EQUITY DIVERSITY INCLUSION

MRFA 2025: UPDATE & REPORT CARD

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preamble.

This endeavour has its origins in the Executive Board's *2020 Statement on Racism* that was issued in the wake of George Floyd's murder and acknowledged police violence against Black and Indigenous people in Canada. In that statement, the MRFA Executive Board committed to a full review of the Association's By-laws, policies and procedures through the lenses of equity, diversity, inclusion, and decolonization.

In September 2020, the Executive Board established an Equity Review Taskforce, charged with examining the Association's basic documents and policies to ensure they were as inclusive as possible and did not foster discrimination. Their recommendations resulted in important changes to the Association's Bylaws as well as to on-going revisions of the Association's policies. And in June 2021, the MRFA Executive Board approved the first draft of *MRFA 2025: Building an Equitable, Diverse, and Inclusive Association* with four proposed goals or interventions. Between September and December 2021, the Association sought and reviewed members' input and feedback on the Plan. The first accountability scorecard (progress that had been made on the items listed within the plan) was published in May 2022.

The Plan's iterations seek to build upon previous work in guiding the Association in its efforts to address its own inadequacies and failures when dealing with the concerns of members who hail from equity deserving groups or, more accurately, historically-excluded groups. The Association recognizes that it hasn't always been the equitable, diverse, inclusive, or welcoming organisation that its Members have imagined or needed it to be. However, while the Plan's starting point is the Mount Royal Faculty Association, it expands its vision to the broader Mount Royal University community. Individually and collectively, we have a responsibility to hear concerns of our colleagues–concerns that have often been expressed, but have gone unheard, marginalised, or treated unfairly.

MRFA 2025 v.2023 continues to provide a road map for the Association, while documenting its reorientation to become an organization for all members. As this Plan develops the framework for our work towards building an equitable, diverse, and inclusive Association, we do so with the recognition that this work requires ongoing collective and systematic commitment. We anticipate that every new MRFA Executive Board–in active collaboration with the membership–will review and reflect on this Plan and engage in further development as needed.

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Chair, MRFA 2025 Group
Mount Royal Faculty Association

a. introducing v. 2023.

In 2023, the MRFA 2025 Working Group took on the challenge of reimagining the *MRFA 2025 Plan* to serve three functions:

1. **Visibility Tool:** As in 2022, make visible the MRFA's commitment to EDI through an accounting of concrete actions both at the level of the Association and the Institution (include new actions based on community engagement activities that took place over the past year);
2. **Accountability Tool:** Report on the progress that has been made on actions since the previous Report Card (provide links to any tangible evidence whenever possible);
3. **Pedagogical Tool:** Act as a resource to inspire and support individual and collective EDI action within and through the MRFA.

what drives us.

GOALS[1]	PRINCIPLES	COMMITMENTS[2]
1. Increase historically excluded members' engagement with the Association and representation on its committees and its executive. 2. Create, implement, and support inclusive, diverse, and equitable Association systems and structures. 3. Strengthen the Association's working environment to prioritise safety for its members and staff. 4. Build members' capacity to develop and	1. Accountability 2. Acknowledgment & Celebration 3. Cooperation 4. Equitable Treatment & Opportunities 5. Organisation 6. Transparency 7. Visibility &	MRFA 2025 seeks to ensure that the Association commits to concrete actions that will result in the fullest inclusion of its members, with particular attention to those members whose voices and experiences have historically been absent from the Association, including, but not limited to: • Cis and Trans women; • Socio-economically disadvantaged individuals;

[1] Approved on 18 March 2022 by the MRFA Executive Board.

[2] The Association recognises that each member of the Association uniquely embodies and inhabits multiple, simultaneous, and contextualised social locations and experiences and that, as such, various approaches are required to address all of the Association's unique members and the continued awareness needed to acknowledge, respect, and support those members.

implement EDI in the Association and across MRU. 5. Ensure accountability within and from the Association.	Representation	• Religious minorities; • Refugees and immigrants; • Non-dominant racial groups; • Neurodivergent individuals; • Individuals with disabilities; • Indigenous individuals; • Gender and sexually diverse individuals.[3]

b. change.

The following is needed in order to produce appropriate, meaningful, and lasting change in equity, diversity, and inclusion—both within the MRFA and MRU:

1. Accountability-led, strategic planning;
2. Data-informed decision-making and evidence-based practice; and
3. Member-engaged governance and collective bargaining.

Over the past year, the Association has accelerated the work of shifting from a service to a member-engagement model of operations. Member engagement is an approach to unions which focuses on the creation of deep and meaningful relationships between members and an organisation that endures over time, and drives renewal and prioritizes advocacy. Engaged members are aware, involved, and prepared for collective action.

	ENGAGEMENT MODEL
Attitude toward employer	Championing and defending members' rights is most important.
Attitude towards members	Inclusive. Tries to reflect the workforce in the composition of union leadership.

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[3] This list is presented in reverse alphabetical order to balance the need to create a descriptive list that does not prioritize or recreate the negative historical narratives that women's lives, experiences, and needs must be considered after everyone else's.

Grievance handling	Tries to involve all members in the department.
Settling grievances	Make the immediate supervisor settle by showing solidarity of workers.
Selection of stewards/department liaisons	Election by co-workers.
Bargaining	Large bargaining committee, constant flow of information to members.
Strategy and tactics	Encourage initiative and creativity of members.
Organizing the unorganized.	Union represents all workers - organized and unorganized. In a constant state of organizing.
Members' view of the union.	Take personal responsibility for successes or failures of the union.

c. MRFA 2025 commitments: 2023 update.

The initial version of the MRFA 2025 Commitment Tracking Chart was published in the MRFA 2025: Building an Equitable, Diverse, and Inclusive Association, and is reviewed on a yearly basis to track the Association's progress in obtaining its goals and to be transparent to the community in the barriers and lack of progression. The First Annual Report was published 12 May 2022. For ease of navigation, the following textual indications have been used to indicate relevant information within the chart.

Purple Text: Indicates commitments added during the April 2023 review. Also reflected by the dates in the "Initiated" column.

Blue Text: Indicates existing commitments that have been completed, or will be completed, as of May 2023. Also indicated in the "status" column.

All commitments will be codified, receiving "levels" related to the perceived difficulty in obtaining the commitment. Difficulty is determined by taking into consideration i) time needed to complete the commitment, ii) the amount of control the Association has to unilaterally complete the commitment, iii) the level of community apathy towards the commitment, and iv) the financial cost(s) of the commitment.

Level 1: Internal to the MRFA. Requires the labour of one or more: MRFA Staff, Executive Board, Officer(s), Committees, Membership.

Level 2: In cooperation with MRU. Requires the labour of MRU Administration, and one or more of: MRFA Staff, GFC, MRFA Executive Board, Officer(s), Joint MRFA-MRU Committees, Membership.

Level 3: Requiring negotiation between the MRFA and MRU and/or organized collective action.

CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
0.0 Accountability Within the MRFA						
0A — Approve a Strong Equity, Diversity and Inclusion Policy.	Create an Equity, Diversity and Inclusion Policy with wide consultation among interested members.	• Bylaws & Governance Committee • EDI Committee • Executive Board • MRFA 2025 Working Group	1	Winter 2022	Apr. 2023	In-progress; being developed.
0B — Conduct a review of goals, mission, vision, and organizational structure of the MRFA.	Strike an Organizational Review Committee to steer the process.	• Bylaws & Governance Committee • Executive Board • Organizational Review Working Group	1	Apr. 2022	Sept. 2022	Done.
	Consult with members on Association mission, vision and goals.		1	Apr. 2022	Fall 2022	Done.
	Revise the Association's Organizational structure.		1	Apr. 2022	Winter 2023	Done.
	Modify By-laws to reflect revised organization.		1	Apr. 2022	Winter 2023	Done.
	Elect officers according to revised bylaws at AGM.		1	Apr. 2022	Apr. 2023	Done; will be updated by September 2023.
0C — Develop a report card to track accountability for the Plan and its projected outcomes.	The Executive Board issues annual reports to members on the Board's EDI plans.	• MRFA 2025 Working Group • EDI-O • LRO	1	Apr. 2022	Apr. 2023	Done [this document].

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		Develop a template and sample case studies to track successful EDI action.		1	Mar. 2023	Apr. 2024	In progress
0D	Establish an Inclusion, Diversity, Equity, and Accessibility (IDEA) Council.	Use the 2025 MRFA Working Group to develop a network of stakeholders with a view of establishing an IDEA Council.	● Bylaws & Governance Committee ● Executive Board ● MRFA 2025 Working Group	1	Apr. 2022	Jan. 2023	Interim IDEA Council Charter here
		Create By-laws to structure the IDEA Council.		1	Apr. 2022	Feb. 2023	Pending completion of Pilot
		Establish IDEA Council.		1	Apr. 2022	May 2023	In Pilot Mode
0E	Provide avenues for feedback from members to MRFA Executive Board and MRFA Committees and MRFA Staff.	Develop a complaint policy related to Executive Board/MRFA Committees.	● Audit and Finance Committee ● Bylaws & Governance Committee ● SAFRO	1	Apr. 2022	Draft May 2022	In-process; awaiting approval.
		Develop Staff Policies for member complaints.		1	Apr. 2022	Draft May 2022	Done.
		Highlight the results of the MRFA Census related to the Executive Board and President.		1	Apr. 2022	Apr. Annually	Done.
0F	Conduct a cyclical review of MRFA Committees, social events, by-laws, policies, and procedures	Create a Policy for a cyclical review of MRFA Committees, social events, by-laws, policies, and procedures through the lens of the MRFA 2025 plan.	● All MRFA Committees ● Bylaws & Governance Committee	1	Apr. 2022	October 2022	Done.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
	through the lens of the MRFA 2025 plan.	Review the Appointments Policy to allow for the appointment of specific members to increase representation Conduct cyclical reviews (noted above).	• Executive Board • MRFA 2025 Working Group • MRFA Staff	1	Apr. 2022	May, Annually	Done.
0G	Develop a communications plan and strategies for membership engagement, transparency, and accountability.	Launch the MRFA 2025 Plan.	• Communications Officer • Diversity and Equity Officer • Executive Board • MRFA 2025 Working Group • MRFA Staff • SAFRO	1	Mar. 2022		Done.
		Develop and maintain EDI page on MRFA.net.		1	Mar. 2022	Ongoing	Done.
0H	Implement systems that make MRFA's EDI work sustainable and responsive.	Define EDI responsibilities for each Executive position, thus distributing it throughout the Association.	• EDI Committee • Executive Board • President • SAFRO	1	Jan. 2023	June. 2023	In-progress; being developed.
		Require EDI statements from candidates for Executive positions.		1	Jan. 2023	Apr. 2023	Done.
		Require EDI reports from each Executive position at year's end.		1	Jan. 2023	Apr. 2023	Done.
		Establish a cyclical review of the status of recommendations made by the EDI Committee and approved by the Executive.		1	Jan. 2023	Fall 2023; ongoing	In-progress; being developed.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
1.0 Representation Within MRU							
1A	Lobby MRU to assess and report EDI data.	Implement provisions in the Collective Agreement for data collection and sharing by MRU.	• Collective Bargaining Caucus • Executive Board • MRFA Reps on JEDI	3	Sept 2022	2024	In-progress; currently preparing for collective bargaining.
		Data reports to include attraction and success rates of those from equity-deserving groups at all the hierarchical levels at MRU.		3	Apr. 2023	2024	In-progress; ongoing discussions with Employer.
		Data reports to include promotion related applications and success rates of those from equity-deserving groups.		3	Apr. 2023	2024	In-progress; ongoing discussions with Employer.
		Reports to include aggregate data of complaints, grievances, disciplinary action and exit interviews.		3	Apr. 2023	2024	In-progress; ongoing discussions with Employer.
1B	Lobby MRU to establish an EDI Strategic Plan that is data driven, creating transparent milestones, and reporting back to the community.	Develop a Terms of Reference document for the JEDIC that includes yearly reporting of progress made on recommendations issued by JEDIC.	• Executive Board • MRFA Reps on JEDIC	2	Jan. 2023	May 2023	In-progress; ongoing discussions with Employer.
		Create a web dashboard that makes information available to all stakeholders.		2	Apr. 2023	Apr. 2024	In-progress; ongoing

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
							discussions with Employer.
		Racialized Groups need to have a predominant role in the governance structure of the EDI Strategic Plan and JEDIC.		2	Apr. 2023	Apr. 2025	In-progress; ongoing discussions with JEDIC.
1C	Develop joint win/win actions between the MRFA and the MRSA.	Work with the MRSA so that any data sought includes all employees. Data reports should include racial participation at MRU and an EDI climate survey.	● MRFA President	2	Apr. 2023	2024	In-progress; ongoing discussions with MRSA.
1D	Collect and disseminate aggregate data to track and reduce the number of cases of harassment and bullying involving MRFA members.	Support the JOHSC in gaining regular (monthly) access to MRU's OHS data to be shared with the Executive.	● Bylaws & Governance Committee ● Diversity and Equity Officer ● Executive Board ● JOHSC ● President ● MRFA Staff ● SAFRO	1	Sept. 2022	Aug. 2023	Done & ongoing.
		Develop a reporting process between JOHSC and Exec.		1	Apr. 2022	Sept. 2022	Done.
		Add a standing reporting item to the Exec agenda.		1	Apr. 2022	Aug. 2022	Done.
		Provide orientation and training to our JOHSC members.		1	Aug. 2022	Aug. 2023	In-progress; training being created.
		Develop an internal MRFA EDI complaints process with tracking.		1	Aug. 2022	Jan. 2024	In-progress; Conduct Complaints Policy

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
							is pending approval.
		Provide training to Diversity and Equity Officer and Member Engagement Officer on relevant aspects of Mobilis to help develop this process.		1	June 2022	Sept. 2023	In-progress; training being created.
1E	Advocate for changes in the Collective Agreement to provide more full-time tenurable positions for current qualified contract academic faculty and more job security for those who are precariously employed.	Create a Taskforce to Review Full-time Faculty Workload and Appointment Categories charged with looking at pathways.	● Advocacy Committee ● Collective Bargaining Caucus ● Faculty Workload & Appointments Taskforce	3	Feb. 2022	Sept. 2022	Done.
		Continue participating in CAUT's Fair Employment Week.		1	Apr. 2022	ongoing	Done & ongoing.
		Organize activities to highlight inequities of precariously employed faculty.		2	Fall 2022/ Winter 2023	May 2024.	Done (FEW 2022 and S2023 Survey)
		Use the Taskforce to Review Full-time Faculty Workload and Appointment Categories to advocate for pathways to permanency.		3	Apr. 2022	May 2024	In-progress; currently preparing for collective bargaining.
		Establish pathways for contract faculty as a central priority for Collective bargaining in 2024.		3	Jan. 2024	June 2024	In-progress; currently preparing for collective bargaining.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
1F	Develop a strategy to respond to the impact of Covid 19 including amendments to existing tenure and promotion guidelines and documentation which ensures that pandemic impacts are taken into consideration indefinitely.	Use the MRFA census to track the impact of COVID19 for the next 4 years.	● Academic Liaison Committee (soon to be Academic Policy and Governance Committee) ● Academic Policy and Governance Officer ● Collective Bargaining Caucus ● Executive Board ● LRO ● Professional Development Committee ● SAFRO	1	May 2023	May 2027	In-progress; tracking underway.
		Provide Census results to the MRFA Long-term Bargaining Goals Committee and the MRFA Collective Bargaining Caucus.		1	May 2022	ongoing	Done & ongoing.
		Share census data with the Academic Standards committee.		1	Sept. 2022	ongoing	Done & ongoing.
		Make changes through GFC for recognition of the impact of the pandemic in tenure and promotion documents.		2	Dec. 2024	Nov. 2023	In-progress; discussions ongoing.
		Assess for gaps created for faculty hired during the pandemic (the last 3 years) and establish a plan.		2	Apr. 2023	Aug. 2023	Not started.
		Provide support mid-way for tenurable faculty, to "check in" with regards to their development as faculty, scholar (e.g., research), and teaching.		2	Apr. 2023	Fall 2023	In-progress; currently developing platform.
1G	Advocate for EDI training.	Include EDI training requirements in the CA.	● Collective Bargaining Caucus ● Diversity and Equity Officer	3	Mar. 2022	Mar. 2022	Done [Article 24 & 29].
		Represent the MRFA on the Joint Steering Committee for EDI Training (JEDI) when tasked with		3	Fall 2022 to	May 2023	Done; pilot currently being tested.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		developing broad-based, mandatory EDI training.			Winter 2023		
		Represent the MRFA on the Joint Steering Committee for EDI Training (JEDI) when tasked with developing broad-based, mandatory Indigenization training.		3	Fall 2023	Aug. 2023	Not started.
		Lobby for mandated anti-racism programs specifically targeted at managers and decision-makers.		1	Apr. 2023	Fall 2023	In-progress; ongoing discussions with Employer.
		Ensure training completion rates are shared with the Association.		3	Apr. 2023	Nov. 2023	Not started.
2.0 Engagement with the Association							
2A	Track and identify barriers contributing to historical and ongoing under representation in the Association.	Develop optional exit interviews for out-going Executive Board members and Committee Chairs on their experiences and identify issues related to equity, diversity, and inclusion that require attention.	• Bylaws & Governance Committee • Diversity and Equity Officer • MRFA Committee Chairs • MRFA President • SAFRO	1	Apr. 2022	May 2023	Done.
		Develop a questionnaire for all out-going MRFA committee members on their experiences and identify issues related to equity, diversity, and inclusion that require attention.		1	Apr. 2022	May 2023	In-progress; developing questionnaire.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		Request Committee Chairs to engage in discussions around invisible labour.		1	Jan. 2022	Apr. 2022	Done & ongoing.
		Committee Chairs to report to the Executive Board.		1	Jan. 2022	May 2022	Done & ongoing.
		Assign resources for wide consultation and input.		1	Apr. 2023	May 2024	In-progress; identifying resources.
2B	Collect, analyze and disseminate data on member identification and historically excluded members' experiences or barriers encountered with the MRFA.	Review and redesign the MRFA census to include collection on said data.	● Communication Committee ● Diversity and Equity Officer ● SAFRO	1	Mar. 2022	Mar. 2022	Done.
		Design a communications campaign to increase member completion of the MRFA census.		1	Apr. 2022	Mar. 2023	Deferred to Feb 2024
2C	Provide inclusive and accessible technology-based options for holding meetings.	Implement the MRFA Meeting Policy to reflect Universal Design for Learning principles.	● MRFA Staff ● SAFRO	1	Apr. 2022	ongoing	Done & ongoing.
		Employ meeting technology to facilitate hybrid meetings and events in FC.		1	Apr. 2022	ongoing	Done & ongoing.
		Track whether those options increase opportunities for member participation and involvement.		1	Apr. 2022	ongoing	In-progress; information being collected.
		Report on member participation and involvement.		1	Apr. 2023	Nov. 2023	Not started.

	CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
2D	Enhance collaborative decision making by addressing matters of timely provision of materials and consideration of member workload and other impacts on members' ability to fully participate in collaborative decision making.	Review Meeting Policy to adjust timelines to ensure timely provision of materials.	● Bylaws & Governance Committee ● Executive Board ● MRFA Staff	1	Mar. 2022	Apr. 2023	Done.
		Review timelines to incorporate a principle of reflection—where members are given adequate time and clear expectations to not only review but reflect on the materials.		1	Apr. 2022	Feb. 2024	Executive Board in Sept 2023
		Clarify and communicate expectations around Association work.		1	Apr. 2022	Dec. 2022	Done and Ongoing.
2E	Rearrange or redesign the Faculty Centre, meeting rooms, and working spaces to increase accessibility to all members regardless of social location(s), disability, and/or identities and ensure events held in this space are inclusive and welcoming.	Install an automatic door to enable members with mobility challenges access.	● Faculty Center Coordinator ● MRFA Staff ● Social Events Committee	1	Apr. 2022		Done.
		Implement on-line ordering.		1	Mar. 2022		Done.
		Clearly display signs about expected conduct.		1	Apr. 2022	Sept. 2022	Not started.
		Clarify processes for incident reporting in FC.		1	Apr. 2022		Done.
		Create a regular no-alcohol social event / night.		1	Apr. 2023	Sept. 2023	

	CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
2F	Ensure that the Long-term Bargaining Goals Committee and Collective Bargaining Caucus refers to appropriate groups involved with collective bargaining.	Ensure that when engaging in collective bargaining the principle of "nothing about us, without us" is enacted. Therein, that nothing about a group will be bargained without prior engagement with that group.	● Collective Bargaining Caucus ● Long-term Bargaining Goals Committee ● LRO	1	Apr. 2022	ongoing	Done & ongoing.
2G	Develop a set of practices within the Association to recognise a diversity of belief systems and practices, health and lifestyle needs.	Provide food that is inclusive of religious practices at MRFA meetings and events.	● Faculty Centre Coordinator	1	Apr. 2022	Jan. 2023	Done.
		Create inclusive lunch menus in the faculty centre.		1	Apr. 2022	Jan. 2023	Done.
2H	Ensure the Association's financial investments, where possible, are aligned with the principles in this document.	Review the Association's financial investments.	● Audit and Finance Committee	1	Apr. 2022	May 2023	Done & ongoing
		Develop an ethical investment policy.		1	Apr. 2022	May 2023	In-progress; policy being developed.
2I	Ensure principles of EDI are incorporated into MRFA Staff Policies including those related to hiring, training, and retention of MRFA staff.	Develop an EDI policy for the MRFA Staff.	● Audit and Finance Committee ● Executive Board	1	Apr. 2022	May 2023	Not started.
		Undertake cyclical reviews of staff salaries with a view to ensure pay equity is maintained.		1	Apr. 2022		Not started.
2J	Develop repair-geared practices for use in	Issue a *Call for Proposals* (CFP) for repair-based training.	● Executive Board	1	Apr. 2023	Fall 2023	Not started.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
	instances when the relationship between member(s) and the Association has been damaged.	Seek contract for repair-based training — how to repair relationships with members and / or each other after conflict or harm.	• Professional Development Committee • SAFRO • Social Events Committee	1	Apr. 2023	Winter 2024	Not started.
2K	Create opportunities for community building and engagement with the Association geared at those members hired during the pandemic.		• Executive Board, • Professional Development Committee • MRFA Staff	1-2	Apr. 2023	Fall 2023	Not started.
3.0 Working Environment							
3A	Improve efficiency and effectiveness of the MRFA's response to issues where our members are not receiving appropriate support or are encountering barriers to thriving safely in their jobs.	Improve data gathering on issues.	• Executive Board • Grievance Committee • MRFA Staff	1	Jan. 2023		Done.
		Implement a trauma-informed approach to the grievance process.		1	Fall 2022		Done.
3B	Advocate for EDI-informed hiring and promotion practices.	Create a recommendation document to guide proposing changes to the Hiring Guidelines for Faculty including diversity in hiring committees, improved recruitment practices, and	• Collective Bargaining Caucus • JEDIC • Joint Steering Committee for EDI Training (JEDI)	2	Apr. 2022	Jan. 2024.	Not started.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		consultation with Indigenous faculty when hiring for Indigenous-focused positions.	● Long-term Bargaining Goals Committee ● MRFA President ● MRU's Provost & Vice-President, Academic				
		Implement a CV shortlisting process that removes racial and geographical identifiers.		2	Apr. 2022		Not started.
3C	Continue to advocate for critical changes to faculty evaluation.	Develop a clear, trauma-informed, EDI-grounded approach to faculty evaluation.	● MRFA President ● MRU's Provost & Vice-President, Academic ● Academic Policy and Governance COmmittee	3	Apr. 2023	Apr. 2024	
		Students should be required to undergo anti-bias training in their first semester and prior to engaging in the evaluation process.		3	Apr. 2023	Apr. 2025	
		Provide faculty with training on how to avoid or mitigate the impacts of harmful, discriminatory, or vexatious SPoTs.		1	Apr. 2023	Fall 2023	
		Advocate for mandatory EDI training for anyone collecting or processing SPoTs.		3	Apr. 2023	Feb. 2024	
		Address the disconnect between MRU's statements of commitment to Indigenization and decolonization (more specifically, diverse ways of knowing reflected in and through teaching practice), and routine practice of placing		3	Apr. 2023	Apr. 2024	

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		students into Indigenous faculty-led classrooms, often pedagogically-grounded in uncomfortable or unsettling content; new knowledge; or unfamiliar pedagogical approaches (to those students) and then using a colonial metric to evaluate those Indigenous faculty members.					
3D	Advocate for improved human resources and environmental health and safety.	Better Health and Safety provisions in the collective agreement.	• Executive Board • Collective Bargaining Caucus • JOHSC • Long-Term Bargaining Goals Committee	3	Apr. 2022		In-progress; currently preparing for collective bargaining.
3E	Incorporate EDI goals into Long-Term Bargaining Goals Document to create more inclusive working conditions.	A representative from the Equity, Diversity, and Inclusion Committee sits on the Long-Term Bargaining Goals Committee.	• Bylaws & Governance Committee	1	Apr. 2022	Dec. 2021	Done.
3F	Align Association's external practices with its EDI goals.	Create policies to ensure that the Association engages unionized external parties/services, where possible.	• Advocacy Committee • Bylaws & Governance Committee	1	Apr. 2022	May 2023	Done.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
3G	Support awareness of and cultivate appreciation for gender and sexual diversity within the MRFA and MRU.	Adjust the mandate of the Equity, Diversity, and Inclusion Committee.	• Academic Liaison Officer • Bylaws & Governance Committee • Diversity and Equity Officer • EDI Committee • MRFA President	1	May 2023	May 2023	Done.
		Advocate through MRU Coalition, GFC, and with Administration for identifiable, accessible all-gender washrooms (and change rooms where applicable) in all buildings at MRU.		2	Apr. 2022	May 2024	Done.
3H	Align Association's internal practices with its EDI goals.	Association Committee charters incorporate awareness and appreciation for gender and sexual diversity within the MRFA.	• Bylaws & Governance Committee, • MRFA Staff.	1	Apr. 2022	Jan. 2023	Done.
		Association documents reflect gender neutral pronouns.		1	Apr. 2022	Jan. 2023	Done.
3I	Change the collective agreement so that it provides flexibility in "holidays" to recognize holidays outside of the western Christian tradition.	Incorporate into the Long-term Bargaining Goals.	• Collective Bargaining Caucus • EDI Committee • Long-Term Bargaining Goals Committee • MRFA Staff	3	Apr. 2022	May 2023	In-progress; currently preparing for collective bargaining.
3J	Advocate for clarity and transparency regarding MRU's administrative hierarchy.		• LRO, • MRFA President	2	Apr. 2023		In-progress; discussions ongoing.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
			• MRU's Associate Vice-President, Faculty Affairs • MRU's Associate Vice-President, Human Resources				
3K	Quality assurance in faculty trainings	MRU to provide the Association with a comprehensive and up-to-date list of training that's mandatory for faculty. List to include requirements for completion (date) and frequency; provider name; and what office/area is in charge of its development, implementation, and monitoring.	• MRFA President • MRU's Associate Vice-President, Faculty Affairs	3	Apr. 2023	Apr. 2024	Updated every year.
		Any mandatory training to undergo piloting, quality assurance testing, and EDI review prior to roll-out.		3	Apr. 2023	Jan. 2024	
		MRU to provide transparency around training acquisition criteria and process for all training made available and promoted to faculty.		3	Apr. 2023	Nov. 2023	
4.0 Member Capacity							
4A	Advocate and actively support historically excluded faculty	Consult with BIPOC Support Network for suggested changes to Tenure and Promotion Criteria.	• Academic Liaison Officer	3	Apr. 2022	Fall 2022	Not Started.

CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
members in tenure, retention and promotion processes.	Work through the Academic Standards Committee of GFC to amend the Institutional Tenure and Promotion Criteria.	● Diversity and Equity Officer ● MRFA President	3	Apr. 2022	Winter 2024	Not started.
	Review changes to Collective Agreement with BIPOC support network and other groups to assess impact.		3	Apr. 2022		In-progress; currently preparing for collective bargaining.
	Work with Indigenous faculty to determine how best to identify and address issues in access to tenure and promotion.		3	Apr. 2022		In-progress; currently preparing for collective bargaining.
	Support Indigenous methodologies, teaching practices, and community research to be acknowledged and funded by the University.		3	Apr. 2022		In-progress; work being undertaken by the General Faculty Council.
	Amend Institutional Tenure and Promotion Criteria to account for racialized identities.		3	Apr. 2022		Not started.
	Create a Tenure and Promotion Support program to address these issues.		3	Apr. 2022		Not started.

	CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		Work to have recommendations from Systemic Racism Taskforce implemented.		2	Apr. 2023		Not started.
		Establish formal mentorship programs for Racialized members.		2	Apr. 2023		Not started.
		Mentor, train and develop leading employees from Racialized Groups, so that they can progress towards leadership positions at MRU.		2	Apr. 2023		Not started.
4B	Incorporate ongoing educational opportunities for MRFA members.	Draw on the educational activities outlined in Section (f).	• EDI Committee • Professional Development Committee • Professional Standards and Ethics Committee	1	Apr. 2022	Sept. 2022	In-progress; ongoing.
		Revise TC, PC, and UTPC Training to ensure Tenure and Promotion Committee training includes understanding of changes to the criteria.		1	Apr. 2022		In-progress; training currently being designed.
		Encourage engagement with professional development connected to EDI by incentivizing participation.		1	Apr. 2023		Not started.
4C	Identify, recognize, and address systemic barriers faced by historically excluded faculty members, such as hostile classrooms, racist comments on SPOTS,	Review Article 29-Indigenization to determine required action	• Faculty Evaluation Committee • Joint Steering Committee for EDI Training (JEDI)	3	Apr. 2022	Fall 2023	In-progress; currently preparing for collective bargaining.

	CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
	and the ongoing fatigue from dealing with violence of colonialism and/or racism on and off campus.	Improve language in Article 28 to deal with racist comments	● MRFA 2025 Working Group ● MRFA President	3	Apr. 2022	Sept. 2024	In-progress; currently preparing for collective bargaining.
		Address the ongoing emotional labour of dealing with racism on and off campus.		2	Apr. 2022		In-progress; discussions ongoing.
		Lobby for professional support for the sharing of racist interactions by Racialized Groups. Support should include specialized professionals in trauma and privacy, for instance.		2	Apr. 2023	Apr. 2025	In-progress; discussions ongoing.
4D	Actively support gender and sexually diverse, two-spirit, and non-binary faculty in tenure, retention and promotion.	Create a Tenure and Promotion Support program to address these issues.	● Executive Board ● Faculty Evaluation Committee ● Faculty Workload & Appointments Taskforce ● Joint Steering Committee for EDI Training (JEDI) ● Member Engagement Committee	3	Apr. 2022	May 2023	Not started.
		Improve language in Article 28 to deal with discriminatory comments in SPoTS.		3	Apr. 2022	June 2023	In-progress; currently preparing for collective bargaining.
		Address the ongoing labour of dealing with discrimination on and off campus.		2	Apr. 2022	Fall 2024	In-progress; discussions ongoing.

CONCRETE STRATEGIES		SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
		Address additional workload that inequity brings	● MRFA Reps. on JEDI ● SAFRO	2	Apr. 2022	Mar. 2022 onwards	In-progress; discussions ongoing.
4E	Actively support faculty members with caregiving responsibilities in their tenure, retention, and promotion.	Review current MRFA measures on childcare accessibility for MRFA events.	● Bylaws & Governance Committee ● Collective Bargaining Caucus ● EDI Committee ● Long-term Bargaining Goals Committee ● SAFRO	1	Apr. 2022	Apr. 2022	In-progress; discussions ongoing.
		Recognize the gendered implications of caregiving work on faculty member's career trajectory and evaluate how caregiving impacts MRFA members' tenure and promotion.		2	Apr. 2022	Fall 2023	In-progress; discussions ongoing.
		Create MRFA Dependent Care Policy.		1	Apr. 2022		Done.
		Use the MRFA Census to track the impact of the COVID-19 pandemic, where faculty members with childcare have been significantly impacted due to closure of schools and childcare centres is recognized.		1	Jan. 2022	ongoing	Done & ongoing.
4F	Recognize the importance of acknowledging the wide range of human neurologies and neurological differences	Develop understanding of peoples' neurodiversity and how to best include individuals whose neurological characteristics are not recognized.	● EDI Committee	1	Apr. 2022	Winter 2025	Not started.

	CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
4G	Identify, promote, and celebrate the work of historically excluded MRU scholars and experts.	Whenever possible and appropriate, engage MRU-based EDI expertise.	• EDI Committee • Executive Board • Professional Development Committee • Bargaining	2	Apr. 2023	ongoing	Not started.
		Resource the work of historically excluded MRU scholars and experts, particularly those in precarious employment positions.		2	Apr. 2023	Winter 2024	Not started.
		Include EDI targets for adjudication panels, including HREB.		2	Apr. 2023	Apr. 2024	Not started.
4H	Pay and resource equity: equal pay for equal work.	Conduct a pay-scale discrepancy study for racialized groups (like the previous gender study).	• Collective Bargaining Caucus • EDI Committee • Executive Board • Long-term Bargaining Goals Committee	3	Apr. 2023	Winter 2024	Not started.
		Lobby MRU to correct discriminatory income issues, when identified.		3	Apr. 2023	Winter 2024	Not started.
		Include EDI targets for resource allocation for teaching and learning and research activities.		3	Apr. 2023	Winter 2024	Not started.
4I	Respect EDI-situated labour.	Connect EDI-situated groups to support strategic action, reduce labour duplication, and build community.	• Executive Board • IDEA Council • MRFA Staff	1	Apr. 2023	ongoing	Not started.
		Advocate for transparency around		2	Apr. 2023	ongoing	Not started.

CONCRETE STRATEGIES	SPECIFIC ACTIONS	INVOLVING	LEVEL	INITIATED	DUE	STATUS
	EDI groups and initiatives organized / managed by MRU.					
	Support the work of faculty engaged in EDI-situated labour.		1	Apr. 2023	ongoing	Not started.

d. stakeholders.

	MOUNT ROYAL	MRFA	JOINT	EXTERNAL
FRAMEWORKS, POLICIES, AGREEMENTS	- Code of Conduct - Board - Code of Conduct - Employees - Employee Benefits - Holidays Policy - Environmental Health and Safety Policy	- Community Agreements Policy - Ethical Purchasing Policy - Grievance Policy - Member Self-Identification	- Article 20 – Grievance Procedure - Article 22 – Workplace Environment - Article 23 – Academic Freedom - Article 24 – Diversity and Equity	Canadian Charter of Rights and Freedoms (S.15)[4] Federal Employment Equity Act[5] Canadian Human Rights Act[6]

[4] Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

[5] The purpose of the Act is: "to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experience by women, Aboriginal persons, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

[6] The purpose of the Act is: to extend the laws in Canada to give effect...to the principle that all individuals should have an opportunity equal with other individuals to make for themselves the lives that they are able and wish to have and to have their needs accommodated, consistent with their duties and obligations as members of society, without being hindered in or prevented from doing so by discriminatory practices based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.

	MOUNT ROYAL	MRFA	JOINT	EXTERNAL
	• Expression and Free Speech Policy • Human Rights Policy • Protected Disclosure (Whistleblower) Policy • Sexual Violence Reponse Policy • Universal Access Policy • Workplace Violence and Harassment Prevention Policy	• Policy • Policy Against Abuse of MRFA Staff • Standards of Professional Conduct	• Article 29 – Indigenization • Memorandas of Understanding: • Re. Acknowledging Indigenous Knowledge and Ways of Knowing through Changes to Institutional Tenure and Promotion Criteria • Re. Pay Equity Review Implementation	Alberta's Human Rights Act[7] Alberta's Occupational Health and Safety Code[8]
APPOINTMENTS and OFFICES	• Iniskim Centre • Office of Equity, Diversity and Inclusion • Office of Indigenization and Decolonization • Office of Safe Disclosure	• EDI Officer • JEDIC Co-Chair (MRFA Rep.)		
GROUPS	• MRU's President's EDI Taskforce • Faculty of Arts EDI Committee • Faculty of Science and Technology EDI Committee	• EDI Committee • Member-directed groups	• Joint Equity Diversity and Inclusion Committee (JEDIC) • EDI Training Working Group	

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[7] The Act provides protection from discrimination in the above areas under the following grounds: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientation. The Act also protects Albertans in the area of equal pay. When employees of any gender (female, male, transgender or two-spirited) perform the same or substantially similar work, they must be paid at the same rate.

[8] Alberta's Occupational Health and Safety Act, Regulation and Code set minimum standards for health, safety and wellness in Alberta's workplaces.

	MOUNT ROYAL	MRFA	JOINT	EXTERNAL
	● Faculty of Arts EDI committee ● Faculty of Health, Community, and Education EDI Committee			
ORGANIZATIONS	● Students' Association of Mount Royal University ● SAMRU Pride Centre ● Mount Royal Staff Association ● MRU Coalition			● BIPOC Support Network ● Trans-Affirming Network ● CAUT ● CAUT Equity Committee
ACADEMIC AREAS	● Women's & Gender Studies ● Indigenous Studies			

e. definitions.

There are a variety of terms and phrases that are used both within the Association's MRFA 2025 documents and more broadly when approaching equity, diversity, and inclusion work. In the interest of transparency and to ensure a shared foundation of terminology, the Association has used the following glossary.

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
2SLGBTQIA+	*"Two Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, Plus community."* - *The '+' is used to acknowledge that there are identities, other than those explicitly listed, that are*	The Association has made a conscious effort to use the phrase "2SLGBTQIA+" when broadly referring to individuals within the gender and sexually diverse community in order to centre its efforts for decolonization and Indigenization.

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
	members of the gender and sexual diverse community. *Note: alternate acronyms may be used when specificity of a particular group or identity is needed.*	Fall 2022, saw the creation of the 2SLGBTQ+ Member Directed Working Group. In 2023, the Association became the first organization and union to join Skipping Stone Foundation's Trans Affirming Network (TAN). And in doing so has completed Trans Affirming Network training and has committed to the implementation of TAN's nine (9) actions.
ABLEISM	*A set of beliefs or practices that devalue and discriminate against people with physical, intellectual, or psychiatric disabilities and often rests on the assumption that disabled people need to be 'fixed' in one form or the other.[9]*	The Association is working to examine and reconsider the assumptions of normality as it relates to ableism. In doing so, the Association is modifying its environment to allow individuals to come as they are, without having to accommodate themselves or "fix" the situation to allow participation. Some examples of how the Association is doing this is: ● Installation of technology that allows the main Faculty Centre doors to be opened handsfree, and removing the requirement to be physically able to open the heavy door. ● Modifications to the Association's Meeting Policy to require Universal Design practices and hybrid meetings.
ACADEMIC FREEDOM	*The right to teach, learn, study and publish free of orthodoxy or threat of reprisal and discrimination. Includes the right to criticise the university and the right to participate in its governance.*	The Association endorses all faculty's right to academic freedom. See the Association's Statement on Academic Freedom and Article 23 in the Collective Agreement.

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[9] See Center for Disability Rights

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
FREEDOM OF SPEECH OR EXPRESSION	*A principle that supports the freedom of an individual or a community to articulate opinions and ideas without fear of retaliation, censorship, or legal sanction.*	The MRFA has distributed posters to inform members about the distinctions between academic freedom and freedom of expression.
	The active process of identifying and eliminating racism by changing systems, organisational structures, policies and practices, and attitudes, so that power is redistributed and shared equitably.	In April 2022, the Association supported the Joint EDI Committee who established the EDI Taskforce to examine and provide recommendations on addressing systemic racism and discrimination at MRU. On March 21, 2023, the EDI Taskforce submitted its report to the MRFA President and MRU Provost and the Joint EDI Committee.
ANTI-RACIST JUSTICE	*Making an active effort to dismantle racism, in contrast to imagining that one can hold a neutral, "not racist" position. In advocating for racial justice, it is important to understand that (a) racism comes in different forms and (b) not all visible/racialized persons experience racism in precisely the same way or for the same reasons.*	Internally, over the past year the Association has flattened the Executive (No Vice-Presidents); reorganized Committees associated with Collective Bargaining; requiring the Grievance Committee to complete EDI training, specifically to help them identify "racism", and consulted with The UNLRN Project.
BIPOC / IBPOC	*Black, Indigenous, and People of Colour. While usage of the term 'People of Colour' dates back to the late 18th century, its contemporary usage is rooted in the 1970s when it emerged as an alternative to the then common, and highly contested, terminology of "non-white" to describe all racialized people. Additional letters are placed before 'POC' to recognize the particular histories of Black and Indigenous peoples under colonialism. In Canada, IBPOC may be used in efforts to recognize 'First Peoples first' because of the unique history and context of colonization, displacement, and cultural genocide enacted upon Indigenous peoples in Canada, and the ongoing national conversation about reconciliation.[10]*	The Association in 2021 added to and reorientated its MRFA Scholarships to include two scholarships reserved for BIPOC and Indigenous students, one scholarship for students involved in enhancing EDI initiatives on campus, and one bursary for BIPOC students with financial need.

In Winter 2020, the MRFA issued a statement regarding George Floyd's murder, acknowledging police violence against Black and Indigenous people in Canada. In 2021, the Association issued statements related to anti- Asian hatred. We supported faculty who participated in the Scholars Strike in September 2020 and advocated for management to not take disciplinary action against those |

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[10] See Garcia, S.E. (2020). Where did BIPOC come from? The New York Times and IBPOC Artistic Practices, Primary Colours.

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
BLACK LIVES MATTER MOVEMENT (BLM)	*Builds on civil rights and Black liberation movements to name and confront police brutality, racial profiling, racial discrimination in the justice system, and broader economic and social inequity experienced by persons of Black/African descent and diaspora.*	who did take part (NOTE: the Association cannot direct members to not work under the Alberta Labour Relations Act or face fines etc for doing so).
CAPITALISM	*Capitalism is the world's dominant economic system. It is also a settler colonial system that disproportionately affects historically excluded people. It requires the privatisation of resources and modes of production. In this economic system, production is primarily for a market rather than directly for the needs of the producers.*	Starting in Fall 2021, the MRFA EDI Committee made a commitment to compensate anyone who provides educational labour to the MRFA through the EDI Committee and who is not an MRU full-time employee. The Association has fought for and secured compensation for contract faculty who complete any mandatory training at MRU. The Association allocated compensation for any contract faculty member who provided feedback on the EDI training pilot.
CIS-HETEROPATRIARCHY	*The noun 'patriarchy' refers to the current social system in which men have primary power by occupying the overwhelming majority of leadership and decision-making positions. As a consequence, it is their lives, experiences, and perspectives that are broadly understood as "normal" and "natural" and are thus assumed to be representative of humanity as a whole.* *Adding the prefix hetero- to 'patriarchy' signals a more nuanced understanding of the complex ways that patriarchy is rooted not only in the primacy of men and masculinity (along with the corresponding devaluation of women and femininity), but also on (1) the insistence that heterosexuality is "normal" and "natural" while all other sexual orientations are deviant. and (2) that there are only two biological sexes (male and female), which produce just*	The MRFA actively supported those at GFC who advocated for gender inclusive washrooms at MRU. The Association has provided a map of these washrooms on its bulletin board in Main Street. In 2019, The MRFA signed an MOU to conduct a pay equity salary review of full-time faculty based on binary gender. In 2023 the Association signed an MOU that provided for a lump sum payment for female faculty who had been identified as having a salary anomaly. A salary review process open to faculty who believe they have had a salary anomaly can apply for a review. Finally, the University has agreed to do a pay equity salary review every 5 years taking into account other variables of

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
	two corresponding gender identities (man and woman) and gender performances (masculinity and femininity). *Adding the prefix 'cis' draws attention to and implicitly critiques the assumption that there are only two biological sexes (male and female), which produce just two corresponding gender identities (man and woman) and gender performances (masculinity and femininity).*	difference. The first such review will be undertaken in 2027.
CULTURAL IDENTITY / BACKGROUND	*The identity or feeling of belonging to a cultural group. It is part of a person's self-conception and self-perception. It relates to any kind of social group that has its own distinct culture and can be defined in groups or individuals, by themselves or others, for example, nationality, ethnicity, religion, social class, generation, locality, etc.*	MRFA's Self-identification Form (this form is used for grievances cases and is pulled from the self-identification section of the MRFA Census) EDI Calendar.
INDIGENIZATION	*Prompted by the Truth and Reconciliation Commission's Calls to Action (2015), Canadian post-secondary institutions are now struggling with how to ethically engage Indigenous communities and Indigenous knowledge systems. Communities, scholars, and administrators want better relationships, but are faced with the challenging task of reconciling these aspirations with a university culture that is still, for the most part, invested in Indigenous erasure and marginalization. Conceptually, indigenization represents a move to expand the academy's still-narrow conceptions of knowledge, to include Indigenous perspectives in transformative ways.[11]*	Article 29 (NEW) Indigenization within the collective agreement. Support for the Indigenous Faculty Collective Member Directed Working Group. Continuing to press for GRF to fulfil the terms of the *MOU on Acknowledging Indigenous Ways of Knowing* Directive to staff to include land acknowledgement within email signature. Organization of training regarding land acknowledgements.

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[11] See Indigenization as inclusion, reconciliation, and decolonization: navigating the different visions for indigenizing the Canadian Academy.

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
DECOLONIZATION	*In Canada, decolonization refers to the long-term and ongoing process of disrupting the colonial systems and structures of white supremacist, capitalist, heteropatriarchy. It is a process, not a product. Academic decolonization challenges the colonial roots of the university itself in a wide variety of ways such as valuing and integrating Indigenous epistemologies; challenging racism in all its forms; incorporating Indigenous content into the curriculum; creating sustainable campus support systems for Indigenous faculty, staff, and students; interrogating dominant cultural narratives and histories, and utilising dialogic pedagogies (Smith 2012 and Pete 2015).*	The MRFA signed an MOU to acknowledge Indigenous Ways of Knowing. The General Faculties Council has directed the Academic Standards Committee to make changes to the Institutional Tenure and Promotion Criteria as well as the Tenure and Promotion Handbook. Consultation with the Indigenous Faculty Collective, an MRFA member directed group, is underway to work on those changes. The MRFA by-laws include a recognition that the Association exists on treaty land and works to uphold its obligations under treaty. More work is needed here.
ABLEISM	*A set of beliefs or practices that devalue and discriminate against people with physical, intellectual, or psychiatric disabilities and often rests on the assumption that disabled people need to be 'fixed' in one form or the other.*[12]	The Association is working to examine and reconsider the assumptions of normality as it relates to ableism. In doing so, the Association is modifying its environment to allow individuals to come as they are, without having to accommodate themselves or "fix" the situation to allow participation. Some examples of how the Association is doing this is: ● Installation of technology that allows the main Faculty Centre doors to be opened handsfree, and removing the requirement to be physically able to open the heavy door. ● Modifications to the Association's Meeting Policy to require Universal Design practices and hybrid meetings.
DISABILITY / PERSONS WITH DISABILITIES	*Someone who has a significant and persistent mobility, sensory, learning, or other physical or mental health impairment, which may be permanent or temporary; experiences functional restrictions or limitations of their ability to perform the range of life's activities; and/or* *may experience attitudinal and/or environmental barriers that hamper their full and self-directed participation in life.*	
UNIVERSAL DESIGN	*The design and composition of an environment, building, product, or service so that it can be accessed, understood,*	

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[12] See Center for Disability Rights

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
	and used to the greatest extent possible by all people, regardless of their age, size, ability, or disability.[13]	
EQUITY	*Both an approach and a process that introduces proactive interventions to mitigate and remove barriers to equality of access and opportunity.*	The MRFA has reviewed its By-laws and Policies to remove barriers to participation. More work can be done as the MRFA shifts to an engagement (organizing) model
EQUITY SEEKING	*Those that identify barriers (that can be attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc.) to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.*[14]	Added "accent" to the Collective Agreement as a protected group.
HISTORICALLY, PERSISTENTLY, OR SYSTEMICALLY MARGINALIZED	*MRU and other institutions throughout Canada were created at a time when societal norms privileged and included some groups and disadvantaged and excluded others. In Canada, these disadvantaged groups have been defined as Indigenous people, women, people with disabilities, racialized people, and 2SLGBTQIA+ people. This history entrains a legacy of day-to-day barriers that contributed to past and perpetuate current inequities which compound over time. Our systems, in the form of policies, practices, culture, behaviours, and beliefs continue to maintain these barriers in the ways that they continue to create the institution. It is often not an individual intentional, but rather a systematic, effort to discriminate. It is an unconscious, unrecognized practice of doing things as they have always been done (and recreating the historical exclusions).*	
MARGINALIZATION / MARGINALIZED	*A social process by which individuals or groups are (intentionally or unintentionally) distanced from access to power and resources and constructed as insignificant, peripheral, or less valuable/privileged to a community or "mainstream" society.*	

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[13] Adapted from National Disability Authority.

[14] Canada Council for the Arts Glossary

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
UNDER REPRESENTED	*Individuals or groups with insufficient or inadequate representation in various aspects of university life, often determined when compared to their proportional composition in Canadian society, but in the university setting, other considerations may also override strictly proportional representation.*	MRFA Bylaws allow for additional appointments from under represented groups. The Transitional Meeting agenda will have a standing item that requires all Committees to assess their diversity and report to the Executive on it and whether additional appointments are needed
INCLUSION	*Sense of belonging, often to the in-group – the group with the most access to social and political power and with the strongest voice. An inclusive union or workplace is one that is active in eliminating these restrictions and practices and promotes the full democratic participation of all its members.*	The Association's regular meetings and committee meetings are held in hybrid or on-line format.
INTERSECTIONALITY	*The interconnected nature of social categorizations such as race, class, disability, sexual orientation, and gender identity as they apply to a given individual or group. Intersectional identities create overlapping and interdependent systems of discrimination or disadvantage.[15] The term was coined by lawyer, civil rights advocate, and critical race theory scholar Kimberlé Crenshaw to describe the "various ways in which race and gender intersect in shaping structural and political aspects of violence against women of color".[16]*	The MRFA continues to work on embedding intersectionality as lens through with its work is done. More work required here.
NEOLIBERALISM	*A political ideology that advocates free-market capitalism, the private accumulation of wealth, and the disinvestment from public institutions through the reduction of*	The MRFA sponsored three teach-ins and letter writing campaign to highlight and resist the neo-liberal agenda

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[15] Adapted from Oxford Dictionaries Online, Retrieved February 9, 2017.

[16] Crenshaw, Kimberlé. Mapping the Margins: Intersectionality, Identity Politics, and Violence against Women of Color. Stanford Law Review, Vol. 43, No. 6 (Jul., 1991), pp. 1241-1299.

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
	government spending. This has resulted in the adjunctification of the academy, including here at MRU where more than 65% percent of courses are taught by contract faculty -- most of whom are women and/or visible/racialized persons.	that has led to austerity cuts to PSE funding in Alberta. A video of these teach-ins is found on the MRFA web-site.
RELIGIOUS FREEDOM & TOLERANCE	*One of the "Fundamental Freedoms" in section 2(a) of the Canadian Charter of Rights and Freedoms, where freedom of religion has been defined as "the right to entertain such religious beliefs as a person chooses, the right to declare religious beliefs openly and without fear of hindrance or reprisal, and the right to manifest religious belief by worship and practise or by teaching and dissemination."*	As such, the Association is to make an active effort in acknowledging, respecting, and, as importantly, implementing an inclusive approach to observing different religious and spiritual practices of all members of the university's community. This would entail offering students, faculty, and staff with equitable treatment and access to accommodations of diverse religious observances, and granting members of the university the right to have time away from study or work to practice and/or celebrate the tenants of their faiths. Moreover, university calendars ought to be inclusive and mindful of religious and spiritual observances when course schedules and events are planned. Members of the university ought to be invited to update the university's calendar on a continuous basis for inclusivity of religious observances; as well, all members of the university ought to refer to the updated calendar in advance of planning any university events (including examinations and activities).
UNCONSCIOUS BIAS / IMPLICIT BIAS	*Mental processes that operate outside of our consciousness, intentional awareness, or control, and include:* ***Affinity bias:*** *tendency to show favour and/or feel more kinship towards people who are more like us.*	

TERM	DEFINITION	IN THE CONTEXT OF THE MRFA
	Attribution bias: how people explain the behaviour or outcomes for themselves or others. *Confirmation bias: tendency to more easily accept, search for, interpret, or favour information that aligns or agrees with one's existing beliefs and opinions.* *Performance bias: assessment of people's competence based on some aspect of their appearance or identity.*[17]	
WHITE SUPREMACY	*A political, economic and cultural system in which, overwhelmingly, whites control power and material resources.*	The Association has sponsored workshops on White supremacy most recently in November 2020.
WOKE	*Alert to racial prejudice and discrimination. Being active participants in the fight against injustice.*	

f. educational opportunities.

Below, we've captured examples of educational opportunities, professional development and training, advocacy support, and resources for MRFA members who want to build their own EDI capacity and for those wanting to increase capacity for EDI initiatives across MRU:

1. History and ongoing contributions of Black, Asian and other racially minoritized people in Canada as well as racially minoritized immigrants and refugees in Canada.
2. History and ongoing contributions of Indigenous people, including the history and legacy of residential schools, the violence of 60s Scoop, the lack of sufficient action to Murdered and Missing Indigenous Women and Men in Canada, the ongoing colonization through violation of treaty agreement and rights, the United Nations Declaration on the Rights of Indigenous Peoples, treaties and Indigenous rights, Indigenous law, and Indigenous-Crown relations.

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[17] Adapted from Unconscious Bias: What is Yours? and Attribution Biases

3. History and ongoing contributions of women and other gender and sexual minorities in Canada, including: the United Nations Convention on the Elimination of Discrimination Against Women (CEDAW); the recommendations of the Royal Commission on the Status of Women; the Calls to Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls; the annual findings of the Canadian Centre for Policy Alternatives that rank Calgary as among the worst urban places in Canada for women to live ; and the history and legacies of Canada's gay and trans liberation movement.
4. History and contributions of neurodiverse people in Canada.
5. Diverse religious and faith practices.
6. Integrating Indigenous knowledge frameworks and teaching methods into scholarship and teaching.
7. Building student capacity for decolonization work in keeping with the recommendations of the TRC.
8. Identifying and responding productively to workplace harassment, bullying, and various forms of discrimination and/or human rights violations (e.g., racism, sexism, ableism, gendered violence, and trans-antagonism).
9. Bystander intervention.
10. Conflict resolution.
11. Recognizing and preventing discrimination in all its forms.
12. Principles of Universal Design in Learning (UDL).
13. Incorporating Indigenous knowledge frameworks.
14. Strategies for decolonization, gender and racial justice.
15. Facilitating difficult conversations.
16. Integrating critical disability studies frameworks and teaching methods (including UDL) into classrooms.
17. Building student capacity for critical disability advocacy.
18. Building student capacity for religious tolerance work and advocate for enhanced provision of support for instructors on how to integrate religious tolerance teaching methods into classrooms.
19. Recognizing and preventing sexism and misogyny in all their forms.
20. Integrating feminist and queer theories and approaches into their classrooms.
21. Building capacity for non-gender-essentialist understanding, empathy, and mutual respect in the face of gender and sexual diversity.

g. historical record.

2019 and before	2020 - 2021 *Equity Review Working Group*	2021 - 2022 *MRFA 2025 Working Group*	2022 - 2023 *MRFA 2025 Working Group*	2024 - 2025	2025 - 2026
• NA	• Lee Easton • Irene Shankar • Melanie Peacock • Kimberly A. Williams • Dr. Ghada Alatrash Support team: • Chantelle Anderson	• Lee Easton (Chair) • Michael Ata • David Coulibaly • Milena Radzikowska • Kimberly Williams Support team: • Chantelle Anderson • Joy Aigbe • Derrick Antson • J.J. Ferez	• Milena Radzikowska (Chair) • Lee Easton • Marva Ferguson • Ines Sametband • Kimberly Williams Support team: • Francine Amorado • Chantelle Anderson • Derrick Antson	•	•

The Collective Agreement throughout the years has not only protected our working conditions but also furthered equity on campus through bargaining on the following provisions. In 1991 language to prohibit discrimination on the basis of sexual preference was added to the Collective Agreement which saw MRU offer health benefits to gender and sexually diverse faculty long before the Supreme Court of Canada's Vriend decision in 1999. The Collective Agreement was again modified to prohibit discrimination based on gender identity in 2004.

In 2014, the Association and the University added Article 24-Diversity and Equity to the Collective Agreement and in 2016, the Joint Equity, Diversity, and Inclusion Committee was created. In 2018, two major initiatives were agreed to in collective bargaining. The MOU on Article 24 agreed to a pay equity study focussed on binary gender and another MOU was reached to Recognize Indigenous Knowledge, Ways of Knowing and Scholarship.

The Association has also been working towards becoming a more inclusive organization.
- 2016- Approved By-law 10 renames Diversity Committee to Diversity and Equity Committee
- 2020- Approved adding the Diversity and Equity Officer to the Executive Board
- 2021- Approved By-law changes among several to:

- include a territorial acknowledgement
- make Association meetings more accessible
- mandate EDI training for MRFA Grievance Committee members, the MRFA Executive Board and MRFA staff

As part of its plans for the 2019-2020 plan, the MRFA Executive Board identified creating an EDI Plan to guide the Association's efforts. The pandemic, however, led to this plan being deferred.

This Plan to create a more accessible and representative Association emerged from the MRFA's Statement on Racism June 2020 in which the Executive committed to a close examination of the MRFA's bylaws, policies, and procedures to ensure they are inclusive and non-discriminatory.

In September 2020, the Bylaws and Governance Committee recommended that the MRFA Board consider striking an Equity Review Working Group (ERG) to fulfill this commitment.

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