere in the institution. The remaining 25 proposed actions were reconfigured to form groups of related actions, while maintaining most of our original objectives. This process resulted in an official set of 15 Dimensions Actions, which will be advanced throughout the duration of this cycle. The *transition document*, Appendix 19, describes the process of moving from the proposed actions to the actions which are included in the plan. With the 15

Actions confirmed by members of the SAT and Mount community, the Action Overviews were developed to capture the required details through shared working documents on One Drive.

The informed objectives are materialized through the actionable framework wherein details of how the actions will be carried out are defined. This includes:

- specific steps
- resources required (time, money, human resource),
- who will implement,
- who will be accountable,
- potential risks and mitigation strategies,
- and measures for success.

These details were determined by means of collaboration between Dimensions Committee members, senior leadership, parties responsible for implementation, as well as an intentional inclusion of members of the groups these actions are ultimately meant to serve. This collaboration will promote practicality, accountability, and suitability of the actions. The details of this action plan were determined with observance of the SMART process: Specific, Measurable, Achievable, Relevant, and Timebound (Science Direct, 2017, online). The MSVU Dimensions Action Plan submitted with this Dimensions Application will be used to help track our performance over the coming years and will be a starting point in assessing our progress and impact when considering our eligibility for the next level of recognition with Dimensions.

MSVU has a repertoire of existing, ongoing, current, and relevant EDIA initiatives (see Table 6). Some that relate to the research ecosystem have been incorporated in so far as that we may continue to support, revise, adapt, ameliorate, or amplify the impact of that work.


6.2.2   How priority of actions was determined

Results from qualitative data collection and engagement were organized thematically by Dimensions domain, with a code to maintain connection to its source (data collection tool), and indication whether it was an observation from the SAT or direct input from a community member. Of the 27 Dimensions domains, there are supernovas and hotspots (see Table 19) which emerged from the analyses – themes where the most evidence accumulated and from the greatest number of sources. The supernovas are identified areas with the farthest-reaching implications and stand to impact a great number of people, for instance: completing a single action may fulfil an EDIA objective named by the Research Office, Dimensions Committee, EDIA Action Plan, and Employment Equity Committee who may have all identified overlapping needs in these areas. By focusing this cycle of Dimensions work on supernovas and hotspots we can create more cohesion with our respective EDIA work and approach the implementation of mutually identified areas for action in a coordinated way. Improving systems such as communication, training, and data collection, will help ensure the EDIA work which ensues long-term will be most efficient and effective.

Table 19: Supernovas and Hotspots

Priority Level	Pillar	Domain
Supernova	**1**	**Recruitment, onboarding, and retention**
Supernova	**2**	**Communication related to EDIA, and materials and websites**
Supernova	**2**	**Committee workload and distribution of EDIA related work**
Supernova	**3**	**EDIA training and development opportunities**
Supernova	**3**	**Considering EDIA in research (including EDIA data collection)**
Hot spot	1	Career development and recognition
Hot spot	2	Commitment of leadership
Hot spot	3	Assessing excellence
Hot spot	3	Reconciliation and research
Hot spot	3	EDIA in research team composition, recruitment, and environment

Figure 34 is a visual depiction of a domain Supernova: 'Communication regarding EDIA: webpages'. This shows a central hub with bursts and clusters – with a pulse of information coming in from the perimeter, through the lines of data catchment, to inform an emergent theme of a gap or need - identified by a multiplicity of methods. We are now preparing to send a pulse of actions back out through the same lines to reach the very community members whose experiences and insights are influencing these changes. This visual can be replicated for all our Supernovas, but this one has been selected as a sample to help contextualize the supernova analogy. This figure provides another form of evidence that our actions are driven by the voices of our community members.
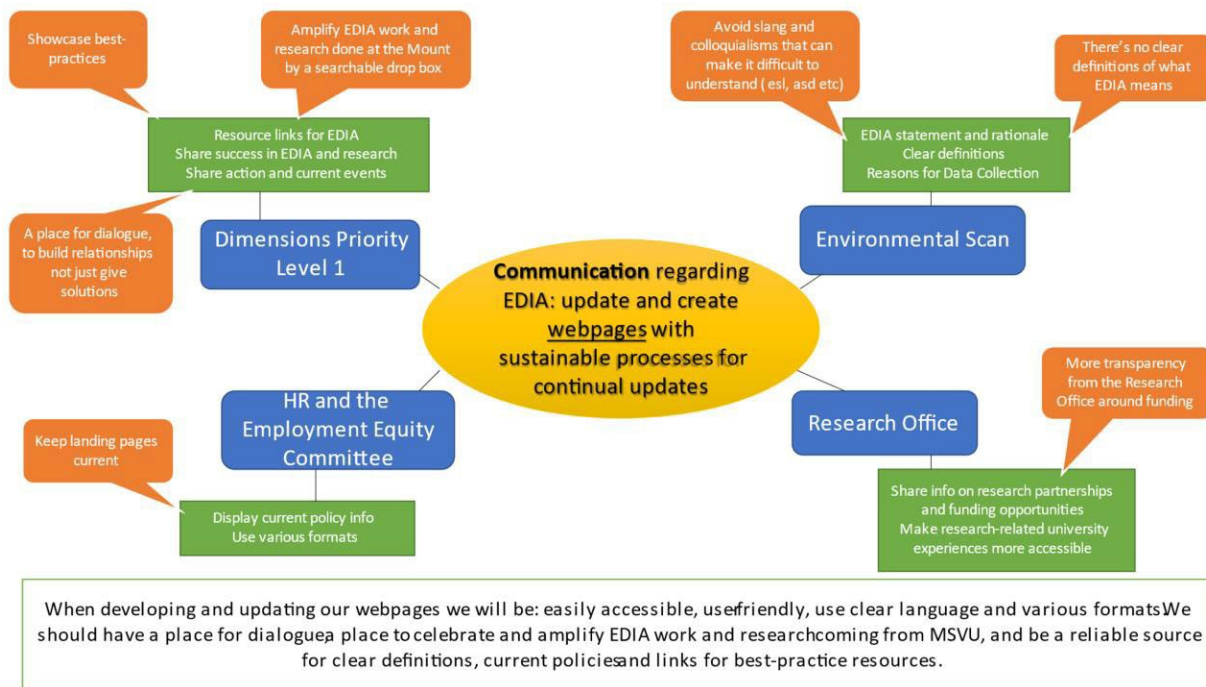
Figure 34: Diagram of a Supernova: 'Communication regarding EDIA: webpages'

The subset section at the bottom of Figure 34 shows an amalgamation of pertinent points, obtained from this combination of sources. By sharing results, each unit has contributed to a more comprehensive reflection, and can now benefit from a more informed plan. Although the underlying theme is the same, to improve our communication through webpages, specific ways to improve are numerous and are stemming from different sources. The Dimensions Action Plan can help bring cohesion to separate units by sharing the lessons each has learned and promoting the implementation of actions which consider mutual benefits.

6.2.3   How progress toward the completion of objectives will be monitored

This action plan covers the period of 2022-2026. Over the next four years, actions will be implemented, monitored, and assessed for success, progress, and impact, especially for members of equity-deserving groups. As risks or issues are identified when monitoring, (due to changing contexts, evolving realities, adverse reactions, or unforeseen circumstances), the actions laid out in this plan should be considered adaptable. Any significant revisions will be tracked for our own use, as well as communicated with Dimensions at mid-term reviews.

As the plan progresses, communication will be important. An informed research community will be more apt to engage (Dimensions Handbook p 52). Lead units will be responsible for implementation, as well as reporting progress. MSVU will keep our research community updated with plans, progress, successes, setbacks, and challenges. We aim to be transparent in the process and cultivate trust and momentum.

A question in the Research Strategic Plan Online Survey asked participants what the current MSVU research strengths are, in response we heard:

"Intimate. It allows for close collaboration and growth within the faculties", and "It's the people: the faculty, staff, and the researchers who support the institutional mission. The commitment to feminism and social justice and a foundational institutional strategic plan to build on." As we move into the next phase of the Dimensions cycle with mission-led decision making, and continued commitment to equity, diversity, inclusion, and accessibility, may we be a small but unified group, and let us remember that 'EDIA is all of us'.

Image 6: Evaristus Hall houses the office of the President, the research office, research labs, classrooms and more.

Image Description: A four-story brick building sits on top of a grassy hill. Trees are in the forefront and a two-lane road is on the left side of the hill.

References

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Appendix 1

List of Dimensions Actions

<p align="center">**Dimensions Actions 2022-2026**</p>

Pillar One: The Research Community

Action 1 Recruit, support, and retain equity-deserving scholars

Action 2 Improve how hiring committees consider EDIA in their selection process for faculty and administrative staff

Action 3 Conduct exit surveys

Action 4 Conduct a pay equity audit

Action 5 Improve the 'return to work' supports following a leave

Pillar Two: Administration Supporting the Research Community

Action 6 Value EDIA related work done by students, staff, faculty, lab instructors, and librarians

Action 7 Establish a mechanism to conduct EDIA work in a coordinated manner

Action 8 Introduce an *EDIA in Action* speaker series

Action 9 Enhance the EDIA in Research website

Action 10 Include EDIA Advisors in Management Forum

Action 11 Introduce EDIA evaluation into the performance reviews for senior leaders

Pillar Three: Research Excellence

Action 12 Enhance training on EDIA across campus units

Action 13 Enhance Data Collection

Action 14 Create a database of EDIA research done at MSVU and EDIA experts at MSVU

Action 15 Develop supports for students from equity-deserving groups

Appendix 2

Action Plan Grid

Action	Pillar	Domain	Motivation/ Rationale	Specific Steps	Timeframe	Lead Units	Success Measures	Reflection on impact
1. Recruit, support, and retain equity-deserving scholars	The Research Community	Recruitment, onboarding, retention	1.1 Diversify our team of staff, faculty, lab instructors and librarians through cluster hires (faculty) and by improving our hiring practices (across units)	1.1.1 Black Scholar Cluster Hire July 2021; 1.1.2 Indigenous Scholar Cluster Hire July 2023 1.1.3 EDIA Hiring Grid to be developed (2022), shared internally to engage stakeholders (2023), ongoing training provided on how to use the grid (from 2023), grid implemented (2024) 1.1.4 Register for 50-30 Challenge which provides access to online tools and resources	1.1.1 (2021) 1.1.2 (2023) 1.1.3 (2022-2023)	1.1.1 and 1.1.2: Vice President Academic working with Deans; 1.1.3. and 1.1.4 HR working with EDIA advisor (grid development and training plan); HR working with Deans and Dept Chairs (implementation)	MSVU's workforce meets or exceeds the expected rate of representation for the five designated groups, as determined by the 2016 Census, and is based on the availability of designated group members in the appropriate recruitment region.	- MSVU has improved the diversity across staff, faculty, librarians, and lab instructors – as will be evidenced in the 2022 workforce analysis and 2024 analysis; - Hiring committees feel more confident in incorporating EDIA considerations. - Applicants have access to transparent and equitable hiring practices. Grid is provided as a resource for hiring; - Grid is re-evaluated by HR and senior leaders (annually) to ensure access to equitable hiring processes are in place;
1. Recruit, support, and retain equity-deserving scholars	The Research Community	Career development and recognition	1.2 Improve career development and on boarding	1.2.1 Re-develop and introduce a revitalized mentoring program which includes creating mechanisms for equity-deserving faculty to be mentored for leadership positions	2023-2024	Vice President Academic working with Deans and Chairs	-Retention of equity-deserving individuals - climate survey cross analysis reveals equity-deserving individuals report job satisfaction; - Equity-deserving group members see themselves in leadership positions as a result of mentoring	- exit surveys reveal how to better retain equity-deserving individuals; - equity-deserving individuals transition into leadership positions and roles; - Students from Indigenous or Afrocentric communities (in particular) report better representation of

								mentors and can more readily 'see themselves' in research related roles
Action 2: Improve how hiring committees consider EDIA in their selection process for faculty and academic staff	The Research Community	Recruitment, onboarding, retention	Improve hiring practices	2.1 EDIA considerations should be included at the posting stage by hiring manager/HR or Chair/VP; 2.2 Ask that hiring committees reflect on their EDIA considerations in their selection process	2022-2023	2.1. HR, Hiring Managers, VP Academic, Deans and Chairs, EDIA Advisor 2.2 Hiring Managers, Deans, Chairs, reflect on their EDIA considerations	2.1. EDIA consideration is included in job postings. 2.2 Hiring committees follow the recommendation to reflect on their EDIA considerations in their selection process (as evidenced in letters recommending applicants for hire)	Transparency and accountability of hiring process available to individuals who are part of and also apart from the hiring process
Action 3: Conduct exit surveys	The Research Community	Recruitment, onboarding, retention	3.1 Understand retention	3.1.1 Modify current exit surveys so that there is one standard exit survey for staff and faculty that includes an EDIA question 3.1.2 Consistently send exit survey to departing individuals	2022-2023	HR and VP Academic and VP Admin	3.1.1 New exit survey has been developed for staff and faculty 3.1.2 Exit survey is consistently deployed 3.1.3 Exit survey data is analyzed on an annual basis	-We have more knowledge and understanding of the factors which contribute to leaving the MSVU community. - Desired impact over time is improved retention, especially for members of equity-deserving groups.
Action 4: Conduct a pay equity audit	The Research Community	Recruitment, onboarding, retention	4.1 Improve retention	4.1.1 Establish a task force to conduct a robust pay equity audit for staff and faculty 4.1.2 Conduct equity pay audit across campus 4.1.3 Share data publicly with recommendations for improvements	2023	VP Administration and President	4.1.1 Pay equity audit has occurred and has been reported to campus community 4.1.2 Discussions with relevant unions have been had. 4.1.3 A plan for fixing identified inequities has been developed	- Equitable pay - Improved retention

Action							
Action 5: Improve the 'return to work' supports following a leave	The Research Community	Disability, medical and other leaves	5.1 Improve return to work after a leave by developing better supports for individuals who return to work after a leave (parental, sick leave, Compassionate Care Leave, Domestic Violence Leave or bereavement leaves etc.)	5.1.1 Assess the types of supports that individuals who have recently taken leave require 5.1.2 Develop a strategy to implement these supports	2024	HR, VP Academic and Deans	5.1 Additional supports that meet the needs of individuals who have taken leave have been implemented in conjunction with relevant unions	- Improved job satisfaction (e.g., reported in climate survey) - Improve retention
Action 6: Value EDIA-related work done by students, staff, faculty, lab instructors, and librarians	Administration supporting the research community	Committee workload and distribution of EDIA-related work	6.1 Increased value for the workload of those doing EDIA work	6.1.1 Recognize the contributions of MSVU faculty, staff, and students for their EDIA-related work by highlighting contributions at the annual holiday reception and on MSVU social media/websites 6.1.2 President recognizes the contributions of individuals by writing letters of recognition based on recommendations by Deans and supervisors/ managers.	2022-	6.1.1 Public Affairs working with the AVP Research, VP Academic, VP Administration, and President 6.1.2 President, Deans and Supervisors/Managers	6.1.1 EDIA work done by faculty staff and students is publicly showcased on our EDIA-related webpages and on social media 6.1.2 Faculty, lab instructors, librarians, staff, and students are recognized for the time they contribute to EDIA work at MSVU 6.1.3 Employees feel valued for their EDIA contributions (e.g., reported in climate survey)	- Contributors will see their work being recognize - Community members will see what work is being done - MSVU's commitment to EDIA will be more evident publicly and research at MSVU will be strengthened - People who do EDIA work will report better job satisfaction and support (e.g., in climate survey)

Action 7: Establish a mechanism to conduct EDIA work in a coordinated manner	Administration supporting the research community	Committee workload and distribution of EDIA related work	7.1 Streamline EDIA work to eliminate siloed, and reproduced efforts	7.1.1 Engage with a consultant to determine the best structure for a MSVU EDIA Office 7.1.2 Establish a Pilot EDIA Office 7.1.3 Maintain cross-committee collaboration and communication relating to EDIA work with a workplan that mirrors actions in our EDIA and Dimensions committees 7.1.4 Share consistent EDIA messaging	2022-	7.1.1 and 7.1.2 President's Office, EDIA Advisor and Senior Executive team 7.1.3 Senior Executive team, EDIA Advisor, Deans, Chairs, HR, RESO 7.1.4 Public Affairs; EDIA Advisor, Advisor on Indigenous Affairs	7.1.1 and 7.1.2 Pilot EDIA Office has been launched 7.1.3 EDIA-related action plans across the university are compatible 7.1.3 Self-Identification data collection is done consistently across university units 7.1.3 Committees are aware of their cross-committee connections and gaps 7.1.3 File sharing is done in a coordinated way 7.1.3 EDIA statement has been developed, approved, and shared consistently 7.1.3 and 7.1.4 Terms of Reference are used consistently and in keeping with national standards for best practices Rationale for EDIA data collection is developed, approved, and shared consistently	- EDIA work is moving forward at MSVU in a coordinated way. Resources are shared. - MSVU has established a Pilot EDIA Office. - The term EDIA is more widely understood and connected to our identity. Community members (data stewards and participants) have a better understanding of why EDIA data is collected. More EDIA data is collected, and with higher response rates.
Action 8: Introduce an *EDIA in Action* speaker series	Administration that supports the research community	Communication related to EDIA	8.1 Engage with the community (internal and external) about EDIA work happening at MSVU	8.1.1 Establish a Soapbox platform style engagement about real and current EDIA action 8.1.2 Develop a rotation of in-house EDIA experts to share their knowledge and expertise 8.1.3 Advertise these talks through	2023- (every 4-12 weeks)	8.1.1 and 8.1.2 RESO and President 8.1.3 Public Affairs and RESO	8.1. Speaker series is established and attracts attendees from across campus	Better awareness and increased knowledge about EDIA best practices

				Campus Bulletin, Senate and/or internal webpages				
Action 9: Enhance the EDIA in Research website	Administration supporting the research community	Committee workload and distribution of EDIA related work	Improve EDIA awareness on embedding EDIA in research by faculty	9.1.1 Improve EDIA in Research website by developing a toolkit for EDIA considerations in research, adding resources and best practices 9.1.2 Amplify EDIA in Research work at MSVU by faculty and students	2022-	RESO, EDIA Advisor, Public Affairs, Advancement	9.1.1 EDIA in Research website is created with resources for faculty and students 9.1.2 9 EDIA methods that follows best practices are frequently embedded into research (e.g., in grant applications)	Community members, Public Affairs, and Advancement Office are more aware of and more connected to the EDIA work done at MSVU
Action 10: Include EDIA Advisors in Management Forum	Administration supporting the research community	Communication related to EDIA	Improve decisions made by Management Forum to include an EDIA lens	10.1 Include the Special Advisor to MSVU on Indigenous Affairs in Management Forum 10.2 Include the EDIA Advisor in Management Forum 10.3 Include the Harassment and Discrimination Advisor in Management Forum	2022	President	10.1-10.3 These individuals attend Management Forum meetings	Improved decision making by Senior Executive Team
Action 11: Introduce EDIA evaluation into the performance reviews for senior leaders	Administration supporting the research community	Commitment of Leadership	Promoting an understanding of the importance of EDIA work in Leadership	11.1 AVPs, Directors, Deans, and VPs receive notice of the implementation of a new EDIA criterion in their performance evaluation: how well EDIA principles and best-practices are implemented in their work 11.2 A template for reporting EDIA implementation is created for performance reviews for AVPs,	2022-	HR, President, VP Admin	Performance reviews for AVPs, Directors, Deans and VPs have been expanded to include review of their EDIA work. Lived experiences may be considered	- Senior Management prioritize EDIA initiatives and see value in their own contributions. - Senior Management members inspire others to incorporate EDIA work in their professional development as well. - Leaders can demonstrate how they have contributed to EDIA

Action								
				Directors, Deans, and VPs				- advances with added accountability. - Climate Survey responses reflect confidence in leadership and their EDIA knowledge and actions.
Action 12: Enhance training on EDIA across campus units with goal to improve hiring practices	Research Excellence (with implications for the community and the administration)	Recruitment, onboarding, retention	12.1 Improve hiring practices to correct the under-representation of staff and faculty from equity-deserving groups	12.1.1 Members and Chairs of hiring committees have access to EDIA training 12.1.2 Investigate developing online training module through Moodle for hiring panel 12.1.3 Monitor who takes the training modules and frequency of training		HR, SET, EDIA Advisor, Advisor on Indigenous Affairs, VP Academic working with Deans, RESO, Teaching and Learning Centre	12.1 In-house introductory EDIA training workshops have been offered at regular intervals in hybrid form (on-site, on-line). Members of Union groups, IT&S, Financial Services, Administration, MPA, hiring committees have been offered training, and the opportunity to engage/participate in this training (e.g., time is provided to take the training).	- Hiring committees have a deeper understanding of EDIA. - Applicants experience a hiring experience with the appropriate EDIA considerations.
Action 12: Enhance training on EDIA across campus units with goal to improve hiring practices	Research Excellence (with implications for the community and the administration)	Commitment of Leadership	12.2 Promote understanding of EDIA for leadership	12.2.1 Provide EDIA and decolonization training for senior leaders		HR, EDIA Advisor, Advisor on Indigenous Affairs,	12.2.1 Senior Leaders have taken EDIA and decolonization training from in-house workshops, and CCDI webinars, and attendance/completion has been tracked. 12.2.2 Decision making will be more informed from EDIA perspectives therefore helping remove existing barriers to underserved groups	- Senior leaders are in tune with current best-practices in EDIA and Truth and Reconciliation - Senior leaders demonstrate EDIA best-practices in their work

							and developing a more welcome and safe campus for all	
Action 12: Enhance training on EDIA and Truth and Reconciliation across campus units	Research Excellence (with implications for the community and the administration)	EDIA training and development opportunities	12.3 Improve faculty, librarian, lab instructor, staff, and student's understanding of EDIA	12.3.1 Promote the wide use of the Canadian Centre for Diversity Inclusion free webinars to faculty, librarian, lab Instructor, staff, and students, and use the program features to track the use 12.3.2. Continue to offer in-house introductory EDIA training workshops to faculty, and stakeholders (Union groups, Financial Services, IT&S, Hiring Committees, Administration etc.) and track who has participated 12.3.3. Offer additional training events such as workshops, learning circles and speaker series, with a focus on EDIA and Truth and Reconciliation	2022-	HR, SET, EDIA Advisor, Advisor on Indigenous Affairs, VP Academic working with Deans, RESO, Teaching and Learning Centre	12.3.1 EDIA training through CCDI, and In-House EDIA workshops will track attendance and provide evidence of members on hiring committees receiving EDIA training. Hiring committees provide evidence of who on their committee has EDIA training or expertise. 12.3.2 CCDI webinars are regularly used as a training tool for independent study. CCDI demonstrations are incorporated in the in-house introductory EDIA workshops. CCDI link is provided on the EDIA in Research website. Use the CCDI platform to track usage to assess level of engagement with this resource. 12.3.3 New themes and new methods are explored for training opportunities. MSVU	- MSVU research community members are aware of their access to free EDIA training through CCDI. MSVU research community members are more educated and aware of EDIA issues as a result of their training. A great number of community members have received training within a limited timeframe. - Community members can provide evidence of their EDIA training. EDIA considerations are embedded into the system structures. Services are provided in inclusive and accessible conditions. - Members of equity-deserving groups experience the support they need

							community members have been invited to participate in EDIA workshops.	when accessing these services. EDIA and Truth and Reconciliation messages reach more people, in more ways. Participants gain a deeper understanding of EDIA and Truth and Reconciliation. - MSVU values alternative ways of disseminating knowledge in culturally appropriate ways. EDIA and Truth and Reconciliation messages reach more people, in more ways. - Participants gain a deeper understanding of EDIA and Truth and Reconciliation.
Action 13: Enhance Data Collection	Research Excellence	Considering EDIA in research	Increase understanding of EDIA in research	13.1 Increase data collection on the diversity of research/researchers on research teams, in research grant awards, in research chairs and fellowships according to EDIA principles, Dimensions Charter, and Scarborough Charter. 13.2 Conduct a Climate Scan to assess the impact of current EDIA	13.1 (2024) 13.2 (2022, 2025) 13.3 (2025)	13.1 RESO 13.2 HR 13.3 HR and Business Analyst	13.1 Data is more thoroughly collected on the diversity of research/researchers on research teams, in research grant awards, in research chairs and fellowships. 13.2 Climate scan includes questions about current EDIA initiatives. Climate scan includes Self-identification demographic data questions. Climate scan includes questions which	- A better understanding of the demographic representation and underrepresentation of equity-deserving groups. More diverse research teams, in grant awards, and chair fellowships. - MSVU can measure the impact of current EDIA initiatives and experiences as a result of these initiatives. MSVU will modify programs

								measure experiences. Climate scan is circulated in 2022 and 2025. Climate scan questions are reviewed again before the 2025 circulation. 13.3 MSVU collects and stores Self-Identification demographic data on their community. The data collection is in line with TIPS recommendations and is implemented consistently across professional roles following policy guidelines about privacy and data governance, as well as requests for release of information. Secured a $100,000 TIPS EDI Stipend (IT&S HR RESO) to do a 2- or 3-year process to develop, create a sustainable process to collect demographic data for the entire institution. Accessibility of the data is considered	and initiatives to best suit the needs of the intended recipients. MSVU will support programs and initiatives which are proven to have had the desired impact for recipients. - MSVU has a demographic review of their community. MSVU can identify gaps and trends. MSVU can measure progress in expanding diversity and improving representation.
			initiatives and consider experiences of members of equity-deserving-groups. 13.3 Develop a new mechanism to collect and store self-identification data and review self-Identification annually (adhere to TIPS best-practice guidelines)					
Action 14: Create a database of EDIA research done at MSVU and EDIA experts at MSVU	Research Excellence	Considering EDIA in research	Increase understanding of EDIA in research	14.1 Conduct an audit of EDIA in research conducted by faculty that is shared publicly (via a searchable database) 14.2 Highlight examples of EDIA in research at MSVU on the RESO website	2025	RESO, Teaching and Learning Centre, Information Technology Services, Public Affairs, Library	An audit of EDIA in research was conducted and shared publicly These examples are shared on the RESO website with links to/from EDIA website	- At the mid-term milestone (2024) we will have a clear understanding of our collection of EDIA in research. - Members of the MSVU research community can access a bank of EDIA-related

								research that has been done at MSVU.
Action 15: Develop more supports for students from equity-deserving groups	Research Excellence	EDIA in team composition, recruitment, and environment	Improve research environments and diversify research teams	15.1 Networking for students: Create community for research students (undergraduate and graduate) through networking opportunities. (In particular, equity-deserving students and international students) 15.2 Develop a template for hiring student researchers. Standardize hiring practices for student researchers and lab assistants, with transparency and accountability 15.3 Provide EDIA training for all researchers hiring research assistants. (See Action 12) 15.4 Source funding for equity-deserving students in research 15.5 Increase the numbers of opportunities for equity-deserving students to gain direct experience in research by sourcing funding to support them	15.1 (2023) 15.2 (2024) 15.3 and 15.4 (2024)	RESO, Dean of Graduate Studies	15.1 Networking and social opportunities are provided to students engaged in research at regular intervals (incl. at orientation). Special effort is made to include members from equity-deserving groups and international students. Events are offered in person and virtually. Facilitation and leadership are provided, which helps ease social challenges. Impact of the events are measured by the students who participate. Inclusion of visiting graduate students in these initiatives by advertising on campus bulletin. 15.2 Hiring processes for student researchers has been standardized. A template has been designed, approved, and accepted for use. 15.3 see Action 12 15.4 Funding source has been identified and secured 15.5 There is an expansion of programs such as IBIS that engage students in	- Students feel more included in the MSVU research community. Students have peer-mentoring opportunities that broaden perspectives. - Research opportunities will be accessed by a more diverse pool of students. Students from equity-deserving groups report an improved sense of community. - People hiring student researchers are accountable in their equitable and inclusive hiring. Research students will understand the merits being used to determine who is being hired. - Equity-deserving students report higher instances of access to research. How to measure this? MSVU offers research opportunities equitably. Research at MSVU is conducted by more diverse teams.

							undergraduate years with research opportunities	

Appendix 3

Action Overviews

Dimensions Action Overview

Action 1: Recruit, support, and retain equity-deserving scholars

Dimensions Pillar:

- One: The Research Community

Dimensions Domains:

- Recruitment, onboarding, retention
- Career development and recognition
- Commitment of Leadership

Rationale/Motivation:

- Diversify our team of staff, faculty, lab instructors and librarians
- Diversify the Board of Governors
- Improve hiring practices
- Improve career development
- Promote understanding of EDIA work for leadership

Specific Steps:

- Diversify the team of faculty, lab instructors, librarians, and staff through cluster hires of Black and Indigenous Scholars.
- Develop an EDIA grid for hiring, engage with stakeholders about the grid, provide training for grid usage.
- Develop and introduce a revitalized mentoring program which includes creating mechanisms for equity-deserving faculty to be mentored for leadership positions.
- Register for the 50-   Challenge which would give us access to "an online suite of tools policies, and resources for organizations across Canada to use. The toolkit will include resources to support the recruitment and mentorship of board members and senior managers from under-represented groups, as well as tools to support the developments of anti-racism, anti-harassment, and inclusive workplace strategies." Minister Champagne announces new measures to help companies meet their diversity and inclusion targets – Canada.ca)

Timeframe:

- Black Scholar Cluster Hire July 2021
- Register for the 50-30 Challenge 2022
- Indigenous Scholar Cluster Hire July 2023
- EDIA Hiring Grid to be developed in 2023
- Mentoring program developed and introduced by 2024
- Mentoring for leadership developed in 2023, and introduced in 2024

Lead Unit/Person Responsible:

- Cluster Hires: Vice President Academic working with Deans
- Hiring Grid: HR, working with Deans, Dept Chairs, EDIA Advisor, and Special Advisor to MSVU on Indigenous Affairs
- Mentoring Program: Vice President Academic working with Deans and Chairs
- Mentoring for leadership: Vice President Academic working with Deans and President as Chair of SET

Success Measures:

- MSVU employs more individuals who identify as being Indigenous and/or racialized.
- MSVU's workforce meets or e ceeds the expected rate of representation for the five designated groups, as determined by the 2016 Census, and is based on the availability of designated group members in the appropriate recruitment region. (For example, senior managers are recruited nationally, so national availability data is used; however, clerical supervisors are recruited locally, so Halifax availability data is used.)
- Retention of equity-deserving individuals
- Climate survey cross analysis reveals equity-deserving individuals report job satisfaction
- Equity-deserving group members see themselves in leadership positions as a result of mentoring

Reflection on Impact/Milestones:

- MSVU has improved the diversity across staff, faculty, librarians, and lab instructors – as will be evidenced in the 2022 workforce analysis and 2024 analysis.
- Hiring committees feel more confident in incorporating EDIA considerations.
- Applicants have access to transparent and equitable hiring practices. Grid is provided as a resource for hiring.
- Hiring grid is re-evaluated by HR and senior leaders (annually) to ensure access to equitable hiring processes are in place.
- Exit surveys reveal how to better retain equity-deserving individuals.
- Equity-deserving individuals transition into leadership positions and roles.
- Students from Indigenous or Afrocentric communities (in particular) report better representation of mentors and can more readily 'see themselves' in research related roles

Baseline data, rationale, motivation, relevant evidence:

- In an Employment Systems Review in 2021-2022, the Employment Equity Committee noted a number of positive initiatives in place to help remove barriers to employment for all candidates and specifically for individuals from designated groups:
    - Inclusion of the MSVU equity statement on all job postings
    - extending application periods to 10 working days from 5 days
    - using non-gendered language on postings
    - HR review of posting language to ensure a lack of gender-coded or biased language (https://gender-decoder.katmatfield.com/)

- o 's secondary review of long-listed candidates who have self-identified, to determine if they should be reconsidered for short-listing
- o hiring managers are encouraged to select a panel of individuals with diverse but knowledgeable perspectives
- o candidates are encouraged to bring documents, take notes, and/or advise if accommodations are needed at any time
- o interview questionnaire is provided to in-person candidates during interview
- o candidates are provided feedback if requested
- Previous hiring grid for staff groups (NSGEU, IUOE and MPA) needs to be re-evaluated and moved to an online system, which can be used to track data for reporting.
- From October 2021 to April 2022, the Employment Equity Committee conducted an Employment Systems eview ES on MSVU's staff recruitment process which involved a detailed review of the following recruitment stages: job design and approval, job posting, applicant selection, interview process, process conclusion, and the orientation process.
  - o The ESR also identified barriers and/or adverse impact in the areas of training, job ad creation and promotion, policy, and procedure development, and during the interview and onboarding processes. A series of recommendations have been provided for consideration for each of the above areas to help address systemic barriers within MSVU's staff recruitment process. Please see the ES report at the end of this document for the complete list of recommendations.
- EEC workforce analysis 2020:
  - o MSVU employs 5 less individuals who self-identify as Indigenous Peoples than the expected rate.
  - o MSVU has a significant gap of 47 fewer people who identify as having a disability than the expected rate.
  - o MSVU has underrepresentation of 14 employees who identify as racially visible. (part-time faculty has an underrepresentation of 17 individuals)
- As an institution, we should diversify at all levels, not only at the faculty level. Staff, administration, and the Board of Governors need to be diversified. The Board especially has great power over decision-making at the Mount and diversifying its membership should also be a priority. Having one Indigenous member or one Black member on a 37-member Board is not enough. We need to do better on this front.

Related engagement providing rationale for Cluster Hires:

- Diversity hires have been a positive experience. – Environmental Scan Consultations (Hiring of diverse employees has been a positive experience.)
- Several comments were made that students form Indigenous or Afrocentric communities often do not see themselves in the research and there are few faculty that could act as mentors. – Environmental Scan Consultations
- Recruit and retain more equity-deserving academic staff. – Dimensions Town Hall May 2022
- It's crucial we recruit and retain academic staff (faculty, librarians, and lab instructors) from equity-deserving groups, but we also need to have an environment at the Mount that attracts

and retains them and makes them feel safe and supported enough to be "out" (so to speak) with respect to their identity. – Dimensions Town Hall May 2022

- Cluster hire to increase diversity. - Dimensions Town Hall May 2022
- Cluster/cohort hires are the best way to help recruit and retain academic staff and must be made a priority in the academic planning of our university; these kinds of hires should also be considered for support staff. - Dimensions Town Hall May 2022

Related engagement providing rationale for a Hiring Grid:

- Hiring: There is currently no formal requirement to provide evidence of EDI considerations. There is not a consistent process across departments. – Environmental Scan Consultations
- Recruit and retain more equity-deserving academic staff – Dimensions Town Hall May 2022
- It's crucial we recruit and retain academic staff (faculty, librarians, and lab instructors) from equity-deserving groups. – Dimensions Town Hall May 2022
- Recruit and retain more equity-deserving support staff, who also feel safe and supported, and will thus promote a safe and supportive environment – Dimensions Town Hall May 2022
- Create an EDI grid that is used for hiring across the university. – Dimensions Town Hall May 2022
- Hiring rank should be consistent and transparent CA Article 38 seeing re-examination by the Joint Committee. - Dimensions Committee Meeting Minutes April 2022
- EDI considerations during deliberations for hiring. - Dimensions Committee Meeting Minutes April 2022
- Support departments with resources to better hiring practices. - Dimensions Town Hall May 2022

Who can benefit from a Hiring Grid?
- Hiring Committee members can rely on this tool to be sure they are following a consistent and appropriate process to include EDIA considerations.
- Candidates from equity-deserving groups will have access to a fair and standardized process.
- Although not a who specifically, more diversity in the research community strengthens the ecosystem by creating an attractive work environment for a wider pool of applicants and improving our collective intelligence.
- Students from equity-deserving groups will 'see themselves in research' and have access to more faculty who could act as mentors.

Related rationale regarding Mentoring:

- Scan the mentoring program, which is inconsistent and doesn't work for everyone ensure recognition for mentors. Dimensions Committee Meeting Minutes February 2022
- Better experience = better retention
- Relieve equity tax

Who will benefit from a reinvigorated Mentoring program?

- New hires
- Mentors
- More stability in our workforce

Related engagement providing rationale for Mentoring for Leadership positions for equity-deserving members:

- Individuals are hand--picked for interim leadership positions with no process in place. So, it is subjective and non-transparent. Minority individuals do not get the same opportunities to get "picked" for leadership positions. There is nothing in place to assist those individuals on our own campus to move into leadership positions.
  (Note the value of ensuring that colleagues from ED groups are mentored and considered for leadership roles).

Who (department or unit) identified the gap (re: cluster hires)?

- Consultant EDIA in Research 2020
- Dimensions Committee
- HR

What methods were used to identify the gap (re: cluster hires)?

- The Faculty Association held special meetings for its members in the summer and fall of 2020 to discuss Black Lives Matter and racial justice, which then prompted the dialogue between the Faculty Association and senior admin.
- Consultations
- Dimensions Town Hall
- Workforce analysis

Who (department or unit) identified the gap (re: hiring grid)?

- Dimensions Committee Priority Level 1
- Research Office suggested EDIA Action: Commit to sustainable hiring of faculty from equity-deserving groups.
- Employment Equity Committee – Workforce Analysis 2020 and 2021
- Consultant EDIA in Research 2020

What methods were used to identify the gap (re: hiring grid)?

- Environmental Scan consultations (2020/2021)
- HR workforce analysis (2020 and 2021)
- Employment Equity Committee (2021/2022)
- Research Office Interviews and Survey (2021 and 2022)
- Dimensions Town Hall May 2022

Who (department or unit) identified the gap (re: mentoring)?

- Dimensions Committee

What methods were used to identify the gap (re: mentoring)?

- Committee Meeting Discussion

Who (department or unit) identified the gap (mentoring for leadership)?

- Senate in 2021-2022

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need (Cluster Hire).

- Faculty Association/administration dialogue on October 8th, 2020, was a key event for prompting the cluster hire
- The Black Scholar Cluster Hire was further inspired by the new Strategic Plan which was finalized at the end of November 2020. The cluster consisted of four scholars: Assistant Professors in Business, Education (2), Political and Canadian Studies/Cultural Studies, as well as new hire (apart from the cluster but from the 'cluster applications' for Women's Studies. Members from this cluster began work on July 1, 2021. It is too soon to assess the impact, especially considering the ongoing effects of Covid-19.
- The Vice President Academic will hold an Indigenous Scholar Cluster hire for July 1, 2023, which is motivated by the Strategic Plan as well as the MSVU Apology and Commitments of August 2021.
- This strategy could also be considered for support staff: we can't technically do a cluster hire for support staff, but we can privilege applications from equity-deserving groups when hiring staff positions.
- Considerations will be made for promoting positive experiences and retention.

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need (Hiring Grid).

- MSVU has recently signed on to the 50-30 Challenge, a Government of Canada initiative to diversify and improve inclusion. We will have access to their toolkits.
- EEC Recommendations from ES re MSVU's staff recruitment process
    - Recommendation: Research best practices on alternate forms or methods of applying for those requiring accommodation during the application process.
    - Recommendation: Development of a distribution list of diverse agencies to be contacted when promoting available positions.
    - Recommendation: Develop guidelines on when internal recruitment is permitted versus an external recruitment process.
    - Recommendation: Provide general information on the interview process to candidates prior to the interview (e.g., include a paragraph in the confirmation email sent to candidates).

- o Recommendation: Job Fact Sheets include required competencies, which shall be assessed with an equity lens for possible exclusion of or barriers to members of designated groups and should include an EDIA component or competency. Guidelines should be clear and provide details of what should be included in Job Fact Sheets.
- o Recommendation: Research best practices on the use and design of evaluations tools to better inform the current process.
- o Recommendation: Update orientation checklist and guidelines and distribute consistently to hiring managers.
- o Recommendation: Ensure diverse perspectives within the hiring panel whenever possible while being cautious of adding to individuals' e uity ta .
- o Recommendation: Ensure interviews are always held in accessible buildings and rooms.
- o Recommendation: Research best practices on the sharing of interview questions to candidates (e.g., when to make them available if sharing).
- o Recommendation: Research best practices on conducting skills testing and, if including skills tests, ensure they are based on requirements for the role and that equipment is accessible. Members noted that not all candidates have equal access to professional references, which may be a barrier to employment for designated group members and has adverse impact to international candidates who may have non-English speaking references or out-of-country references. Also, competencies may not translate internationally in the same context as in Canada.
- o Recommendation: Allow for translation of references if required (by available technologies or by consultation).
- o Recommendation: Research best practices on the use of references and who sees and conducts references to reduce potential bias and provide training to those conducting references on cultural perspectives in relation to competencies.

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need (Mentoring).

- Taking up roles within a department, including at some point taking on the role of Chair, the mentoring will likely take place within the Department. Leadership roles within the administration, as Dean for example, that is something for the VPA and Deans consider.
- Note the different types of mentoring, i.e., peer to peer, senior to junior, within faculties, across faculties
- Research best-practices regarding mentorship
- Training for mentors.
- Community Matters Program promoting wellness and community and natural connections.

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need (Mentoring for equity-deserving faculty for leadership positions).

- Step 1. Develop a process to identify individuals from equity seeking groups who are interested in leadership positions
- Step 2. Identify a process to mentor these individuals.

- Step 3. Start this mentoring process
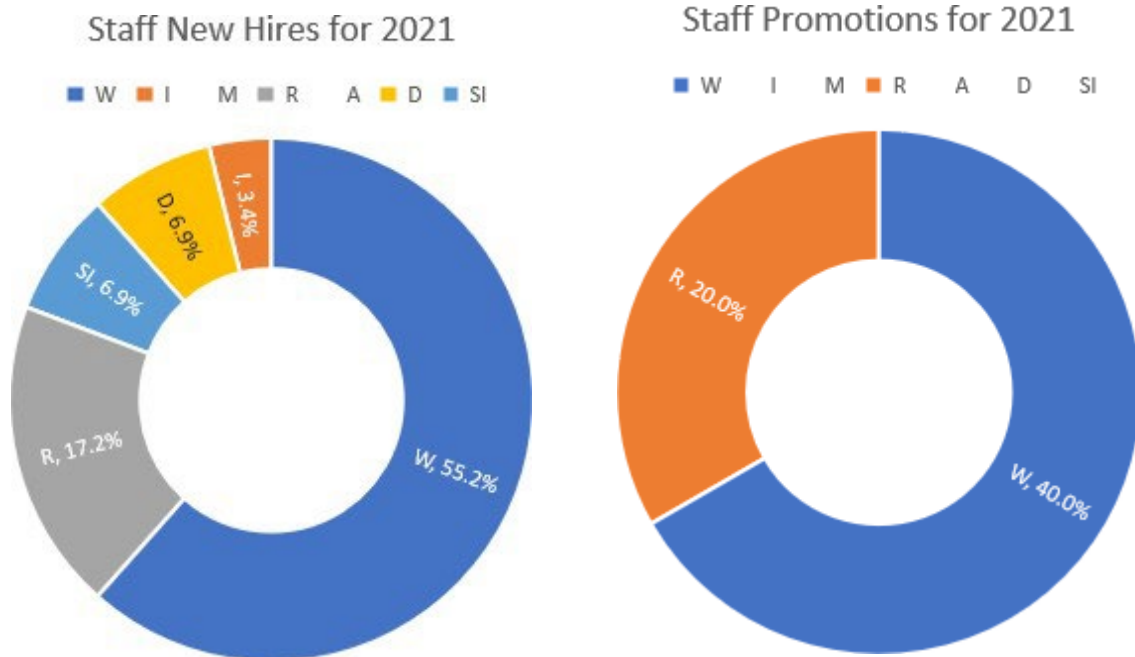- Step 4. Evaluate its impact

What are the potential risks of implementing this action?

- Discussing "Indigenous and/or racialized" scholars in detail, but not addressing other equity-deserving groups.
- Being from and equity-deserving group and doing equity-based work are not the same. We need attention to both.
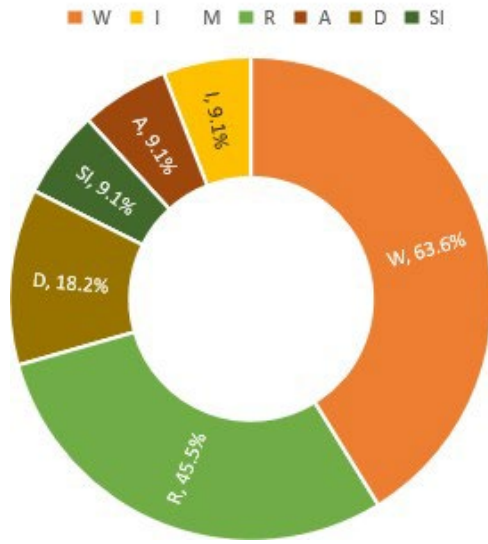
2021 New Hires and Promotions Updated August 29, 2022

The charts below reflect the demographics of staff and faculty who were newly hired or promoted. MSVU doesn't e perience high levels of turnover in permanent staff and faculty therefore the graphs below reflect total numbers between 5 and 30.
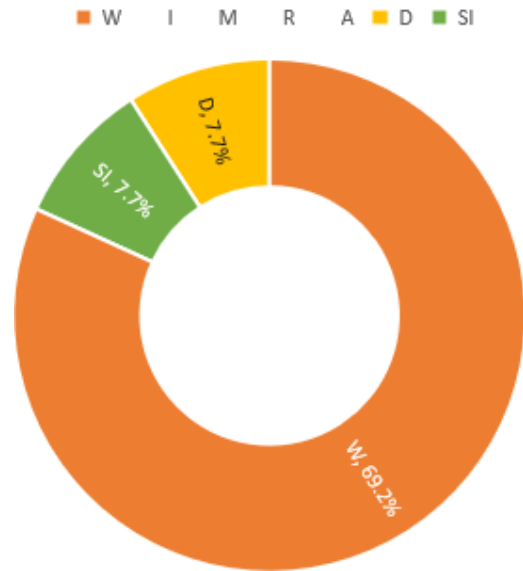
Note: Prior data is available for deeper analysis on trends for new hires, promotions, and resignations/terminations.

Staff New Hires for 2021

Legend: W, I, M, R, A, D, SI

- W, 55.2%
- R, 17.2%
- SI, 6.9%
- D, 6.9%
- I, 3.4%

Staff Promotions for 2021

Legend: W, I, M, R, A, D, SI

- W, 40.0%
- R, 20.0%

Faculty New Hires for 2021

W   I   M   R   A   D   SI

W, 63.6%
R, 45.5%
D, 18.2%
SI, 9.1%
A, 9.1%
I, 9.1%

Faculty Promotions for 2021

W   I   M   R   A   D   SI

W, 69.2%
SI, 7.7%
D, 7.7%

Dimensions Action Overview

Action 2: Improve how hiring committees consider EDIA in their selection process for faculty/academic staff

Dimensions Pillar: The Research Community

Dimensions Domain: Recruitment, onboarding, retention

Rationale/Motivation: Improve hiring practices

Specific Steps:

EDIA considerations should be included at the posting stage by hiring manager/HR or Chair/VP.

Ask that hiring committees reflect on their EDIA considerations in their selection process.

- o Reports on numbers for equity-deserving groups, which go to Deans, should be used to help make hiring decisions
- o The Deans submit this material to the EDIA advisor/office
- o EDIA advisor/office should review these on a regular basis
- o The departmental appointments committees should be encouraged to consider EDIA in their deliberations and to reflect this in their letters of recommendations to Deans/VP Academic etc.

Timeframe: 2022 and 2023

Lead Unit/Person Responsible: Hiring Managers, VP Academic, Departmental Chairs, Deans, EDIA Advisor, HR

Success Measures:

- EDIA consideration is included in job postings.
- Hiring committees follow the recommendation to reflect on their EDIA considerations in their selection process (as evidenced in letters recommending applicants for hire)

Reflection on Impact/Milestones: Transparency and accountability of hiring process available to people part of and apart from the hiring process.

Related engagement which provides rationale:

- Hiring: There is currently no formal requirement to provide evidence of EDI considerations. There is not a consistent process across departments. – Environmental Scan Consultations
- EDI considerations during deliberations for hiring. – Dimensions Committee Meeting Minutes April 2022

- Support departments with resources for better hiring practices. – Dimensions Town Hall May 2022

Who will benefit from this action?

- Hiring Committees
- Candidates

Who (department or unit) identified the gap?

- Dimensions Committee

- Consultant EDIA in Research 2020

What methods were used to identify the 'gap'?

- Committee Meeting Discussion
- Town Hall Engagement
- Environmental Scan Consultations

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

- The Department Appointments Committees currently use a form to show EDIA considerations. There is no requirement, but it is promoted, and the compliance rate is good.
- Committees send their forms to Deans + EDIA Advisor for reporting/reviewing/reflecting purposes

Other Related information:

Staff Applicant/Recruitment Demographics:

Human Resources has surveyed at the staff application stage for permanent and contract positions for the past 5 years. Although not currently being done, this allows for further analysis at the staff application stage to determine trends in attracting, interviewing, and hiring diverse candidates.

 Current nline Application System's E uity   uestion

We have made a formal commitment to ensuring equality of opportunity in employment. In order that we can ultimately measure the effectiveness of this policy, you are invited to advise us if you identify with one or more of the following groups of individuals. (Multiple Choice: Indigenous Peoples, Racialized Person, Person with a disability, Woman, and other equity-deserving groups not indicated above).

Dimensions Action Overview

Action 3: Conduct exit surveys

Dimensions Pillar: The Research Community

Dimensions Domain: Recruitment, onboarding, retention

Rationale/Motivation:

- Understand retention
- Baseline: Exit surveys (in the form of an interview) are currently done with staff who volunteer to participate, an EDIA question is included in the survey
- Baseline: HR is currently creating multi-year summary reports for HR Director. Interview is confidential; however, individual concerns are shared if consent to share is provided. Summary does not currently include a breakdown of respondents who self-identify versus total respondents.
- Baseline: Data analysis has looked at resignation rates for the designated groups, but has not made distinction between retirement, and leaving for other reasons, does not look at how long they were retained before their resignation, if there was an extended period of leave taken before the resignation etc.

Specific Steps: Conduct consistent exit surveys for all staff, faculty, lab instructors, and librarians and the HR Director analyze these responses annually.

Timeframe: 2022, 2023, 2025

Lead Unit/Person Responsible: HR and VP Academic

Success Measures:

- New exit survey has been developed for staff and faculty and is used consistently
- Exit survey data is analysed on an annual basis

Reflection on Impact/Milestones: We have more knowledge and understanding of the factors which contribute to leaving the MSVU community. Desired impact over time is improved retention, especially for members of equity-deserving groups.

What is the motivation?

Not only to recruit members of equity-deserving groups to improve our diversity, but also to consider the equity, inclusion, and accessibility components - promote positive experiences and retain the members we recruit.

Who department or unit identified the 'gap'?

- Dimensions Committee

What methods were used to identify the 'gap'?

- Town Hall Community Engagement
- Committee Meeting Discussion

Related engagement providing rational for exit surveys:

- Recruit and <u>retain</u> more equity-deserving academic staff. - Dimensions Town Hall May 2022
- It's crucial we recruit and <u>retain</u> academic staff (faculty, librarians, and lab instructors) from equity-deserving groups, but we also need to have an environment at the Mount that attracts and <u>retains</u> them and also makes them feel safe and supported enough to be "out" (so to speak) with respect to their identity. – Dimensions Town Hall May 2022
- Recruit and retain more equity-deserving support staff, who also feel safe and supported, and will thus promote a safe and supportive environment. – Dimensions Town Hall May 2022
- Exit surveys conducted for all faculty and staff in a consistent manner. – Dimensions Committee Meeting Minutes April 2022
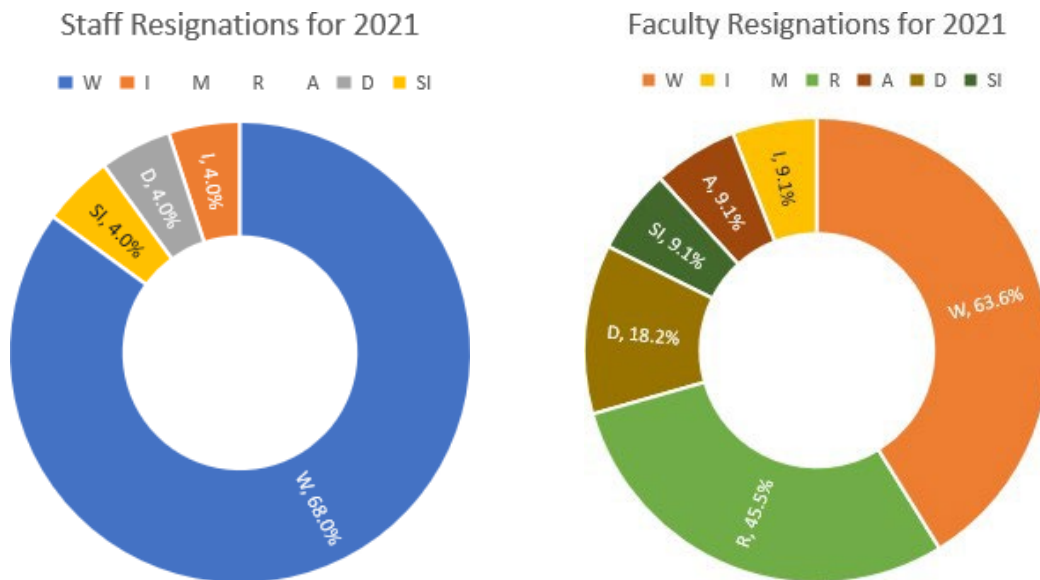
List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need:

Agreement and approval on exit questionnaire (to be used for both staff and faculty – if realistic). Development of online survey to better distribution and, potentially, improved response rate.

What are the potential risks of implementing the action?

Voluntary process may limit response rate or skew towards more negative experiences.

Other Related Information:

Staff Resignations for 2021

■ W ■ I   M R ■ A ■ D ■ SI

SI, 4.0%
D, 4.0%
I, 4.0%
W, 68.0%

Faculty Resignations for 2021

■ W ■ I   M ■ R ■ A ■ D ■ SI

I, 9.1%
A, 9.1%
SI, 9.1%
D, 18.2%
W, 63.6%
R, 45.5%

Dimensions Action Overview

Action 4: Conduct a pay equity audit

Dimensions Pillar: The Research Community

Dimensions Domain: Recruitment, onboarding, retention

Rationale/Motivation: Improve retention

Specific Steps:

Conduct a robust pay equity audit:

- Establish a representative committee to undertake this pay audit across campus led by VP-Admin
- Determine the scope of the audit and timeline (scope suggestion to include staff)
- Conduct audit
- Report findings to campus community

Timeframe: 2023

Lead Unit/Person Responsible: Vice President Administration and President

Success Measures: Pay equity audit has occurred and was reported to campus community and a plan for fixing identified inequities has been developed

Reflection on Impact/Milestones:

- Equitable Pay.
- Improved retention.

Relevant engagement and evidence which provides rationale:

- o Dimensions Committee Priority Level 2
- o In the Environmental scan (p 28) we are asked:
  - Has the institution conducted an internal analysis of pay equity? Analyses for faculty and the other identified roles that participate in the research ecosystem? If yes, have the analyses included pay equity for all equity-deserving groups or just some?
  - Has the institution implemented pay adjustments to address persistent pay equity gaps?
  - How does the institution plan to ensure pay equity, or compliance with pay equity policies, going forward?

- The Dimensions Handbook (p 71, 72), in leading the discussion about pay equity as part of the Environmental Scan:
  - "Findings over the last several decades that there are significant pay equity gaps for equity-deserving groups in Canadian post-secondary institutions[146] were recently supported by findings from Statistic Canada in 2020, and a special investigation by the Globe and Mail.[5] Many Canadian post-secondary institutions have conducted internal analyses of pay equity gaps and "Anomalous salary gaps "[147] found significant gaps for equity-deserving groups, and some have implemented pay equity adjustments.[148] In many instances such analyses have been focused on gender pay equity, with less attention being paid to pay equity for all equity-deserving groups. In many cases the institution's unions and collective agreements speak to, or participate in addressing, pay equity, and could be consulted on this issue. Also, depending on the province where an institution is located, pay equity may be governed in part by law (see, for e ample uebec's Pay E uity Act of addressing salary discrimination in job classes deemed to be predominantly held by women). While the findings of these legally mandated pay equity evaluations will provide an excellent starting point for this component of the environmental scan, further analysis will likely be necessary in order to assess policies and practices that lead to pay inequity, and to address pay equity issues across the five groups.[149]

- the pay inequity across Canadian institutions is well known. - Data is provided by CAUT annually. Our particular pay inequity came to the fore front when the previous VP admin announced that the pay gap was small at MSVU (about 2016-2018). The pay inequity across campus (for staff and faculty) has been discussed in senate in 2021-2022 several times. In one of the Senate meetings in the Winter term 2022, the VP admin said that he would undertake a pay equity audit. This is likely to remain on the discussion table at Senate.

Who department or unit identified the 'gap'?

- Senate
- Dimensions Committee/ Dimensions Central
- Consultant EDIA in Research 2020

What methods were used to identify the 'gap'?

- Senate Meeting discussions
- Dimensions Committee Meeting discussions
- Environmental Scan
- The Dimensions Handbook

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

- The first step here is to establish a committee to undertake this pay audit across campus, it should not be done by one individual.

What are the potential risks of implementing the action?

> Not being willing or able to address identified pay gaps.
> Pay structure (tables) may hold challenges for changes. However, MPA salary scale was recently reviewed with some revisions made.
> Could raise e pectations that action will be taken when perhaps it won't or won't for some time.
> It could also increase the gap between full time and contingent faculty if it doesn't also apply to the contingent faculty pay gap.

Other Related Information:

2021 Salary Equity Analysis

Key W = Woman I = Indigenous Person M = Mi'kma   = aciali ed Person ANS = African Nova Scotia D = Person with a disability, and SI = Sexual Orientation and/or Sexual Identity (2SLGBTQIA+).
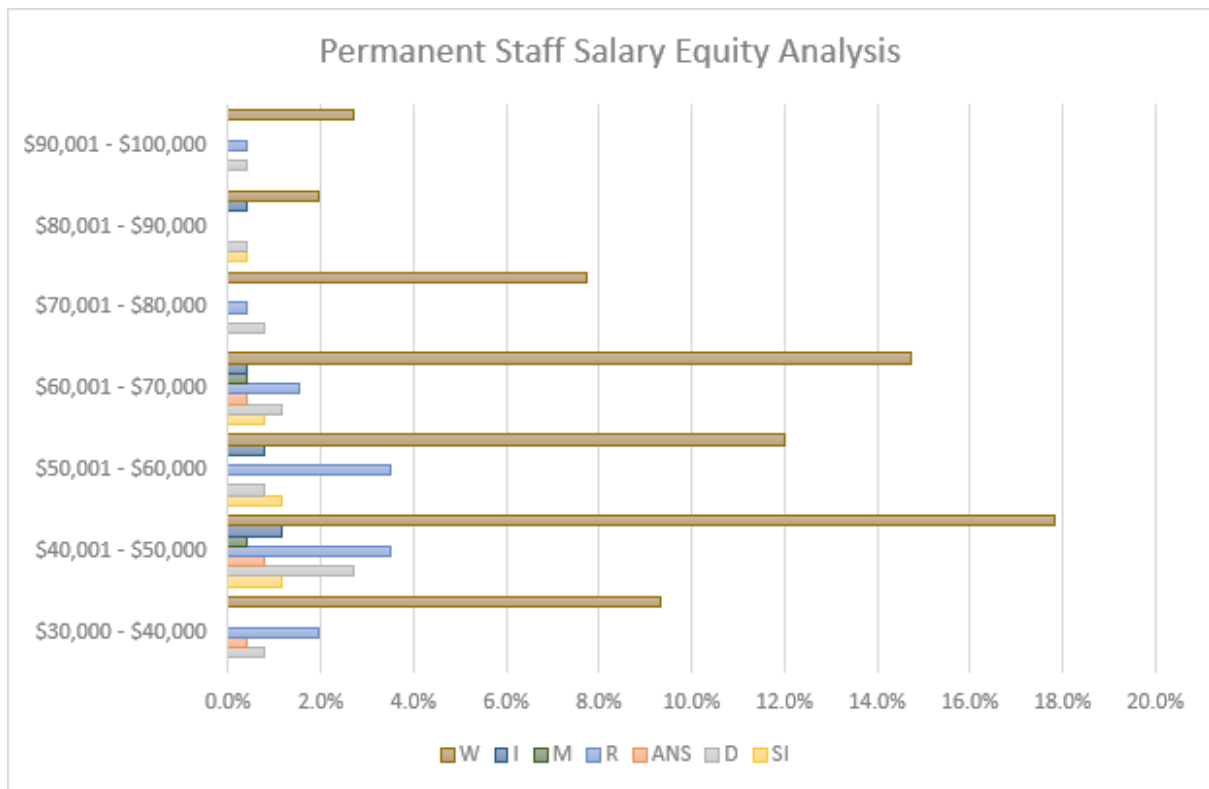
Staff demographics have been sorted into Employment Equity Occupational Groups for consistency with the 2021 Workforce Analysis Report.

The largest groups within Permanent Staff are the occupational groups *Middle and Other Managers, Professionals, Semi-Professionals & Technicians, Administrative and Senior Clerical*, and *Clerical*. Most of which have gaps in representation for Indigenous Peoples, Racialized People, and People with a disability, as reflected in the 2021 Workforce Analysis.

Further detail on each of these occupational groups below reflects percentage of individuals' demographics per salary bracket). As an example, of those within the Middle and Other Managers group with salary between $90,001 and $100,000, 67% identify as a woman and 17% identify as a person with a disability. Salaries have been annualized for part-time employees.

Middle and Other Managers	W	I	M	R	ANS	D	SI
$90,001 - $100,000	67%	0%	0%	0%	0%	17%	0%
$80,001 - $90,000	75%	25%	0%	0%	0%	0%	0%
$70,001 - $80,000	64%	0%	0%	0%	0%	9%	0%
$60,001 - $70,000	100%	0%	0%	0%	0%	0%	0%
$50,000 - $60,000	100%	0%	0%	0%	0%	0%	0%

Professionals (Excluding Faculty & Librarians)	W	I	M	R	ANS	D	SI
$90,001 - $100,000	100%	0%	0%	33%	0%	0%	0%
$80,001 - $90,000	40%	0%	0%	0%	0%	20%	20%
$70,001 - $80,000	89%	0%	0%	0%	0%	0%	0%
$60,001 - $70,000	84%	0%	0%	12%	0%	12%	8%
$50,001 - $60,000	76%	6%	0%	24%	0%	0%	12%
$43,001 - $50,000	100%	0%	0%	0%	0%	33%	0%

Semi-Professionals & Technicians	W	I	M	R	ANS	D	SI
$70,001 - $80,000	0%	0%	0%	0%	0%	100%	0%
$60,001 - $70,000	43%	0%	0%	0%	0%	0%	0%
$50,001 - $60,000	56%	6%	0%	19%	0%	13%	6%
$40,000 - $50,000	47%	0%	0%	13%	0%	33%	13%

Administrative and Senior Clerical	W	I	M	R	ANS	D	SI
$70,001 - $80,000	100%	0%	0%	33%	0%	0%	0%
$60,001 - $70,000	100%	10%	10%	0%	0%	0%	0%
$50,001 - $60,000	75%	0%	0%	25%	0%	0%	0%
$40,001 - $50,000	92%	8%	4%	12%	4%	4%	0%
$30,000 - $40,000	100%	0%	0%	0%	0%	0%	0%

Clericial	W	I	M	R	ANS	D	SI
$60,001 - $70,000	100%	0%	0%	0%	0%	0%	0%
$50,001 - $60,000	100%	0%	0%	0%	0%	0%	0%
$40,001 - $50,000	86%	0%	0%	14%	0%	0%	14%
$30,000 - $40,000	56%	0%	0%	19%	0%	0%	0%

Faculty Salary Equity Analysis
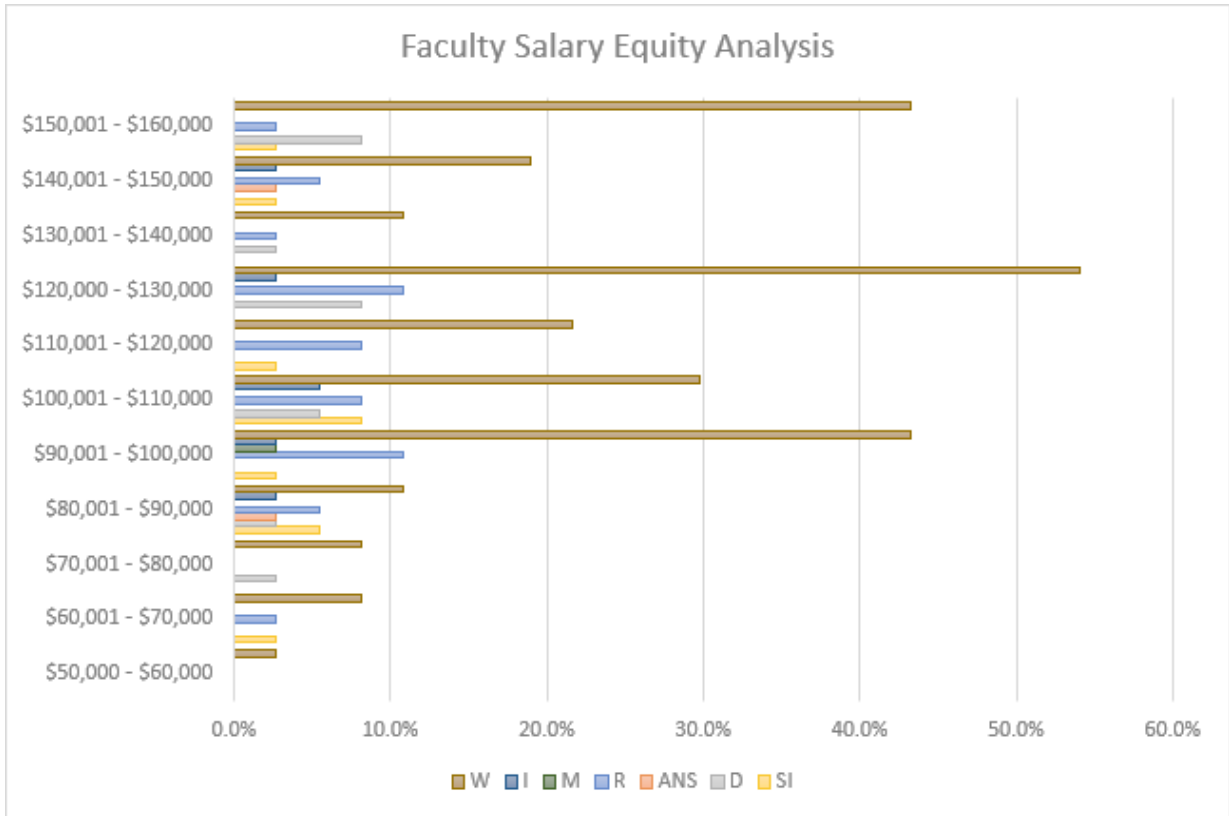
Faculty demographics have been further sorted into faculty professional categories. The largest groups within Faculty are *Professor, Associate Professor,* and *Assistant Professor*. Faculty also are among the groups having gaps in representation for Indigenous Peoples, Racialized People, and People with a disability.

Further detail on each of these faculty groups below reflects percentage of individuals' demographics per salary bracket). As an example, of those within the Professors group with salary between $150,001 and $160,000, 64% identify as a woman, 4% identify as a Racialized Person, 12% identify as a person with a disability, and 4% identify as 2SLGBTQIA+. Salaries have been annualized for part-time faculty.

Dimensions Action Overview

Action 5: Improve the 'return to work' supports following a leave

Dimensions Pillar: The Research Community

Dimensions Domain: Disability, medical and other leaves

Rationale/Motivation: Improve return to work after a leave

Specific Steps: Develop better supports for individuals who return to work after a leave (parental, sick leave, Compassionate Care Leave, Domestic Violence Leave or bereavement leaves.

Timeframe: 2024

Lead Unit/Person Responsible: HR, VP Academic and Deans

Success Measures:

- o Additional supports that meet the needs of individuals who have taken leave have been implemented

Reflection on Impact/Milestones: Improved wellness and job satisfaction following return from a leave; Improved retention

Relevant evidence which provides rationale:

- The Employment Equity Committee performed an Employment Systems Review on the new Compassionate Care Leave and Domestic Violence Leave in April 2021, which uncovered "adverse impact and inconsistency" the following recommendations were provided to help prevent systemic barriers within the administration of these new leaves:
    - o To provide clarification on some details, e.g., the period of leave for Compassionate Care Leave, the definition of family, eligibility for leaves for related faculty and staff
    - o To provide consistency across employee groups, e.g., wording on position security, wording on three-month eligibility period, coverage details

Who department or unit identified the 'gap'?

- Dimensions Committee Priority Level 2
- Employment Equity Committee
- Environmental Scan Report (p.15)

What methods were used to identify the 'gap'?

- Employment Systems Review
- Environmental Scan

Dimensions Action Overview

Action 6: Value EDIA related work done by students, staff, faculty, lab instructors, and librarians

Dimensions Pillar: Administration supporting the research community

Dimensions Domain: Committee workload and distribution of EDIA related work

Rationale/Motivation: Value the workload of those doing EDIA work

Specific Steps:

- Recognize the contributions of MSVU faculty, staff, and students for their EDIA-related work:
    - Highlight contributions at the annual holiday reception
    - Highlight contributions on MSVU social media
    - Write letters (from the President) recognizing the contributions of individuals (deans/supervisors can suggest these individuals based on annual reports, etc.)

Timeframe: 2022, 2023, 2024, 2025, and 2026

Lead Unit/Person Responsible: Public Affairs working with the AVP Research, VP Academic, VP Administration, and President, Deans and Supervisors/Managers

Success Measures:

- EDIA work done by faculty staff and students is publicly showcased on our EDIA-related webpages and on social media
- Faculty, lab instructors, librarians, staff, and students are recognized for the time they contribute to EDIA work at MSVU
- Employees feel valued for their EDIA contributions (e.g., reported in climate survey)

Reflection on Impact/Milestones:

- Contributors will see their work being recognized.
- Community members will see what work is being done.
- MSVU's commitment to EDIA will be more evident publicly and research at MSVU will be strengthened
- People who do EDIA work will report better job satisfaction and support (e.g., in climate survey)

What is the motivation? (Include relevant evidence) (who will benefit from this action)

- Emergent Hot Spot: Committee Workload and distribution of EDIA-related work – recognize faculty, staff, and students for their EDIA work
- Emergent Supernova: Communication related to EDIA, websites – add features to our EDIA webpages which provide a place to celebrate and amplify EDIA research and work happening at MSVU

What methods were used to identify the 'gap'?

- Environmental Scan
- Dimensions Town Hall
- Research Office Town Hall
- Committee Meeting Discussion

Related Engagement which provides rationale for publicly showcasing and formally recognizing EDIA work:

- There are a handful of people at the Mount who sit on the various EDIA committees. - Environmental Scan Consultations 2020
- Having recognition/celebration events, options for sharing of success stories. – Dimensions Town Hall May 2022
- Better communicate or amplify the valuable work already happening at the Mount with regards to Research Excellence, and EDIA advances. – Research Office Town Hall May 2022
- Better internal communication about current and ongoing research we are doing. - Dimensions Town Hall May 2022
- Environmental Scan p 20 - Administration can require that any work done related to EDIA issues be documented. Administration can then analyze the data to get a true sense of the resources currently being used. If faculty are expected to do this work, they should get release time, or it should be counted in a meaningful way towards promotion and tenure.
- Environmental Scan p 20 - Offer release time for work related to EDIA. If not release time (as it is governed by the Collective Agreement), then chits that can contribute to eventual course release. Staff should also be recognized for their work in EDIA.
- Environmental Scan p 21 - and some form of reporting/accountability needs to be implemented. Needs to be supported/resourced as Deans and Chairs are chronically overworked. EDG members are overworked too, as they are overburdened with EDIA works and responsibilities.
- Workload needs to be addressed – compensation in terms of course-relief or research stipends for example: the equity tax/burden is real and negatively impacts the research time of many equity-deserving members; this is a matter of service that is not only essential to one's career but also to the Mount's mission and vision; this is also a matter of teaching – equity-deserving groups often have a greater share of providing care to students, who, for example, might come by one's office in need or distress and require mentoring throughout their degree. – Dimensions Town Hall May 2022
- EDIA work needs to be adequately resourced. A suggestion was made that funding scarcity is not a real problem, rather that EDIA is not seen as a priority beyond improving branding. – Environmental Scan Consultations
- Faculty and staff that work on EDIA issues at the Mount (e.g., Committees, events, working groups [external and internal] are not compensated for the work and complete the work "off the side of their desk". They are not asked to track the number of hours dedicated to this work and so labor resources are not adequately analyzed. – Environmental Scan Consultations
- Resources devoted to EDIA are limited. – Environmental Scan Consultations

- Researchers from equity seeking (deserving) groups need more financial support and course release to do their work. – Environmental Scan Consultations
- Researchers who work with equity seeking groups need more support when doing their research. – Environmental Scan Consultations
- Bigger budget, more strategic money should be devoted to EDIA. Rebalance the financial power by making the policy structure more inclusive. Increase funding in creative ways. And maintain transparency about how the extra monies are spent in relation to the needs of the people. – Research Office Town Hall May 2022
- Going beyond measuring progress – holding people accountable for not doing EDIA work (e.g., increased funding and teaching relief for those who do EDIA work as a natural reward). – Dimensions Town Hall May 2022
- Incentivize time, course release for faculty signing up for EDI related work. – Research Office Town Hall May 2022
- Develop mechanisms to ensure EDIA work is valued (compensated, counted at promotion etc.). – Dimensions Committee Meeting Minutes February 2022
- Time and funding for collaboration on EDIA work amongst colleagues whether in research projects, SOTL, etc. – Dimensions Town Hall May 2022

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

- See **Specific Steps** above for more
- In some instances, course release has been provided.
- Research Office: Develop a recognition award for leadership in EDIA in research to be awarded on an annual basis.
- EEC p2. The Diversity and Inclusion Leadership Award recognizes faculty and staff for their efforts aimed at promoting diversity awareness, representation, and inclusion within the Mount.
- EEC p6. New Fiscal Year Objective #3 Update 'Inclusion at the Mount' intranet and internet pages

What are the potential risks of implementing this action?

- We have a new award for this already (but that leaves out lots of other people who are working tirelessly).
- We must work within the terms of the Collective Agreement
  - In the MSVUFA Collective Agreement (Article 23.2.3), there is a mechanism in place to provide course relief for extra service: "Where a member takes on administrative or service duties over and above the normal administrative and service requirements of workload the Dean may authori e a reduction in a member's teaching load and inform the Chair/Director and the Faculty Association;"

Dimensions Action Overview

Action 7: Establish a mechanism to conduct EDIA work in a coordinated manner

Dimensions Pillar: Administration supporting the research community

Dimensions Domain: Committee workload and distribution of EDIA related work

Rationale/Motivation: Streamline EDIA work, which requires an additional EDIA point person

Specific Steps:

- Engage with a consultant to determine the best structure for a MSVU EDIA Office
- Establish a Pilot EDIA Office with a work plan to mirror the actions in our MSVU EDIA and Dimension commitments.
- Maintain cross-committee collaboration and communication relating to EDIA work to eliminate siloed, and reproduced efforts.
- Share consistent EDIA messaging

Timeframe:

- Consultation Milestone: Fall/Winter 2022
- Pilot EDIA Office Launch: Spring 2023
- Communication ongoing 2022-2026
- Develop and share MSVU EDIA definitions/philosophy: 2023

Lead Unit/Person Responsible:

- SET/Deans/Department Chairs/HR/RESO
- EDIA advisor, Public Affairs
- Other EDIA Advisors (Indigenous Affairs, Harassment and Discrimination, EDIA in Research)

Success Measures:

- Pilot EDIA Office has been launched
- EDIA-related action plans across the university are compatible
- Self-Identification data collection is done consistently across university units
- Committees are aware of their cross-committee connections and gaps
- File sharing is done in a coordinated way
- EDIA statement has been developed, approved, and shared consistently
- Terms of Reference are used consistently and in keeping with national standards for best practices
  Rationale for EDIA data collection is developed, approved, and shared consistently

Reflection on Impact/Milestones: EDIA work is moving forward at MSVU in a coordinated way. Resources are shared. MSVU has established a Pilot EDIA Office. The term EDIA is more widely understood and connected to our identity. Community members (data stewards and participants) have

a better understanding of why EDIA data is collected. More EDIA data is collected, and with higher response rates.

Relevant evidence which provides rationale for an EDIA Office:

- Dimensions Committee Priority Level 1
- Multiple units focusing on EDIA work – potential to have siloed, duplicated, or conflicting work.
- Environmental Scan p 21 - EDIA needs to be more ingrained at a department/academic unit level, all decisions should be reviewed through an EDIA lens and some form of reporting/accountability needs to be implemented.
- Environmental Scan p 21 - Have cross-department committees working on creative and "doable" EDIA activities
- Employment Equity Committee p 6 New Fiscal Year Objective #1 Work in collaboration with other EDIA groups and EDIA Advisor to better understand our role and to not reproduce efforts.
- The President's EDIA Committee is seen as a benefit but some concern about its size and infrequent meetings. – Environmental Scan Consultations
- Research Office EDIA suggested action - Work collaboratively to identify and address systemic barriers to research through annual consultations with researchers and those who have a role in supporting research at MSVU.
- Employment Equity Committee p 3 Cross Committee Associations include HR, Diversity Advisor, Faculty Association Rep, Dimensions Committee, Pandemic Equity Action Committee, Accessibility Advisory Committee, Accessibility in Employment, and 2SlGBTQIA+ (Pride Advocacy) Committee.

Who (department or unit identified the 'gap' (EDIA Office)?

- Dimensions Committee
- Consultant EDIA in Research, 2020
- Employment Equity Committee
- Research Office

What methods were used to identify the 'gap' (EDIA Office)?

- Environmental Scan
- Community engagement/consultations

Relevant evidence which provides rationale for consistent messaging:

- Dimensions Committee Priority Level 1
- Environmental Scan p 23 - Create a more concise EDIA statement/ why EDIA is important (rationale) that is pulled out from the Strategic Plan and ensure that it is communicated/marketed.
- Environmental Scan p 6 Create a working definition specific to the Mount that is widely shared. (See suggestions (from Government of Canada TIPS [CRC] and NFRF websites)

- Environmental Scan p 6 Ensure definitions are clear and present on university webpages and in relevant policies.
- Environmental Scan p 10 Create and implement a good communication plan to explain why EDIA data collection is important (include voices of marginalized populations in strategy and message).
- There is no clear definition of what EDIA actually means, both collectively as an initiative and individually (i.e., E, D, I, A). Terms equity, diversity, inclusion, and accessibility may not have a common understanding, both individually and across EDGs. – Environmental Scan Consultations
- Coming up with a definition of EDIA specific to MSVU. – Dimensions Town Hall May 2022

Who department or unit identified the 'gap' (consistent messaging)?

- Consultant EDIA in Research 2020
- Dimensions Committee

What methods were used to identify the 'gap' (consistent messaging)?

- Environmental Scan
- Environmental Scan Consultations
- Dimensions Town Hall

Dimensions Action Overview

Action 8: Introduce an *EDIA in Action* speaker series

Dimensions Pillar: Administration that supports the research community

Dimensions Domain: Communication related to EDIA

Rationale/Motivation: Engage with the community (internal and external) about EDIA work happening at MSVU

Specific Steps: Soapbox platform style engagement about real and current EDIA action. People at MSVU doing EDIA work can be on rotation, taking this opportunity to report on EDIA advances in their area. This session will also facilitate a mixer element where relationship building, networking and connection can take place**.**

Timeframe:

- Starting in the Fall 2022, and ongoing.
- Events to be held every 4 - 12 weeks.

Lead Unit/Person Responsible: RESO, President, Public Affairs

Success Measures: Speaker series is established and attracts attendees from across campus

Reflection on Impact/Milestones: Better awareness and increased knowledge about EDIA best practices

Relevant evidence which provides rationale:

- o Having recognition/celebration events, option for sharing of success stories
- o Coming up with a definition of EDIA specific to MSVU
- o Communication plan that spotlights research activities and celebrates EDIA, and EDIA in research (e.g., showcasing the work of Canada Research Chairholders)
- o Communication: Amplify research work at MSVU/ showcase; what research is published from MSVU – "drop bo " that is searchable
- o Have ongoing tracking for all research at MSVU that is searchable so that queries can be made, and actions developed as needed
- o Use the Dimensions webpage to show-case current EDIA research best-practice examples (A.22.22)
- o pportunities to share e isting EDIA research and 'find creative ways to amplify research that has been done i.e., publish with "The Conversation" a journal which may publish on more alternative topics
- o Better communicate or amplify the valuable work already happening at the Mount with regards to Research Excellence, and EDIA advances.
- o Better internal communication about current and ongoing research we are doing – develop a system, which allows a streamlined simple search by research theme, keep landing pages current etc.
- o Both Afrocentric and Indigenous community members spoke of the need for real dialogue and relationship building rather than "solutions".

- Communication style at the Mount biases White, North American (Canadian) communication styles. Faculty or students who do not come from this dominant group are disadvantaged.

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

- Invite our local MLA and MP to promote publicity about our EDIA advances
- We currently do some of this in the existing Black and Indigenous Speakers Series which is hosted by RESO.

Reflection on resources:

- Could seek sponsorship from community partners for individual events

What are the potential risks of implementing the action?

- Senate, the Campus Bulletin, and internal webpages might be useful ways of communicating this information as it is possible that a speaker series might only reach those who are already engaged in equity work.

Dimensions Action Overview

Action 9: Enhance the EDIA in Research website

Dimensions Pillar: Administration supporting the research community

Dimensions Domain: Committee workload and distribution of EDIA related work

Rationale/Motivation: Improve EDIA awareness of policies, resources, and promising practices

Specific Steps: Enhance EDIA in Research website by:

- developing a toolkit for EDIA considerations in research,
- adding EDIA resources and promising practices,
- amplifying EDIA in research work at MSVU, by faculty and students
- adding 50-30 Challenge membership and access to tool kits and training resources

Timeframe: 2022, 2023, 2024, 2025, and 2026

Lead Unit/Person Responsible: RESO, EDIA Advisor, Public Affairs, Advancement

Success Measures: EDIA in Research website is created with resources for faculty and students; EDIA methods that follows best practices are frequently embedded into research (e.g., in grant applications)
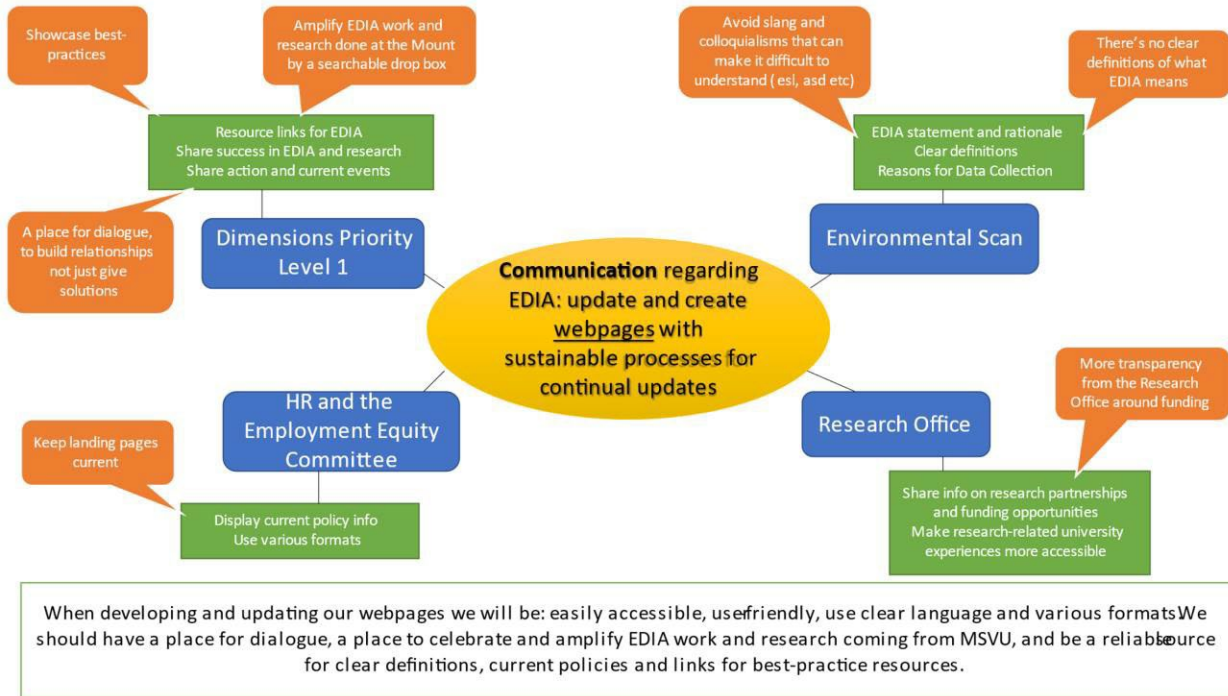
Reflection on Impact/Milestones: MSVU community members visit the EDIA in Research webpage as a reliable source of current and relevant EDIA data. Community members are more aware and more connected to the EDIA work at MSVU (also in tandem with Action 14 to Create a database of EDIA research done at MSVU and EDIA experts at MSVU). EDIA work is done following best practices more frequently, because of the resources.

What is the motivation?

- o Dimensions Committee Priority Level 1
- o Research Office – F – Identify and share EDIA information on innovative research partnerships and funding opportunities through enhanced research communications within and across departments.
- o Employment Equity Committee p 3 Evidence of intentions: Research completed on other university websites and continued planning for updates to the Inclusion at the Mount webpages. The overall EDIA web presence and the Employment Equity Committee page was discussed with the new EDIA Advisor.
- o Use the Dimensions webpage to show-case current EDIA research best-practice examples. - Dimensions Committee Meeting Minutes April 2022
- o Better communicate or amplify the valuable work already happening at the Mount with regards to Research Excellence, and EDIA advances. – Research Office Town Hall May 2022

o Better internal communication about current and ongoing research we are doing – develop a system, which allows a streamlined simple search by research theme, keep landing pages current etc. – Dimensions Town Hall May 2022

Next is a diagram of the Supernova – Communication relating to EDIA, specific to webpages.

Showcase best-practices

Amplify EDIA work and research done at the Mount by a searchable drop box

Avoid slang and colloquialisms that can make it difficult to understand (esl, asd etc)

There's no clear definitions of what EDIA means

Resource links for EDIA
Share success in EDIA and research
Share action and current events

EDIA statement and rationale
Clear definitions
Reasons for Data Collection

A place for dialogue, to build relationships not just give solutions

Dimensions Priority Level 1

Environmental Scan

Communication regarding EDIA: update and create webpages with sustainable processes for continual updates

More transparency from the Research Office around funding

HR and the Employment Equity Committee

Research Office

Keep landing pages current

Share info on research partnerships and funding opportunities
Make research-related university experiences more accessible

Display current policy info
Use various formats

When developing and updating our webpages we will be: easily accessible, user-friendly, use clear language and various formats. We should have a place for dialogue, a place to celebrate and amplify EDIA work and research coming from MSVU, and be a reliable source for clear definitions, current policies and links for best-practice resources.

Who department or unit identified the 'gap'?

- Dimensions Committee
- Research Office
- Consultant EDIA in Research 2020

What methods were used to identify the 'gap'?

- Research Office Town Hall
- Dimensions Town Hall
- Committee Meeting Discussion

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

1. Determine under which "parent" site this site will live. This will determine unit accountability. Perhaps there is a place for this under our institutional EDIA comms strategy. Will this site be internal to the MSVU community or external to the public (suggestion to make it accessible internally and externally in the spirit of mutuality). This may help determine our next steps.
2. Gather existing resources:

Tri-Agency/TIPS

Dimensions

CCDI

50-30 Challenge

MSVU Resources and other

3. Develop toolkit with researchers, EDIA Advisor, University Relations
4. Operation and maintenance- resources, updated with frequency
5. Reflection/evaluation.

Dimensions Action Overview

Action 10: Include EDIA Advisors in Management Forum

Dimensions Pillar: Administration supporting the research community

Dimensions Domain: Communication related to EDIA

Rationale/Motivation:

Having diverse perspectives and voices at Management Forum can aid in influencing discussions when ideas/initiatives are first being discussed. This will strengthen initiatives and help prevent further barriers from appearing unintentionally.

Specific Steps:

- Include the Special Advisor to MSVU on Indigenous Affairs in Management Forum
- Include the EDIA Advisor in Management Forum
- Include the Harassment and Discrimination Advisor in Management Forum

Timeframe: 2022, ongoing

First meeting as part of the Management Forum August 22, 2022

Lead Unit: President and Vice Chancellor

Success Measures:

- Special Advisor to MSVU on Indigenous Affairs is part of Management Forum
- EDIA Advisor is part of Management Forum
- Harassment and Discrimination Advisor is part of Management Forum

Reflection on Impact: Improved decision making by Senior Executive Team

Who department or unit identified the 'gap'?

- Many involved in Management Forum had suggested the addition of these positions, the introduction of the new president was an opportunity to make the change.

How will we communicate about this action?

- These additions were announced at our Management Forum Retreat (August 2022), messaging to the wider university community is forthcoming.

Dimensions Action Overview

Action 11: Introduce EDIA evaluation into the performance reviews for senior leaders

Dimensions Pillar: Administration supporting the research community

Dimensions Domain: Commitment of Leadership

Rationale/Motivation: Promoting an understanding of the importance of EDIA work in Leadership

Specific Steps: Performance reviews for AVPs, Directors, Deans, and VPs should include a component of how well EDIA principles and best-practices are implemented in their work. – a template, and advanced notice should be provided to these members.

Timeframe: 2022, 2023, 2024, 2025, and 2026

Lead Unit/Person Responsible: HR, President, VP Admin

Success Measures: Performance reviews for AVPs, Directors, Deans and VPs have been expanded to include review of their EDIA work. Lived experiences may be considered.

Reflection on Impact/Milestones: Senior Management prioritize EDIA initiatives and see value in their own contributions. Senior Management members inspire others to incorporate EDIA work in their professional development as well. Leaders can demonstrate how they have contributed to EDIA advances with added accountability. Climate Survey responses reflect confidence in leadership and their EDIA knowledge and actions.

Relevant evidence which provides rationale for this action:

- o Environmental Scan p 21- Tri-agency Institutional Programs Secretariat (TIPS) recommends to "Evaluate the performance of deans and vice-presidents, in part, on how well they implement EDI principles and best practices in their work. Include actions to promote EDI in performance plans for middle-management."

Who (department or unit identified the 'gap'?

- Consultant EDIA in Research 2020

What methods were used to identify the 'gap'?

- Environmental Scan

Dimensions Action Overview

Action 12: Enhance training on EDIA across campus units

Dimensions Pillar: Research Excellence (with implications for the community and the administration)

Dimensions Domains:

- Recruitment, onboarding, retention
- Commitment of Leadership
- EDIA training and development opportunities

Rationale/Motivation:

- Improve hiring practices to correct the under-representation of staff and faculty from Equity-Deserving groups
- Promote understanding of EDIA for Leadership
- Improve faculty librarian lab instructor staff and student's understanding of EDIA

Specific Steps:

- Members of hiring committees have access to EDIA training; Investigate developing online training module through Moodle for hiring panels; Monitor who takes the training modules and frequency of training
- Provide EDIA and decolonization training for senior leaders.
- Promote the wide use of the Canadian Centre for Diversity Inclusion free webinars to faculty, librarian, lab Instructor, staff, students, and the broader MSVU community, and use the program features to track the use.
- Continue to offer in-house introductory EDIA training workshops to faculty, and stakeholders (Union groups, Financial Services, IT&S, Hiring Committees, Administration etc.) and track who has participated by keeping attendance.
- Offer additional training events such as workshops, learning circles and speaker series, with a focus on EDIA and Truth and Reconciliation.

Timeframe: 2022, ongoing

Lead Unit/Person Responsible: HR, SET, EDIA Advisor, Teaching and Learning Centre, Vice President Academic working with Deans, Research Office, Teaching and Learning Center

Success Measures:

- In-house introductory EDIA training workshops have been offered at regular intervals in hybrid form (on-site, on-line). Members of Union groups, IT&S, Financial Services, Administration, MPA, hiring committees have been offered training, and the opportunity to engage/participate in this training (i.e., time is provided to take the training).
- Senior Leaders have taken EDIA and decolonization training from in-house workshops, and CCDI webinars, and attendance/completion has been tracked

- Decision making will be more informed from EDIA perspectives therefore helping remove existing barriers to underserved groups and developing a more welcome and safe campus for all
- EDIA training through CCDI, and In-House EDIA workshops will track attendance and provide evidence of members on hiring committees receiving EDIA training. Hiring committees provide evidence of who on their committee has EDIA training or expertise.
- CCDI webinars are regularly used as a training tool for independent study. CCDI demonstrations are incorporated in the in-house introductory EDIA workshops. CCDI link is provided on the EDIA in Research website. Use the CCDI platform to track usage to assess level of engagement with this resource.
- New themes and new methods are explored for training opportunities. MSVU community members have been invited to participate in EDIA workshops.

Reflection on Impact/Milestones:

- Hiring committees have a deeper understanding of EDIA. Applicants experience a hiring experience with the appropriate EDIA considerations.
- Senior leaders are in tune with current best-practices in EDIA and Truth and Reconciliation.
- Senior leaders demonstrate EDIA best-practices in their work
- MSVU research community members are aware of their access to free EDIA training through CCDI. MSVU research community members are more informed and aware of EDIA issues as a result of their training. A great number of community members have received training within a limited timeframe.
- Community members can provide evidence of their EDIA training. EDIA considerations are embedded into the system structures. Services are provided in inclusive and accessible conditions.
- Members of equity-deserving groups experience the support they need when accessing these services. EDIA and Truth and Reconciliation messages reach more people, in more ways. Participants gain a deeper understanding of EDIA and Truth and Reconciliation.
- MSVU values alternative ways of disseminating knowledge in culturally appropriate ways. EDIA and Truth and Reconciliation messages reach more people, in more ways.
- Participants gain a deeper understanding of EDIA and Truth and Reconciliation.

Relevant evidence which provides rationale for training for hiring committee members:

- Environmental Scan eport p.   "Ensure that there is a person with EDIA knowledge e pertise on each hiring committee".
- Notes egarding Training from the Employment E uity Committee's Employment Systems eview on MSVU's staff recruitment process May
- Members noted that, although an HR representative is involved in each staff recruitment, there is a lack of formalized training for hiring managers and hiring panels. This lack of consistent messaging and process creates adverse impact to all candidates and most notably those from equity-deserving groups. (May 2022)

- EEC ESR Recommendation: Develop and implement a formal training program for the selection, interview, evaluation, and orientation processes, which includes an EDIA component, to be provided to all involved in the recruitment process including hiring managers and the hiring panel. (May 2022)
- EEC ESR Recommendation: Staff orientation sessions held by HR should be mandatory and training should be provided to hiring managers on its importance. Procedures and guidelines should be created for departmental orientation sessions and distributed to hiring managers. (May 2022)
- Support departments with resources for better hiring practices. – Dimensions Town Hall May 2022
- More training for hiring committees. – Dimensions Committee Meeting Minutes February 2022
- EDI considerations during deliberations for hiring. – Dimensions Committee Meeting Minutes April 2022

Who will benefit from this action (training for hiring committees)?

- Hiring Committees
- Candidates

Who department or unit identified the 'gap' (training for hiring committees)?

- Dimensions Committee Priority Level 1
- Research Office suggested EDIA action
- Environmental Scan Findings
- Equity Employment Committee Objective #2 Employment Systems Review (Faculty and Staff Recruitment)
- Community engagement

Relevant evidence which provides rationale for EDIA training for Senior Leaders:

- Training related to cross-cultural communication styles for administration. – Environmental Scan p 30
- Administrators/decision-makers should all be given (continuous) training/education on equity/EDIA/decolonization not only from in-house resources but also those beyond our institution – if decision-makers don't have a clear understanding of the oppressive structures currently in place and their roles and responsibilities in improving this, as well as effective practices to advance EDIA (e.g., cohort hires), then changing the climate here will continue to be an uphill battle. – Dimensions Town Hall May 2022
- There is a perception that the Board of Governors has little real understanding of the EDIA issues at the Mount. The Board of Governors should be more diverse. There did not appear to be an appetite at the Board to address these issues in the past. – Environmental Scan Consultations

Who department or unit identified the 'gap' (EDIA training for Senior Leaders)?

- Consultant EDIA in Research 2020

- Dimensions Committee

What methods were used to identify the 'gap' (EDIA training for Senior Leaders)?

- Environmental Scan
- Dimensions Town Hall
- Community Consultations

Relevant evidence which provides rationale for the promotion of the wide use of CCDI training:

- Employment Equity Committee p 3 In 2021, MSVU became an Employer Partner with the Canadian Centre for Diversity and Inclusion (CCDI), which is a unique national organization designed to help employers effectively address diversity, equity, and inclusion within the workplace. Being a CCDI Employer Partner provides MSVU staff and faculty with access to a wealth of resources through the organi ation's knowledge repository, CCDI-created research, and numerous recorded and future webinars facilitated by EDIA experts. These resources will help inform departmental training, classroom discussions, and individual research, for example.
- Employment Equity Committee p 3 ver the past few years members of MSVU's Human Resources department and the Employment Equity Committee have participated in a number of CCDI webinars. The Employment Equity Committee initially proposed its support for becoming a CCDI Employment Partner, which was supported and funded by Human Resources, and have recommended ongoing funding.
- This program can supplement the In-house training.
- It is free and can be accessed readily. With this type of training, we could reach a lot of people in a short period of time.
- EDIA training and development opportunities emerged as a supernova from the qualitative analysis.
- Lack of knowledge related to EDIA issues in research. – Environmental Scan Consultations

- Processes and structures like Financial Services and IT&S etc. could benefit from training to improve their current practices and better reflect EDIA, and to better facilitate research, especially for equity-deserving groups. – Dimensions Town Hall May 2022
- Give faculty the training and resources to better learn how to turn the already accepted philosophies into real and feasible actions. – Research Office Town Hall May 2022

Who department or unit identified the 'gap' (promote CCDI training)?

- Employment Equity Committee
- Consultant EDIA in Research 2020
- Dimensions Committee
- Research Office

What methods were used to identify the 'gap' (promote CCDI training)?

- EEC Annual Report

- Environmental Scan
- Town Halls

Relevant evidence which provides rationale for in-house EDIA training events:

- EDIA training and development opportunities emerged as a supernova from the qualitative analysis.
- In-person, customized training from our own professionals provides a personal experience. This training has been successful in providing orientation to EDIA at MSVU for members who have had access.
- All faculty/staff members are not involved in EDIA initiatives and are not fully aware of the relevance. – Environmental Scan Consultations
- Environmental Scan p 38 Provide training on how to work respectfully and effectively in EDG communities. This work has already begun but needs to be properly resourced for it to be offered in a systematic way.
- New Frontiers in Research Fund (NFRF) says "Provide EDI training for team members; topics could include, e.g., inclusive workplaces, reconciliation, bias-awareness training, intercultural competence, accessibility and accommodations, microaggressions and discrimination, anti-racism, and champions for change training."
- Processes and structures like Financial Services and IT&S etc. could benefit from training to improve their current practices and better reflect EDIA, and to better facilitate research, especially for equity-deserving groups. – Dimensions Town Hall May 2022
- Give faculty the training and resources to better learn how to turn the already accepted philosophies into real and feasible actions. – Research Office Town Hall May 2022

Who department or unit identified the 'gap' (in-house training)?

- EDIA Advisor 2022
- Consultant EDIA in Research 2020

What methods were used to identify the 'gap' (in-house training)?

- Meeting and consultation

Relevant evidence which provides rationale for additional/alternative EDAI and TR training events:

- EDIA training and development opportunities emerged as a supernova from the qualitative analysis.
- Research Office – About Faculty – Support scholarship of teaching and learning in relation to decolonizing practices in research and teaching through workshops and webinars.
- Research Office – About Students – increase awareness about EDIA and Truth and Reconciliation and the relevance in all forms of research both in the classroom as well as in the research environment.
- Research Office – About the Environment – Recognize and celebrate excellence in research that includes EDIA and Truth and Reconciliation.
- Research Office - showcase EDIA work by CRCs

- Commitment: We will host public forums to bring Indigenous and non-Indigenous people together to discuss our country's history of racist practices; the persistence of harms into the present day; and ways we can work together to heal the damage that has been done.
- Environmental Scan p 23 - Have brave, public conversations about the history of the Sisters of Charity and Indigenous peoples. This history needs to be seriously reflected upon and demonstrated to all community members.

Who department or unit identified the 'gap' (additional/alternative EDIA and TR training events)?

- Research Office

- Consultant EDIA in Research 2020

What methods were used to identify the 'gap' (additional/alternative EDIA and TR training events)?

- Community Consultations
- Environmental Scan

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified needs.

- We are currently providing Fair Hiring workshops.
- CCDI webinars and virtual tool kits are free and available to MSVU community members and will be promoted amongst the MSVU community, including members from hiring committees, senior leaders, financial services, and IT&S. Name priorities in the Academic Plan.
- Will include an introduction to CCDI in staff orientation presentation.
- In-house EDIA training going forward will contain a component where the CCDI site is demonstrated, so participants will be familiar with how to access the site, and how to navigate the training options.
- Ongoing - Black and Indigenous Speaker Series
- New - EDIA in Action Speaker Series
- Teaching and Learning Center also brings in speakers i.e., Universal Design for Learning
- Investigating developing online training module (Moodle) for hiring panel training (will include bias, EDIA, etc.).

What are the potential risks of implementing the action?

- Challenges with making the training mandatory.
- Although effective when provided, in-house personalized training is time consuming for facilitators.
- Pandemic precautions caused disruption to the momentum of training provision
- Feedback from staff is they are unable to participate due to timing or workload.

What are the important milestones throughout implementation?

- The development of virtual and hybrid formats of the in-house training program
- Signing membership with CCDI

Dimensions Action Overview

Action 13: Enhance Data Collection

Dimensions Pillar: Research Excellence

Dimensions Domain: Considering EDIA in research

Rationale/Motivation: Increase understanding of EDIA in research

Specific Steps:

- Increase data collection on the diversity of research/researchers on research teams, in research grant awards, in research chairs and fellowships according to EDIA principles, Dimensions Charter, and Scarborough Charter.
- Conduct a Climate Scan to assess the impact of current EDIA initiative and consider experiences of members of equity-deserving-groups.
- Develop a new mechanism to collect and store self-identification data and review self-Identification annually (adhere to TIPS best-practice guidelines)

Timeframe:

- 2024 and 2025 (diversity in research)
- 2022 and 2025 (climate scan)
- 2025 (develop) and 2026 (implement) (self-ID Data)

Lead Unit/Person Responsible:

- Research Office (diversity in research teams/grants/chairs etc.)
- HR and EEC (climate scan)
- HR and Business Analyst (id-data)

Success Measures:

- Data are more thoroughly collected on the diversity of research/researchers on research teams, in research grant awards, in research chairs and fellowships.
- Climate scan includes questions about current EDIA initiatives. Climate scan includes Self-identification demographic data questions. Climate scan includes questions which measure experiences. Climate scan is circulated in 2022, and 2025. Climate scan questions are reviewed again before the 2025 circulation.
- MSVU collects and stores Self-identification demographic data on their community. The data collection is in line with TIPS recommendations and is implemented consistently across professional roles. There are policy guidelines about privacy and data governance, as well as requests for release of information. Look for examples from other institutions who are successful with this. Secured a $100,000 TIPS EDI Stipend (IT&S HR RESO) to do a 2- or 3-year process to develop, create a sustainable process to collect demographic data for the entire institution.
- Accessibility of the data will be also considered.

Reflection on Impact/Milestones:

- A better understanding of the demographic representation and underrepresentation of equity-deserving groups. More diverse research teams, in grant awards, and chair fellowships.
- MSVU can measure the impact of current EDIA initiative and experiences as a result of theses initiatives. MSVU will modify programs and initiatives to best suit the needs of the intended recipients. MSVU will support programs and initiatives which are proven to have had the desired impact for recipients.
- MSVU has a demographic review of their community. MSVU can identify gaps and trends. MSVU can measure progress in expanding diversity and improving representation.

Relevant evidence which provides rationale for enhanced data collection on researcher diversity on teams, awards, and chairs

- o Research Office –About Environment - Increase data collection on the diversity of research/researchers on research teams, in research grant awards, in research chairs and fellowships according to EDIA principles, the Dimensions Charter, and the Scarborough Charter.

Relevant evidence which provides rationale for an enhanced climate scan:

- A climate survey of current EDIA initiatives/status on campus. – Dimensions Town Hall
- To understand and provide evidence on the experiences of the individuals who make up our research ecosystem. – Dimensions Handbook
- Connect experiences with demographic data to be sure we are engaging with the designated groups, and to centralize the experiences of members from e-d groups.

Who (department or unit identified the 'gap'(climate scan)?

- Dimensions Committee
- Dimensions Central
- Dimensions Consultant

What methods were used to identify the 'gap' (climate scan)?

- Dimensions Handbook

Relevant evidence which provides rationale for enhanced data collection

- o Emerged as a supernova from the qualitative analysis
- o Low response rates can mask barriers rather than highlight them.

- Environmental Scan p 10 Create and implement a good communication plan to explain why EDIA data collection is important (include voices of marginalized populations in strategy and message).
- Environmental Scan p 10 The process to self-identify should be reviewed annually. Follow TIPS Best Practice Guidelines for *Self-Identification*, The Tri-Agency Self-ID Questionnaire contained in the andbook under "Tools".
- The Tri-Agency Self-Id Questionnaire is recommended by Dimensions as a tool to obtain demographic data on our research community, and as an EDIA tool when collecting qualitative data from research community members – as a way of centralizing the experiences of members of equity-deserving groups. This set of 8 multiple choice questions was developed in consideration of the Tri-Agency and Government of Canada commitment to EDI, Statistics Canada and the Census, and the Employment Equity Act. – Memo from the Dimensions Consultant to Data Stewards May 2022
- Environmental Scan p 10 Use data to analyze students moving into research and further education (i.e., who will be researchers).   From Chapter 4: Data Collection in the Dimensions andbook "What is contained within that scope will vary based on institutional context; at its barest minimum, this means including demographic and experiential data from individuals at the institution who engage in research. However, the research community at its broadest entails a much wider scope, including faculty and instructors, technicians, student researchers and research assistants, and support staff. It will be the role of the SAT to ensure that their work encompasses the population of their own research community, and to provide justification for the inclusion and exclusion criteria used to make this assessment."
- Student data from EDGs (numbers, retention, completion) is not tracked and analyzed. – Environmental Scan Consultations
- Data collection and analysis needs to be adequately resourced. – Environmental Scan Consultations
- There is limited data collection related to diversity of part-time faculty and contract employee, as well as students. – Environmental Scan Consultations
- A robust way to collect self-identification data. – Dimensions Town Hall May 2022
- accompanied by clear communication as to why the self-id data is being collected. Dimensions Committee Meeting Minutes February 2022
- Better EDIA data would make us more accountable, a permanent and ongoing way to collect information for equity deserving individuals throughout their time at MSVU. Research Office Town Hall May 2022
- Improved EDIA data collection and meaningful reliance on it. – Dimensions Town Hall May 2022
- In the MSVU Dimensions EDI Planning Document, one of the very first areas identified for improvement is the "very limited sporadic data collection related to EDIA for staff and students". The specific concern named was "lack of a clear safe process for people to self-identify". The proposed strategy for change is to
    - Create and implement a good communication plan to explain why the data collection is important (Include voices of marginalized populations in the strategy and message. Be upfront about privacy considerations).
    - Follow Best Practice for Self-Identification
    - Use a standard Self-Identification form that can be used consistently across departments.

Who department or unit identified the 'gap' (data collection)?

- Consultant EDIA in Research 2020
- Research Office
- Dimensions Consultant
- Dimensions Committee
- Dimensions Handbook

What methods were used to identify the 'gap' (data collection)?

- Environmental Scan
- Town Halls
- Data Scrutiny and analysis

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need.

- Data Access will continue to stream through HR and the Analyst who will respond to requests for accessing data, and who will be adequately resourced and supported in the ongoing task.
- There is a Diversity Climate Survey distributed to faculty and staff every three years. Permanent faculty and staff have an 85% response rate. – Environmental Scan Consultations
- An annual workforce analysis is conducted on faculty and staff, which reflects representation as self-identified by respondents of the Demographic Survey (previously Employment Equity Survey). Also, staff applicants are surveyed at competition level. – Environmental Scan Consultations
- Look at administrative process on how new hires are communicated to HR for distribution of Demographic Survey.
- Data should also be collected on the cluster hires (beyond self-identification). The previous Black Scholar cluster hire and Indigenous Scholar cluster hire are our first foray into the cluster hire process. We should be collecting data in order to assess both and help us formulate future cluster hires. Data to be collected could come from all applicants as well as the selected hires, and it could possibly extend into the careers of the selected scholars, especially to see how they feel they have been supported (or not).
- As part of the secured stipend, MSVU has posted an ad for employment of an EDIA Business Analyst who will coordinate Phase 1 of the MSVU EDIA Data Collection Project, which includes as key objectives:

    - Part 1: research best practices for institutional EDIA data collection, capture departmental needs, and assess on-campus resources and develop a recommendations report tailored for the unique MSVU context.

    - Part 2: develop a comprehensive EDIA data collection and data storage solution for EDIA self-identification data, review of self-identification form, develop reporting templates, pilot implementation of the EDIA data collection system (Accessed from the Career Beacon job ad for EDIA Business Analyst July 20, 2022).

What are the potential risks of implementing the action?

- The current survey states that information is confidential and only used in aggregate summary.
- Limitation: stats are based on self-disclosure, which impacts the validity of the data.
- Changing the questions we ask, or even the wording of the question, will make it more difficult to compare to our historical data.

What are the important milestones throughout the implementation?

- Employment Equity Committee Annual Report 2021/2022 p2 - The MSVU Demographic Survey was reviewed and amended to reflect recommendations provided by members of the Mount community:
  - Upon the suggestion of Special Advisor to MSVU, Indigenous Affairs, the Indigenous Peoples section was amended to allow responders to add their Nations rather than only reflecting the Mi'kma option.
  - The recommendation for inclusion of first language and additional languages was made by a member of the Mount faculty and has been added to the survey.
  - The Persons with a disability section now provides a place where individuals may identify their type(s) of disability.
  - With input from members of the 2SLGBTQIA+ Committee, the section on gender was amended to be more inclusive and representative of the 2SLGBTQIA+ community.

Dimensions Action Overview

Action 14: Create a database of EDIA research at MSVU and EDIA experts at MSVU

Dimensions Pillar: Research Excellence

Dimensions Domain: Considering EDIA in research

Rationale/Motivation: Increase understanding of EDIA in all aspects of research

Specific Steps: Conduct an audit of EDIA in research conducted by faculty that is shared publicly (via a searchable database) and highlight examples of EDIA in research at MSVU on the RESO website

Timeframe: 2025

Lead Unit/Person Responsible: Research Office, Teaching and Learning Center, Public Affairs, Information Technology Services, the Library

Success Measures: An audit of EDIA in research was conducted and shared publicly. These examples are shared on the RESO website with links to/from EDIA website

Reflection on Impact/Milestones: At the mid-term milestone (2024) we will have a clear understanding of our collection of EDIA in research. Members of the MSVU research community can access a bank of EDIA related research that has been done at MSVU.

Relevant evidence which provides rationale:

- Research Office –About Environment - Develop a searchable database of research funding and scholarly outputs to track progress in EDIA and Truth and Reconciliation.
- Environmental Scan p 35 Recommended that an audit of EDI research be completed and shared publicly. This would be done on a self-selected basis by faculty and graduate students. This work should be done in collaboration with EDGs and the Teaching and Learning Center.
- We currently don't gather information about who is doing research related to EDIA/Social Justice (and therefore don't leverage their expertise). – Environmental Scan Consultations
- Communication: Amplify research work at MSVU/ showcase; what research is published from MSVU – "drop bo " that is searchable. – Dimensions Town Hall May 2022
- Use CRC EDI Plan to showcase work by CRCs

- Have ongoing tracking for all research at MSVU that is searchable so that queries can be made, and actions developed as needed. – Dimensions Town Hall May 2022
- Use the Dimensions webpage to show-case current EDIA research best-practice examples. - Dimensions Committee Meeting Minutes April 2022

- o pportunities to share e isting EDIA research and 'find creative ways to amplify research that has been done ie publish with "The Conversation" a journal which may publish on more alternative topics. – Dimensions Town Hall May 2022
- o Better communicate or amplify the valuable work already happening at the Mount with regards to Research Excellence, and EDIA advances. – Research Office Town Hall
- o Better internal communication about current and ongoing research we are doing – develop a system, which allows a streamlined simple search by research theme, keep landing pages current etc. – Dimensions Town Hall May 2022

Who department or unit identified the 'gap'?

- Research Office
- Dimensions Committee

- Consultant EDIA in Research 2020

What methods were used to identify the 'gap'?

- Town Halls
- Committee Meeting Discussions
- Environmental Scan

List specific and realistic strategies, tactics, and/or mechanisms that will address the identified need:

1. Research Office is in the process of gathering current research areas from full-time MSVU Faculty (Summer 2022). Engagement with faculty is a potential barrier. Perhaps develop a community strategy.
2. Discuss strategies/best practices in creating a public-facing, searchable database with University Relations/Procurement.
3. Survey and/or data design – folks will need to give consent for their information to be shared publicly. Perhaps involve the REB at this stage. Determine what aspects of research will be collected. Examples include data on: research area, research participants, methodology, theory, impact to community/policy/practice, etc.
4. Implement/distribute survey.
5. Collation of data and implementation of database.
6. Operation and maintenance of database needed – frequency, responsible units, resources.
7. Reflection/evaluation of initiative.

Dimensions Action Overview

Action 15: Develop more supports for students from equity-deserving groups

Dimensions Pillar: Research Excellence

Dimensions Domain: EDIA in team composition, recruitment, and environment

Rationale/Motivation:

- Improve research environments
- Diversify research teams

Specific Steps:

- Networking for students: Create community for research students (undergraduate and graduate) through networking opportunities. (In particular, equity-deserving students and international students)
- Develop a template for hiring student researchers. Standardize hiring practices for student researchers and lab assistants, with transparency and accountability.
- Provide EDIA training for all researchers hiring research assistants. (See Action 12)
- Source funding for equity-deserving students in research.
- Increase the numbers of opportunities for equity-deserving students to gain direct experience in research by sourcing funding to support them.

Timeframe:

- 2023 (networking)
- 2024 (template)
- 2024 (source funding)

Lead Unit/Person Responsible:

- Research Office, Dean of Graduate Studies (networking)
- Research Office (template and source funding)

Success Measures:

- Networking and social opportunities are provided to students engaged in research at regular intervals (incl. at orientation). Special effort is made to include members from equity-deserving groups and international students. Events are offered in person and virtually. Facilitation and leadership are provided, which helps ease social challenges. Impact of the events are measured by the students who participate. Inclusion of visiting graduate students in these initiatives by advertising on campus bulletin.
- Hiring processes for student researchers has been standardized. A template has been designed, approved, and accepted for use. See Action 12
- Funding source has been identified and secured

- There is an expansion of programs such as IBIS that engage students in undergraduate years with research opportunities

Reflection on Impact/Milestones:

- Students feel more included in the MSVU research community. Students have peer-mentoring opportunities that broaden perspectives.
- Research opportunities will be accessed by a more diverse pool of students. Students from equity-deserving groups report an improved sense of community.
- People hiring student researchers are accountable in their equitable and inclusive hiring. Research students will understand the merits being used to determine who is being hired.
- Equity-deserving students report higher instances of access to research. How to measure this? MSVU offers research opportunities equitably. Research at MSVU is conducted by more diverse teams.

Relevant evidence which provides rationale for student networking opportunities:

- Research Office – S – Make university research-related experiences more accessible to equity deserving and marginalized groups.
- Environmental Scan p 35 - Create a peer mentoring program, or way for prospective students to get in contact with current students of the lab they are interested in joining.
- Environmental Scan p 35 - Having a framework that facilitates and supports social interactions outside of lab time could be helpful in strengthening the connections between people that make our day-to-day jobs and interactions more rewarding.
- International students, or students from outside the province who have moved here for a research opportunity are not given the needed support to navigate the research environment they are entering. It is very hard to get a feel for what it is like to work in a given lab from the outside (i.e., lab atmosphere, what it is like to work with the supervisor, what the culture of the research community is like (e.g., it is tight-knit or not, are there lots of other graduate students to work with or not, are there others who share your interests, professional dynamics. etc.). Students find this difficult to navigate on top of establishing themselves in Halifax (e.g., finding lodging, opening up bank accounts and phone accounts, figuring out transportation, establishing new relationships with coworkers and friends, challenges of being away from family, etc.). – Environmental Scan Consultations
- Create more community for students. – Dimensions Grad Student Town Hall
- Establish ways of connecting with other graduate students (mentoring, social etc.). – Dimensions Grad Student Town Hall
- Grad Student Society. – Dimensions Grad Student Town Hall
- Emphasis/focus on community-university partnership/community-based research, etc. – Dimensions Grad Student Town Hall
- More transparency around the campus supports for graduate students. – Dimensions Grad Student Town Hall
- Create community within the classrooms. – Dimensions Grad Student Town Hall

- o Create more community within grad programs – so after course work students don't just go off and not meet again until their defense – need to create networks to support students. – Dimensions Grad Student Town Hall

Who department or unit identified the 'gap' (networking)?

- Research Office
- Dimensions Committee

- Consultant EDIA in Research 2020

What methods were used to identify the 'gap' (networking)?

- Community Consultations
- Dimensions Grad Student Town Hall
- Environmental Scan

Relevant evidence which provides rationale for developing a template:

- o Research Office –About Students – Increase the numbers of opportunities for students to gain direct experience in research.
- o Research Office – About Students – Make university research-related experiences more accessible to equity deserving and marginalized groups.
- o Provide clarity/policy around how students are (or ought to be) selected as Research Assistants, as a guide for the selector, to keep them accountable to a process outside themselves alone, and to provide transparency for the students. – Dimensions Town Hall
- o Standardize hiring practices in lab environments, accountability for measures taken to address inclusion of researchers in their research environment. – Dimensions Grad Student Town Hall
- o EDI in research team composition, recruitment, and environment. – Dimensions Grad Student Town Hall

Who department or unit identified the 'gap'(template)?

- Research Office
- Dimensions Committee

What methods were used to identify the 'gap' (template)?

- Community Consultations
- Town Hall
- Grad Student Town Hall

Relevant evidence which provides rationale to source funding:

- o Research Office –About Students – Make university research-related experiences more accessible to equity deserving and marginalized groups
- o Research Office – About Environment - Develop a searchable database of research funding

- o Research Office – About Environment - Increase data collection on the diversity in research grant awards, and fellowships according to EDIA principles.

Who department or unit identified the 'gap' (source funding)?

- Research Office