



McGill Desautels EDI Action Plan

November 2022

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Land Acknowledgment

McGill University is on land which has long served as a site of meeting and exchange amongst Indigenous peoples, including the Haudenosaunee and Anishinabeg nations. We acknowledge and thank the diverse Indigenous peoples whose presence marks this territory on which peoples of the world now gather.

The Desautels Faculty of Management at McGill seeks to improve relations with Indigenous communities (including students, staff, faculty, alumni, and community leaders), integrate Indigenous content into curriculum and introduce holistic and culturally safe practices into teaching, the classroom and the faculty environment.

Contributors

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Faculty Advisory Board – Sub-Committee on EDI:

Andrea Nicholls – Chief Financial Officer, Dentons Canada LLP

Leslie-Anne Lewis – Director Equity, Diversity and Inclusion, CN

EDI Working Group Members:

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- **Joy Bennett**, Senior Development Officer
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- **Ty Mya**, VP SEDI (Sustainability, Equity, Diversity, and Inclusion), Management Undergraduate Society
- **Alfonso Rodriguez Gomez**, VP Internal, Desautels Graduate Student Society
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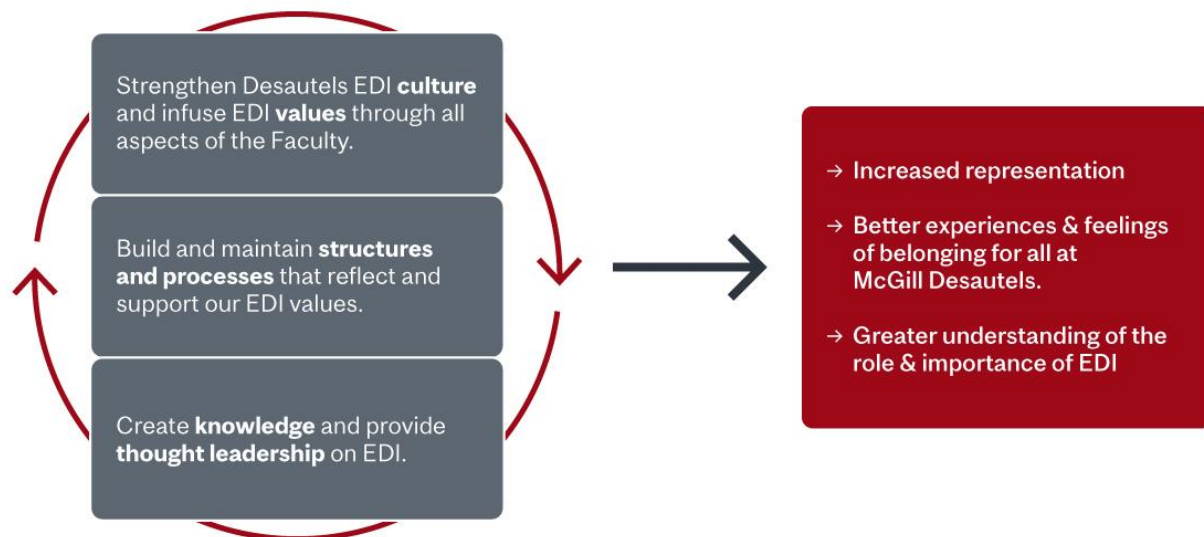
Creation of Action Plan

The Equity, Diversity, and Inclusion (EDI) Strategic Plan for the Faculty of Management was developed in 2022 by Lisa Cohen, Former Director of Equity, Diversity and Inclusion at Desautels, with input from Dean Yolande E. Chan. In keeping with McGill University's EDI Strategic Plan and the McGill Action Plan to Address Anti-Black Racism (ABR), and in consultation with the Desautels EDI Working Group and multiple student, staff and faculty focus groups, the Desautels EDI Strategic Plan identified the following two commitment statements:

- Developing a **respectful, diverse and inclusive culture** is key to ensuring everyone who passes through our doors feels safe, welcome, valued and heard. At the Desautels Faculty of Management, we are committed to **advancing equity, diversity and inclusion to better serve our community**.
- EDI should be **infused throughout the organization**. Every student, faculty and staff member, recruiter, alum should do their part.

The Strategic Plan is built on four overarching operational principles:

1. Commitment to action
2. Transparency created through frequent communications
3. Accountability through reporting
4. Re-evaluation and course adjustments as needed



Equity, diversity and inclusion is a strategic priority at the Desautels Faculty of Management. Our primary goals for this strategy are as follows:

- Strengthen Desautels EDI **culture** and infuse EDI **values** through all aspects of the faculty.
- Build and maintain **structures and processes** that reflect and support our EDI values.
- Create **knowledge** and provide **thought leadership** on EDI.

It is our hope that by achieving these goals, we will be able to **increase representation** at Desautels, provide **better experiences** and **feelings of belonging** for everyone at Desautels, and create **greater understanding** of the role and importance of EDI.

Following the creation of the EDI Strategic Plan, a new position was introduced within the faculty, that of Associate Director – EDI, Karrie-Noelle Plohman, who was tasked with enhancing the existing plan. Following months of consultation with students, staff, faculty, alumni and community members, the Action Plan for FY2022 was developed to inform and support the enactment of the Strategic Plan, as well as the University's EDI Strategic Plan and Action Plan to Address ABR.

The Desautels EDI Action Plan is informed by the Dean's priorities which aim to ensure a more equitable and inclusive educational learning environment.

Strategic Priorities for FY2022

Subsequent to consultation and planning meetings, the following priorities were identified as being essential to the progression of the EDI Strategic Plan:

1. Teaching and Curriculum
2. Knowledge and Research
3. Student Admissions
4. Cultural Transformation

Strategic Priority #1

Teaching and Curriculum

Short, medium, and long-term goals

The Desautels EDI Action Plan calls for a close examination of current teaching practices, as well as an assessment and review of existing curriculum through the lens of EDI. Our team values the feedback collected from students and alumni which highlights the need to evaluate our pedagogical practices and course content to improve our measures of cultural safety, success, adaptation for differing learning styles and recognition of non-traditional methods of teaching.

To that end, our team has initiated several projects and has engaged in multiple taskforces and committees for the purpose of improving our teaching practices and course content.

Short Term Initiatives

Initiative	Action Steps	Status	Partners
Creation of EDI Courses	Using the 2022 Case Writing Competition as a pilot, develop an ongoing EDI Case Writing class	Pilot project completed Medium term goal: draft proposal by November 2022	Organizational Behaviour dept. and TLS
Regular EDI Reviews of Courses	Develop communication strategy to ensure all faculty aware of opportunity to have course syllabi reviewed for EDI considerations	In progress, to be completed by November 2022	Organizational Behaviour dept., TLS and Communications dept.
	Run pilot comparative EDI review of existing OB course syllabus	In progress, to be completed by November 2022	
	Establish ongoing review times for courses	In progress	
EDI Teaching Award	Develop criteria for, as well as nomination and selection processes for EDI award	Complete	TLS and University Advancement

	Submit for approval and prepare to launch in FY2022	Short term goal: to be completed by November 2022	
	Identify sources of funding for the award	Short term goal: to be completed by November 2022	
Establish EDI Community of Practice	Introduce standing meetings for faculty to discuss best practices, knowledge and research and innovative initiatives in EDI; access trainings and workshops	Complete	TLS
	Offer ongoing access to Brown Bag EDI training sessions	In progress and ongoing	
	Establish feedback process to assess the needs of the faculty	Short term goal: draft to be completed by December 2022	
BCom Curriculum Redesign	Participate in BCom Review Task Force as EDI reps/advisors	In progress and ongoing	Academic Director, BCom Office and TLS
	Ensure EDI considered in curriculum redesign	In progress and ongoing	
	Collect data and write report on use of non-traditional teaching methods	Short term goal: begin data collection and research in November 2022	

Medium Term Initiatives

Initiative	Action Steps	Status	Partners
Enhance EDI Content and Inclusive Pedagogy	Develop communication strategy to ensure all faculty have access to resources for EDI cases and materials	Medium term goal: existing resources to be amassed and resource list to be completed by December 2022 Comms strategy to be put in place by early 2023	Communications dept., various depts. within the faculty, TLS, the McGill Equity Team and external community-based resources
	Ensure access to training, through central training and local Brown Bag	Medium term goal: to be initiated in January 2023	

	initiatives, on inclusive pedagogical practices for all faculty		
Evaluate Staffing of Classes Across all Programs and MEI for Faculty Diversity	Obtain faculty census data and analyze data for diversity; ensure details re: under-represented groups and retention and promotion are explicitly collected	Medium term goal: to be initiated in Winter 2022 or Spring 2023	Potential Research Associates
Hire a minimum of 3 new faculty members/course lecturers who identify with under-represented groups	Engage in recruitment and hiring strategies in place at the University and faculty levels	Medium term goal; initiated in Fall 2022	Provost's Office and the McGill Equity Team

Long Term Initiatives

Initiative	Action Steps	Status	Partners
Develop New EDI Teaching Materials	Create internal EDI case inventory and place on EDI website	Long term goal: to begin in spring of 2023	Various depts. within the Faculty and TLS

Strategic Priority #2

Knowledge and Research

Short and medium-term goals

Our EDI Action Plan pursues financial sustainability in the areas of research and thought leadership; aspiring for distinction in EDI is a priority at Desautels.

The following initiatives require a strong relationship with University Advancement; planning meetings would ensure clarity of goals, desired outcomes and responsibilities.

Short Term Initiatives

Initiative	Action Steps	Status	Partners
Sponsor Academic Seminars on EDI Topics	Collaborate with the Laidley Centre for Business Ethics to develop plan	Short term goal: to be initiated by November 2022	Laidley Centre for Business Ethics and various academic areas
Invite Laurent Picard Distinguished Lecturer Speakers	Extend invitation to lecturers who have specific expertise in the area of EDI	Ongoing and in process	Organizational Behaviour Dept. and Desautels EDI Connectors

Medium Term Initiatives

Initiative	Action Steps	Status	Partners
Develop a fund to pay for RA's on EDI research projects	Establish regular meetings with UA to define the fundraising initiative	Medium term goal: to be initiated by Spring 2023	University Advancement, alumni
	Seek external funding resources	Medium term goal: to be initiated by Spring 2023	
Create a Desautels EDI	Establish regular meetings with UA to define the fundraising initiative	Medium term goal: to be initiated by Spring 2023	University Advancement, alumni

Faculty Fellow	Seek external funding resources	Medium term goal: to be initiated by Spring 2023	
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Strategic Priority #3

Student Admissions

Short and medium-term goals

Desautels recognizes the need to improve diversity within the student body and understands that this cannot be accomplished without improving relations with community, cultivating trust, outreaching to under-represented groups of people, and investing in reconciliation work. Our team sees that our admissions process must be assessed for EDI as well as barriers to accessing an education within our faculty.

Short Term Initiatives

Initiative	Action Steps	Status	Partners
Improve BCom recruitment and admissions processes with considerations for EDI	Participate in BCom Review Task Force Sub-committee on Admissions	In process and ongoing	University Advancement, Academic Director, BCom Office, Indigenous Initiatives and ABR Working Groups, Branches Program at Student Services, alumni and external community-based resources
	Conduct research on Pathway to Admission programs in other higher education institutions	In process and ongoing: report submitted to the Dean, the Academic Director and the Sub-committee on Admissions	
	Engage in community consultation, both internal and external to McGill	In process and ongoing	
	Collaborate with the Branches Program, Student Services, to host a pilot Pick Your Path (PYP) mentorship program stream at Desautels for Black CEGEP students	In process and ongoing, pilot project has secured funds and will run from October 2022 – March 2023	
	Host a Desautels stream for PYP annually (for both	Short term goal; assessing opportunities for	

	Indigenous and Black students)	sustainable funding in process	
	Identify specific communities Desautels seeks to improve relations with and begin building relationship and trust	In process and ongoing; to be discussed at Indigenous Initiatives Working Group and ABR Initiatives Working Group starting in November 2022	
Create a minimum of 2 additional scholarships/bursaries to members of under-represented groups in the 2022 academic year	Establish regular meetings with UA to define the fundraising initiative	Medium term goal: to be initiated by Spring 2023	University Advancement, alumni and BCom Student Affairs Office
	Seek external funding resources	Medium term goal: to be initiated by Spring 2023	
	Collaborate with the BCom Student Affairs Office on any new scholarships/bursaries which become available	In process, 2 new scholarships are currently being designed for Indigenous students and students who are under-represented or have faced barriers to accessing education	
Develop EDI Masters Recruiting Guidelines	Draft document in consultation with the Industry Advisory Board	Complete	Industry Advisory Board, Masters Programs
	Finalize and establish dissemination plan	Medium term plan: confirm document ready for dissemination; plan for release to be completed by November 2022	

Medium Term Initiatives

Initiative	Action Steps	Status	Partners
Develop EDI Masters Recruiting Guidelines	Draft document in consultation with the	Complete	Industry Advisory Board,

	Industry Advisory Board		Masters Programs
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Strategic Priority #4

Cultural Transformation

Short, medium, and long-term goals

The EDI Action Plan recognizes the need to reform processes, policies and procedures in order to create a more culturally safe environment for students, staff and faculty. Our team acknowledges that critical process assessment and analysis is an essential element of institutional change. Further, Desautels understands that higher education institutions hold a complex historical role in the upholding of privilege and seeks to engage in reconciliation practices by way of undoing structural harm and oppressive practices.

Short Term Initiatives

Initiative	Action Steps	Status	Partners
Conduct an audit of Desautels mentorship programs	Identify and secure resources to complete mentorship audit	Complete; MDIIM Fellows tasked with the completion of the audit	Soutar Career Centre, BCom Student Affairs Office, MDIIM Fellowship Program, Various Student Clubs and Groups
	Complete mentorship audit	In progress and ongoing	
Review Desautels Staff Hiring Guidelines for EDI Considerations	Participate and provide feedback on hiring guidelines	Complete	HR and Administration
	Contribute to draft of EDI Hiring Guidelines document	Complete	
	Initiate implementation of guidelines across faculty	Short term goal: to be begun in November 2022	
Develop Workshop on Staff Hiring for Diversity	Conduct research on best practices when hiring for diversity	In process and ongoing	McGill Equity Team, Indigenous Initiatives and ABR Working Groups, FAB EDI Sub-Committee
	Create workshop and submit for review	Workshop draft to begin in November 2022	

			members and TLS
Structure EDI into Annual Staff Reports	Use faculty model of EDI addition to draft proposal	In process and ongoing	HR and Administration
Create and Manage Indigenous Initiatives Working Group	Identify group members, group purpose and initiate meetings	In process and ongoing	McGill Central Equity Team, McGill students, alumni, staff, faculty and community leaders
Create and Manage ABR Working Group	Identify group members, group purpose and initiate meetings	In progress; call for participation to be delivered in November 2022	McGill Central Equity Team, McGill students, alumni, staff, faculty and community leaders
Assess and Improve Desautels First Responders Program	Collect stakeholder feedback	Complete	McGill Central Equity Team, McGill EDI Faculty Leads, students, alumni, staff, faculty and community leaders
	Analyze use of the program	In progress; to be completed by December 2022	
	Conduct research into similar programs at other institutions	In progress; to be completed by December 2022	
Become signatories with the Black North Initiative	Collect information on BNI programs and CEO Pledge	Complete	BNI
	Provide donation to BNI and sign CEO Pledge	Short term goal: to be completed by November 2022	
Develop Communications Strategy in consultation with the McGill Communications Team	Complete stakeholder analysis with McGill Communications Team	Complete	McGill Communications Team and Desautels Communications Team
	Develop strategy in collaboration with Desautels Communications Team	In progress and short term goal: monthly standing meetings in process and communication plan to be completed by November 2022	

Host Annual EDI Job Fair	Provide consultation and support to Industry Advisory Board in hosting the event	Long term goal: to be completed by Summer 2023	Industry Advisory Board
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Medium Term Initiatives

Initiative	Action Steps	Status	Partners
Create Staff Mentorship Program	Review findings from mentorship audit	Medium term goal: to be completed by December 2022	University Advancement, alumni, McGill Equity Team and McGill EDI Faculty Leads
	Seek funding resources	Medium term goal: to be initiated by Spring 2023	
	Draft mentorship program in consultation with McGill EDI Leads	Long term goal; to be initiated in Summer 2023	
Improved Process for Tracking Staff and Faculty Completion of EDI Training	Research best practice and draft procedure proposal	Medium term goal: to be initiated by Spring 2023	HR, Administration and McGill Equity Team

Long Term Initiatives

Initiative	Action Steps	Status	Partners
Establish Fund to Hire Student EDI Ambassadors	Establish regular meetings with UA to define the fundraising initiative	Long term goal: to be initiated by Spring 2023	University Advancement, alumni and Student Services
	Consult with Student Services for guidance on best practices and funding structures	Long term goal: to be initiated by Spring 2023	
	Develop job description	Long term goal: to be initiated by Spring 2023	
	Draft funding proposal	Long term goal: to be completed in Spring 2023	
	Seek external funding resources	Long term goal: to be initiated by Spring 2023	

Develop Desautels Fair Access Fund	Establish regular meetings with UA to define the fundraising initiative	Long term goal: to be initiated by Spring 2023	University Advancement and alumni
	Seek external funding resources	Long term goal: to be initiated by Spring 2023	

Accountability and Transparency

Desautels views accountability and transparency as essential elements to the fulfilment of the EDI Action Plan. To that end, the following actions will be taken to ensure adherence to the commitments made in this plan:

1. This Action Plan will be posted on the Desautels EDI website
2. Yearly reporting on progression to the EDI Working Group
3. Provide bi-annual reports on progression to the Indigenous Initiatives and ABR Working Groups
4. The EDI Team's "EDI Tracker" will continue to be posted as a living document on the Desautels website
5. Develop initiative level metrics of success

Glossary

BIPOC: Black, Indigenous, Person/People of Colour

Culturally Safe: According to the book "Pulling Together: A Guide for Curriculum Developers," for a university to be culturally safe, the environment must be one in which:

... each learner feels that their unique cultural background is respected, and they are free to be themselves without being judged, put on the spot, or asked to speak for all members of their group. Unequal power relations are openly discussed and challenged in a manner that does not make learners feel that they (or groups they belong to) are being put down. (Antoine, Asma-na-hi, et al. Creative Commons, 2018)

Diversity: Diversity describes the presence of difference within any collection of people. In discussions of social equity, diversity addresses differences in social group membership related, for example, to race, Indigenous identity, class, gender identity or expression, sexuality, disability, ethnicity, and religion. Discussions about diversity linked to access and equity require knowledge and understanding of historical and contemporary experiences of oppression and exclusion. Diversity should be understood as uniting rather than dividing. The term calls upon us to appreciate both differences and interconnectedness, and to recognize and respond to systemic and institutionalized discrimination.

Equity: Unlike the notion of equality, is not about sameness of treatment. It denotes fairness and justice in process and in results. Equitable outcomes often

require differential treatment and resource redistribution to achieve a level playing field among all individuals and communities. This requires recognizing and addressing barriers to opportunities for all to thrive in our University environment.

Inclusion: Inclusion refers to the notion of belonging, feeling welcome and valued, having a sense of citizenship. It also speaks to a capacity to engage and succeed in a given institution, program, or setting. Inclusion calls for recognizing, reducing, and removing barriers to participation created by social disadvantage or oppression, and can result in the reimagination of an institution, program, or setting.

Indigenous: A term for the original peoples of Canada; includes First Nation, Inuk/Inuit and Métis.

Pathway Program: A broad term which references a program designed specifically to increase the enrollment of under-represented groups, offer culturally safe support to students from those groups with their transition, and acknowledge inequity within higher education. Sometimes used alongside the term “access programs.”

