Cross-Walk of Review Findings, Systemic Barriers, and Strategic Objectives

The three review processes identified several recurring institutional themes that informed the development of the Action Framework. The following table illustrates how evidence gathered through the Employment Systems Review, Comparative Review, and Environmental Review was synthesized into broader institutional needs and translated into strategic objectives. Rather than responding to isolated findings, the Action Plan addresses cross-cutting barriers and opportunities that influence the effectiveness, equity, and sustainability of MRU's CRC program.

Review Findings	Systemic Barrier / Institutional Need	Why It Matters	ESR	CR	ER	Strategic Objective(s)
Governance clarity and process consistency	Governance processes have evolved over time but are not yet fully standardized or consistently understood across the institution.	Clear governance structures promote transparency, consistency, and confidence in CRC allocation, nomination, renewal, and retention processes.	✓	✓		**Objective 1:** Transparent and Consistent CRC Governance
Transparency and institutional communication	Institutional communication regarding CRC processes, expectations, and available supports is not always consistent or easily accessible.	Transparent communication helps researchers and institutional leaders understand expectations, navigate processes, and build trust in decision-making.	✓	✓	✓	**Objectives 1 & 5**

Equitable recruitment and EDI integration	Equity practices have been strengthened but are not yet consistently embedded across all recruitment and nomination processes.	Embedding EDI throughout recruitment helps ensure fair access to opportunities and supports the recruitment of excellent researchers from diverse backgrounds.	✓		✓	**Objective 2:** Equitable Recruitment and Selection
Consistency in recruitment and nomination practices	Recruitment processes vary according to faculty experience, creating inconsistent implementation across the institution.	Standardized recruitment practices reduce unnecessary variability and promote equitable experiences for applicants and selection committees.	✓			**Objectives 1 & 2**
Recognition of diverse forms of research excellence	Traditional indicators of research excellence may not consistently recognize interdisciplinary, Indigenous, community-engaged, or non-traditional scholarship.	Inclusive evaluation practices broaden pathways to research excellence and support equitable assessment of diverse research contributions.	✓	✓		**Objective 2**

Researcher support and administrative capacity	Administrative and operational supports have grown alongside the CRC program but remain uneven across researchers and Faculties.	Coordinated administrative, financial, and operational supports enable researchers to focus on research excellence rather than institutional processes.	✓	✓	✓	**Objective 3:** Researcher Support and Success
Researcher onboarding, mentorship, and navigation	Structured onboarding and mentorship are not consistently available, resulting in uneven researcher experiences and reliance on informal networks.	Effective onboarding and mentorship help researchers navigate institutional systems, establish successful research programs, and build long-term capacity.	✓	✓	✓	**Objective 3**
Institutional research capacity and infrastructure	Institutional research infrastructure continues to mature as research activity expands, creating differing levels of support across contexts.	Sustainable research infrastructure—including staffing, funding, space, and coordination—is essential for supporting CRCs and strengthening institutional research capacity.	✓	✓	✓	**Objectives 1 & 3**

Accessibility and inclusive research environments	Accessibility considerations are not yet consistently integrated across research systems, policies, and researcher supports.	Accessible research environments reduce barriers to participation and enable researchers with diverse needs to fully contribute.			✓	**Objectives 3 & 4**
Workload, wellbeing, and work-life balance	Research expectations are not always fully aligned with workload realities and available institutional supports.	Aligning research expectations with sustainable workload supports researcher productivity, wellbeing, and long-term success.		✓	✓	**Objectives 3 & 4**
Psychological safety, belonging, and inclusion	Researchers experience varying levels of belonging and confidence in raising concerns, suggesting opportunities to strengthen institutional culture.	Researchers who feel respected, heard, and included are more likely to contribute fully, collaborate effectively, and remain at the institution.		✓	✓	**Objective 4:** Inclusive Research Culture and Retention

Researcher retention and long-term success	Retention strategies are evolving and would benefit from greater institutional coordination and long-term planning.	Retaining talented researchers requires coordinated supports, clear career pathways, and an environment where researchers can build sustainable careers.	✓	✓	✓	**Objective 4**
Institutional learning, accountability, and continuous improvement	Ongoing evaluation and monitoring are needed to ensure institutional practices continue to evolve alongside the CRC program.	Regular monitoring and evaluation support evidence-informed decision-making and ensure that EDI commitments remain responsive and effective over time.	✓	✓	✓	**Objective 5:** Accountability, Monitoring, and Continuous Improvement