

**Maple League of Universities Quarterly Report**  
**October 1 - December 31, 2020**



## Table of Contents

<b>I. Inter-Institutional Collaboration</b>	<b>1</b>
Virtual Maple League Teaching and Learning Centre	1
2020 Annual Report	1
Better Together: Faculty Open Office Hours	2
Better Together: Student Open Office Hours	2
Welcome to my Online Classroom	3
Maple League Hosts	4
Sisters in Spirit Vigil	5
MLTLC Book Club: So you want to talk about race	5
V_MLTLC Open Educational Resource Guide	6
On-Demand Video Resources	7
3M Fellowship Mentorship Networks	7
Equity, Diversity & Inclusion Task Forces	8
Communities of Practice	9
Maple League Research	11
Winter 2021 Shared Courses	14
Maple League Retention	19
Maple League Funded Projects	19
Maple League Chancellors, Board of Governor Chairs & University Presidents	19
<b>II. External Engagement</b>	<b>20</b>
CBC The Sunday Magazine - The Power and Peril of Hope	20
Visiting Speaker: University of New Brunswick	20
Visiting Speaker, UNSW Connection Seminars, Australia,	21
CBC Quebec AM	22
Bishop's University Research Spotlight	22
Atlantic Universities Teaching Showcase	22
MacLean's Ranking	23
Recruitment Events	24
Riipen & RBC Future Launch Funding	25
National Dialogues Partnership	25
BHER Canada Comeback Challenge Teams	26

Maple League Student OpEd on the Return to Campus	27
Federal Funding Announcement: Canada Summer Jobs (\$15,000)	27
Internationalization	28
<b>III. The Maple League Team</b>	<b>29</b>
Dr. Jessica Riddell, Executive Director	29
Heather Carroll, Director of the MLTLC	29
Lauren Boulton, Maple League Post-Graduate Fellow	30
Tiffany MacLennan, Maple League Research Fellow	30
Part-Time Fellows	31
<b>Appendix A: Communities of Practice Spotlights</b>	<b>35</b>
<b>Appendix B: Communications</b>	<b>41</b>

## Executive Director's Note:

### A time for reflection

*How do we make sense of what has happened, and how do we move forward towards a post-COVID world? BY JESSICA RIDDELL | DEC 23 2020 for [University Affairs Magazine](#)*

“December has been a month of wrapping up – of the term, projects, and now presents – and winding down after a year that dealt us all hands no one anticipated. The fall 2020 term has been a period of firsts for many: firsts for online and remote teaching, new forms of assessment and unfamiliar platforms, different types of engagement and novel ways to build community, and so many scenarios hitherto unimagined only a short year ago. But it has also been about going back to the fundamentals – the time-weathered values that centre us as humans and citizens – to engage within our local communities and the world more generally.

December is a month of short days, colder temperatures, and stark landscapes. It is also traditionally a time to get quiet, reflect on the past 12 months, and then move towards a new year.

- How do we make sense of what has happened?
- How do we find meaning in the midst of uncertainty?
- What are we supposed to do as we move towards a post-COVID world?

To find a way forward is to look back at our experiences with a critically reflective lens in order to inform a critically hopeful path into the future. This moment in time – in the final days of 2020 – brings me back to the final lines of John Milton's *Paradise Lost*, when Adam and Eve are kicked out of Paradise. It is a moment of despair and hope comingled:

*Some natural tears they dropped, but wiped them soon;  
The World was all before them, where to choose  
Their place of rest, and Providence their guide:  
They, hand in hand, with wandering steps and slow,  
Through Eden took their solitary way.*

Michelle Obama wrote “Grief and resilience live together” (*Becoming*, 2018). Milton and Obama, 400 years apart, speak to our experiences across the historical void. While grief and resilience appear at first to be unlikely bedfellows, the pairing speaks to the centrality of discomfort many of us have experienced in the midst of a global pandemic.

The year 2020 has been a time of unlikely bedfellows, or what John Keats (18th century Romantic poet) might term “negative capability.” Keats used the term to explain how Shakespeare and others pursue a vision of artistic beauty even when it leads to intellectual confusion and uncertainty. In other words, how can we hold truth and unknowing in both hands without breaking apart? How can we imagine things that might seem to be mutually exclusive as inextricable?

COVID-19 has made our extremes into strange bedfellows. The intensity of heartbreak and horror are complemented by unexpected beauty or clarity of purpose. We’ve witnessed old establishments crumbling as new ones emerge, phoenix-like, from the ashes, but we have also seen enduring (usually values-based) organizations weather the storm while trendy new structures crumble under duress.

Michelle Obama, in her book, goes on to say: “Even when it’s not pretty or perfect. Even when it’s more real than you want it to be. Your story is what you have, what you will always have. It is something to own.”

So as we reflect on the stories we have told and the new narratives we deploy to make sense of a seemingly senseless world, my hope is that we can pause, reflect and replenish before moving into 2021 and the post-COVID world that awaits us.”

The last three months have been (as you can see from our quarterly report) a whirlwind. But we must be reflective practitioners, pausing at key moments to take our pulse - as individuals, institutions, and communities - in order to move forward with intention. I hope you found time for quiet, reflection and renewal as we move into 2021 and start to build a post-Covid world. Like Adam and Eve in *Paradise Lost*, we are hand in hand, moving through one phase into the next, modelling grief and resilience and moving towards hopeful new beginnings.

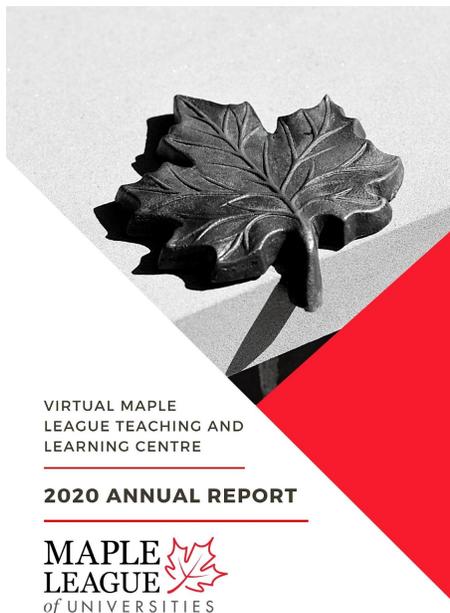
~ *Dr. Jessica Riddell, Executive Director, Maple League of Universities*

## I. Inter-Institutional Collaboration

### Virtual Maple League Teaching and Learning Centre

In the past three months the Virtual Maple League Teaching and Learning Centre facilitated many opportunities for communal advancement of teaching and learning excellence across the Maple League. Highlights include:

1. 2020 Annual Report
2. Better Together: Faculty and Student Office Hours
3. Welcome to My Online Classroom Series
4. Maple League Hosts
5. Sisters in Spirit Vigil
6. MLTLC Book Club: *So you want to talk about race*
7. V\_MLTLC Open Educational Resource Guide
8. On-Demand Video Resources
9. 3M Mentorship Networks



#### **2020 Annual Report**

The end of the calendar year was spent analyzing data and reporting about the impact of the Virtual Maple League Teaching and Learning Centre since its launch in June 2020.

The diversity of the programming and levels of engagement were impressive, and the qualitative and quantitative data we collected points to the tremendous institutional impact, across the Maple League universities, and beyond. Since June, we have hosted 63 events alongside our course development program and interinstitutional Book Club. Across these events, we engaged 531 unique participants for a total of 1,975 live interactions, and 1,480 asynchronous views of our recordings.

Read the full report [here](#).

**Better Together: Faculty Open Office Hours**

On Thursdays throughout October, faculty and teaching staff from across the Maple League were invited to log-in to Open Office Hours and discuss the topic and how it relates to their teaching. Faculty and teaching staff from across the Maple League learned together on a range of topics:



- Thursday, October 1: **Student Engagement: Discussion Board Success** facilitated by Dr. Rosemary Polegato (Mount Allison).
- Thursday, October 8: **Experiential Learning: Using RIIPEN in Your Course** facilitated by Jennifer Lussier.
- Thursday, October 15: **Building Communities around the Practice in Pedagogy: Meet the MLTLC** facilitated by members of the Maple League Teaching and Learning Committee.
- Thursday, October 22: **How to design a Maple League Course: The Maple League Academic Committee** facilitated by Mark Adam (Acadia).
- Thursday, October 29: **“Core” Curriculum: A Breathing Space to Decolonize Ourselves** facilitated by Dr. Cynthia Alexander (Acadia) and Elder Darlene Copeland.

**Better Together: Student Open Office Hours**

On Tuesdays in October, all Maple League students were invited to Student Hours. These sessions were intended for a student audience and led by student leaders and student affairs professionals across the Maple League. Following the September focus on transitioning back to university, topics in October centred around student success, inclusion, and belonging.



- Tuesday, October 6: **Indigenous Student Meet & Greet** facilitated by Lara Hartman (Acadia) and Kiara Bubar (MtA)
- Tuesday, October 13: **BIPOC Student Affinity Group** facilitated by Ivan Okello (Mount Allison)
- Tuesday, October 20: **Inclusive Experiential Learning Opportunities and Accessible High Impact Practices** facilitated by RIIPEN
- Tuesday, October 27: **First-Generation Student Meet & Greet** facilitated by Caitlin O’Connor and Ty Kingston (StFX)

*“Mount Allison’s Diversity Educator, Ivan Okello, was generously available and created an open and welcoming space during the BIPOC student hour. During our enriching discussion, we went over salient upcoming BIPOC and EDI themed initiatives as well as shared mutual pandemic coping strategies and activities. We both noticed the efforts our respective communities were making to keep the students engaged and connected while social distancing. I look forward to future collaborations and thought-provoking discussion with more bright and optimistic colleagues, like Ivan, in the Maple League consortium as we continue to think, build and create innovative opportunities in the higher education context.”*

*~ Tanisha Campell, Maple League Student Fellow & Participant in Student Hours:  
BIPOC Student Affinity Group*

### Welcome to my Online Classroom

This new series in November featured speakers who addressed the steps and missteps of teaching in the midst of a global pandemic. Professors took participants on a tour of their virtual classroom and shared about what works (and what doesn’t) in an online platform from their experience this Fall.

**Thursday, November 5: “Stop, Drop, and Roll”: Trouble-shooting Hybrid Teaching, hosted by Dr. Lana Radloff (Bishop’s).** Join us to learn about the structure of The Ancient World in Film and Television and various tech, including what works and what hasn’t been successful (Teams, PollEverywhere, Moodle, Moodle quizzes, hybrid debates, OBS/Ensemble Anthem). The course is hybrid, asynchronous once/week and synchronous the other weeks.

**Thursday, November 12: Teaching through the Looking Glass: A brief glimpse into teaching about visual processes online, taught by Dr. Jasmeen Sidhu (Bishop’s).** Perception is a course about how our senses, mostly vision, and audition, allow us to know and understand the world. A large focus on the visual system is observed across Sensation and Perception courses, as seeing is one of the most complex and well-understood tasks a human being does. How does one teach the complex physiology of sensory systems and its functional manifestations in an online setting? How does one get high engagement levels in a STEM-oriented course, where the material is often technical and specific? How does one foster a sense of community and collaboration in a prerequisite STEM-oriented course?



V\_MLTL Welcome to My Online Classroom  
November 19th: 'Climate and People'



MAPLE LEAGUE  
of UNIVERSITIES

**Thursday, November 19: Climate and People, taught by Dr. Corrine Cash (StFX).** Dr. Cash’s work focuses on environment, climate change, urban issues, and social equity (including how women are impacted in these settings). She is currently conducting research on how people who live in informal settlements in coastal cities are adapting to the impacts of climate change. Join to hear about teaching this cross-listed course between climate and environment and development.

**Thursday, November 26: “This is fine.”: Finding fun in the fury of managing a large hybrid course in “these challenging times” hosted by Dr. Angela Pratt (Bishop’s).** Join to hear about teaching a course about Social Media & Sport in a hybrid format to over 100 students.

### Maple League Hosts

V\_MLTL Maple League Hosts  
October 14th: 'Truth, Reconciliation, and Decolonizing Higher Education'



MAPLE LEAGUE  
of UNIVERSITIES

The Maple League Hosts external speaker series brings national and international teaching and learning leaders together to discuss important topics in higher education. This quarter, we hosted an October and a November event, on the topics of Truth, Reconciliation, and Decolonizing Higher Education, and Hope in the time of COVID. We welcomed Dr. Pamela Toulouse, Full Professor of Education at Laurentian University, and Maple League Student Fellow Lara Hartman (Acadia University), to discuss Truth, Reconciliation, and Decolonizing Higher Education in October.

In November, the series featured guests Dr. Claire Hamshire (Manchester Metropolitan University), Dr. Rachel Forsyth (Manchester Metropolitan University), Dr. Paul Taylor (University of Leeds), Dr. Heather Smith (University of Northern British Columbia) and Dr. Jessica Riddell (Bishop’s University) to share International Perspectives on the Audacity of Hope in the time of COVID.



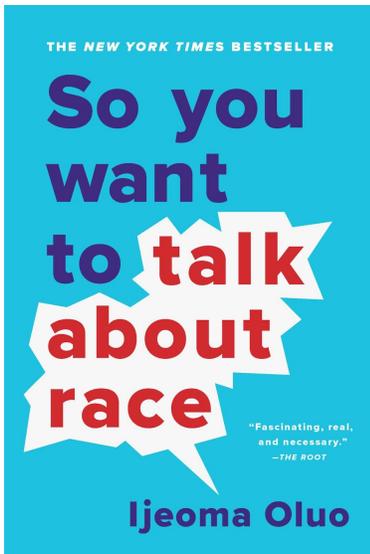
**Sisters in Spirit Vigil**

On October 4, members of the Maple League community joined together for a Sisters in Spirit Vigil. Annually, October 4th is a day to honour the lives of Missing and Murdered Indigenous Women, Girls and Gender Diverse People, and to look for opportunities to heal from this national tragedy. Participants joined the virtual vigil on this important day to honour those we have lost and to demand action so that this tragedy does not take any more Indigenous women, girls, or gender diverse people.



Speakers Lara Hartman and Elder Darlene Copeland shared stories, information and suggestions for moving forward to a better future for all. There was an open mic segment where participants shared their thoughts and commitments in relation to the vigil.

**MLTLC Book Club: *So you want to talk about race***



Meeting twice monthly throughout the Fall semester, over 40 participants (faculty, students, staff) gathered virtually for the Fall 2020 Book Club: *So you want to talk about race* by Ijeoma Oluo. This Book Club provided the opportunity for participants to discuss race and racism in their lives and communities, and to learn about the practice of anti-racism.

In addition to participants joining from each Maple League institution, we had external members from Students Nova Scotia, Dalhousie University, Mount Saint Vincent University, and Arizona State University.

Feedback received from both internal and external participants reported deep learning for participants, and a desire to continue learning about racial (in)justice. We look forward to hosting a Winter 2021 Book Club on the topic of race and racism in higher education to continue to build inter-institutional capacity on these topics.

Having the opportunity to engage richly with my colleagues in the Maple League has given me deeper insight into my work and my politics. I feel more confident as an advocate and a teaching and learning professional by engaging in these important conversations. It means so much to see and engage with institutional differences and see "what's happening" elsewhere. Moreover, it was deeply personally valuable to be vulnerable with one another as academics and as agents of change.

*~ Dr. Emily Ballantyne, MSVU, Teaching and Learning Centre and Online Learning*

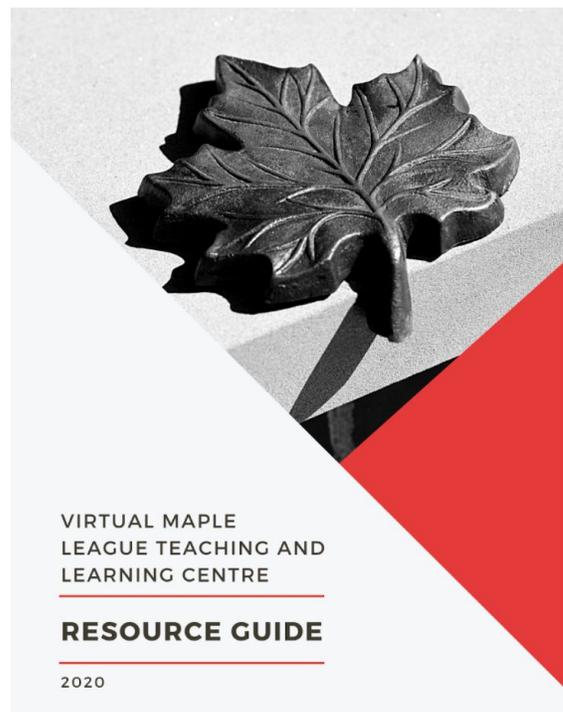
### V\_MLTLC Open Educational Resource Guide

Responding to the needs of our community, we developed the first edition of the V\_MLTLC Resource Guide in Summer 2020.

The Resource Guide compiled resources on topics such as:

- Teaching and Learning Online
- Equity, Diversity, and Inclusion
- Adapting Assessment Strategies
- Supporting Student Success in COVID-19

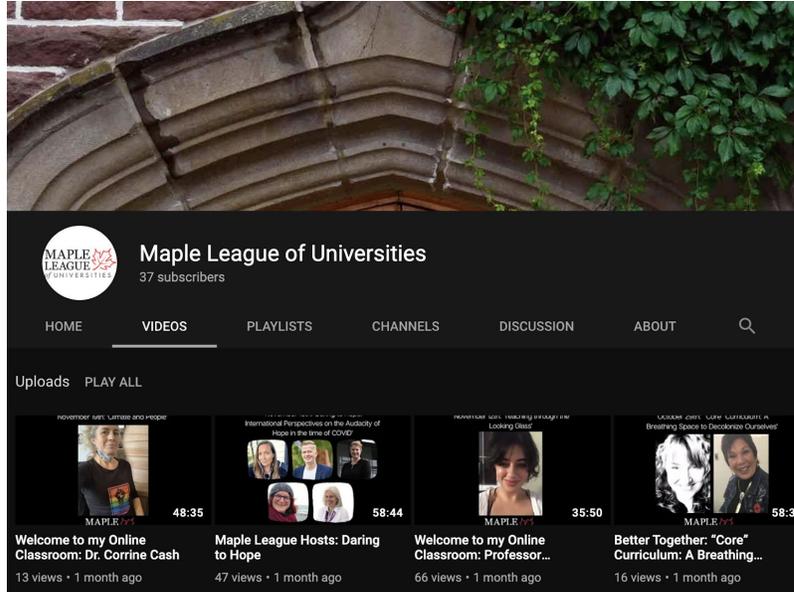
Since the summer, the V\_MLTLC Resource Guide has been transformed into an open educational resource (OER). The resource is now licensed under a Creative Commons Attribution license (CC BY), which makes the Resource Guide accessible to anyone internal or external to the Maple League of Universities. The Resource Guide is available here <https://www.tinyurl.com/VMLTLC>.



### On-Demand Video Resources

In addition to the Resource Guide, the majority of the V\_MLTLC sessions from this quarter have been adapted into asynchronous resources on the Maple League's [YouTube channel](#). Popular videos include previous Maple League Hosts sessions, and Welcome to My Online Classroom sessions.

These On-Demand Video Resources are accessible to both internal and external audiences, and have amassed over 1,400 views in 2020.



### 3M Fellowship Mentorship Networks

Looking ahead to early 2021, we are strengthening our mentoring networks to bolster the quality and quantity of applications for both the 3M National Teaching Fellowship, and 3M National Student Fellowship, from across our four institutions. We have embedded institutional champions for both students and faculty, who are supporting both student and faculty dossiers at each university. Applicants are working with embedded champions, as well as 3M recipients from across the Maple League, in order to submit high-quality and competitive dossiers. Throughout the quarter, both sets of embedded champions met to discuss how we can create ecosystems of support for applicants, we created handbooks which helped applicants understand what makes a strong dossier, and we hosted webinars to share advice and provide an opportunity for applicants to meet one another and meet previous recipients.

	<b>Acadia</b>	<b>Bishop's</b>	<b>Mount Allison</b>	<b>St. FX</b>
Student Fellows:	Matt Lukeman	Katie Bibbs	Adam Christie	Angie Kolen
Teaching Fellows:	Jeff Banks	Jessica Riddell	Andrew Nurse	Angie Kolen



**Equity, Diversity & Inclusion Task Forces**

The Chairs, Co-Chairs, and members of the EDI Task Forces across four institutions met twice this quarter to share mandates, goals and strategies with one another and explore how working together might enhance the work they are doing on their individual campuses. This group is finding tremendous value in meeting and will be meeting monthly starting in January to help consult on the design of the Racial Justice Symposium hosted by Mount Allison (scheduled for February 2021), support the new partnership with the National Dialogue Initiative on Inclusive Higher Education, and share challenges and opportunities in the future.



### Communities of Practice

The acceleration of the activities undertaken by the Maple League since the start of COVID-19 has highlighted the appetite for collaboration amongst the four schools. Logistically that means our *three committees* - the Maple League Teaching and Learning Committee (MLTLC), the Maple League Academic Committee and the Maple League Research Committee - and *twelve stakeholder groups* are meeting monthly or bi-weekly to engage in strategic planning, resource sharing, evidence gathering, and benchmarking. Of particular note this quarter are the Communications Directors, Athletics Directors, and Registrars. Here is a quick snapshot of a few of the many conversations happening across our four universities:

**Communications:** As Maple League collaborations continue to grow across our institutions at every level, the communications teams have been a key resource for helping to promote Maple League initiatives and provide expert advice on how to design effective dissemination. Their main focus in October was advising on a communications plan for the Maple League Students’ Op-ed about the return to campus Fall 2020. They also advise on how to effectively mobilize content on social media channels, are working on embedding links to Maple League initiatives on institutional websites, and are advising the Maple League team on how to mobilize content of the monthly and quarterly reports with flip books and other tools.

**Athletics:** The Athletic Directors initiated a data sharing exercise for the four football programs over a year ago in order to benchmark various aspects of the student-athlete experience. Through this process they saw value in sharing data to identify areas to collaborate in order to enhance student success as well as attract and recruit extraordinary student athletes to the four Maple League universities. The Directors have worked alongside a Jarislowsky Research Fellow, Georges-Philippe Gadoury-Sansfacon on data sharing that compares GPAs, time to completion, graduation rates, levels of community engagement, and a number of data points to create a rich and multi-dimensional student-athlete profile.



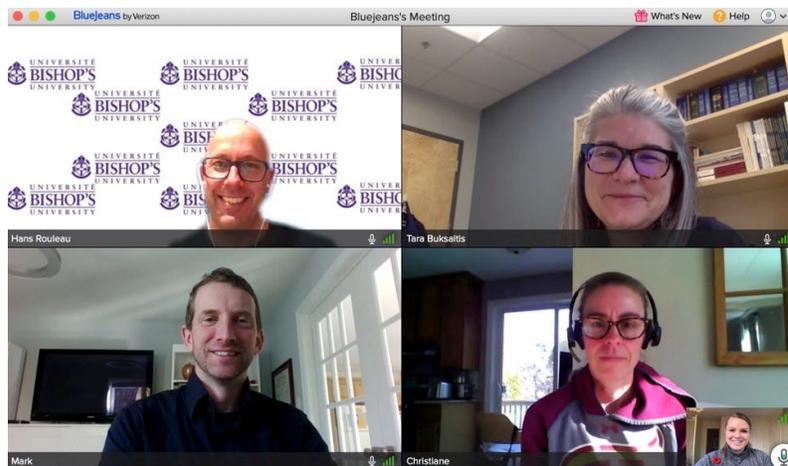
We have developed a Maple League Student-athlete Profile Report that focuses on:

- Academic Excellence
- Academic Success and Support
- Wellness and Mental Health
- Community Service Learning and Engagement
- Research on Resilience
- Student-Athlete Leadership

In October the Athletic Directors identified the value in including their sports information teams in conversations about branding the Maple League Student Athlete for recruitment and reputational purposes. This emerging collaboration has already yielded a number of ideas, including a Maple League Top 8 Student Athlete video series.



**Registrars:** The Maple League Registrars undertook a half-day retreat on November 9. They discussed the goals and values of their role within and amongst the four institutions. As a group, they are leading the logistics of course sharing: they focused the retreat on making the logistics smoother for students and faculty. One of the overarching themes of the retreat discussion included managing expectations as they try to balance flexibility within the established pathways and systems within which the Student Information Systems (SIS) and other systems are set up. In order to make this a reliable process for students and faculty, a series of recommendations emerged, including introducing common deadlines and firm submission dates for Maple League courses for faculty, and a clearly communicated last day for students to register for a Maple League course in the Fall/Winter Semesters. For the Spring/Summer semester they suggested that the Maple League continue offering those courses via LOP.



We are delighted to share a Communities of Practice Spotlight series that makes visible how our communities are coming together to deliver a more hopeful, inclusive, and equitable undergraduate education. Read this spotlight in [Appendix A](#) or [on our website](#).

## Maple League Research

### *Social Sciences & Humanities Research Council (SSHRC) Grant Applications*

The Maple League is committed to supporting inter-institutional research collaborations. In October the four VP Academics and the Executive Director of the Maple League of Universities signed letters of support for SSHRC grants, including a Connections Grant proposal led by Dr. Mary Sweatman at Acadia University. A number of universities have reached out to the Maple League to explore Tri-Council funding opportunities because of the unique profile and strong working relationships between and amongst the four universities. We anticipate increased interest in the Maple League consortium in 2021 as we raise the profile of our institutions as leaders in quality undergraduate education, the delivery of a 21st liberal education, and our expertise in high impact practices, in addition to the well established research innovation clusters organized around disciplinary lines.

SSHRC  CRSH

Social Sciences and Humanities Research Council of Canada  
Conseil de recherches en sciences humaines du Canada

### *SSHRC Partnerships and Connection Grants*

The Maple League has been approached by a number of universities and principal investigators interested in partnering with the four universities on large SSHRC Connection Grants. Projects under development include the value of the liberal arts, and another on student retention, equity and student success. This comes on the heels of the successful SSHRC Connections Grant for Knowledge Mobilization, led by Drs. Suzanne Hood and Heather Lawford at BU, and the recent submission for an SSHRC Connections Grant proposal led by Dr. Mary Sweatman (Acadia University) “Seizing the moment: Exploring just and sustainable pandemic recovery through community-campus partnerships.” This uptick in research collaborations is evidence of this consortium’s reputation as a leader in research around quality undergraduate education in Canada and around the world.

**Maple League Book Launch & Research Reception**

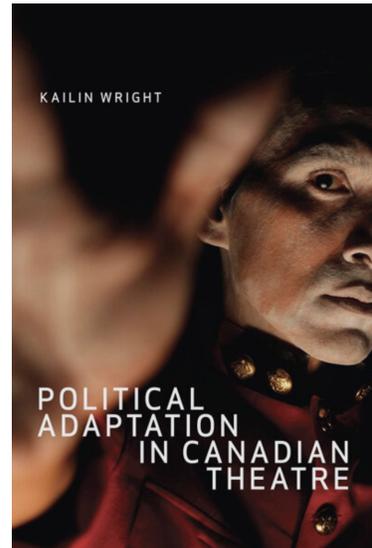
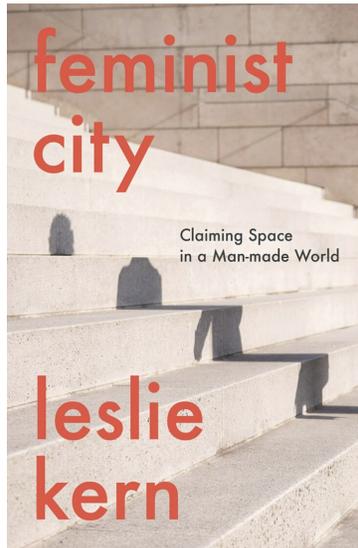
The [Maple League Virtual Book Launch](#) celebrates the scholarship and contributions of faculty. Virtual spaces provide us with an opportunity to come together in new ways to celebrate research achievements. The multimedia book launch showcases author interviews and links to their books while offering a toast to their accomplishments. The event will take place on December 1st, and is hosted by the Maple League and the Centre for Early Modern Visual Culture at Mount Allison University. We hope to make this an annual and include publications in addition to books. Please send comments or requests to Dr. Lauren Beck ([lbeck@mta.ca](mailto:lbeck@mta.ca)).

Maple League of Universities' 2020 Virtual Book Launch

Click [HERE](#) to see the books

Welcome to the Maple League's Virtual Book Launch!

Watch a welcome video from Dr. Riddell to start the celebration:



### ***Workshops on developing a Faculty CCV***

The Maple League also launched a series of CCV (Canadian Common CV) workshops to support research grant applications by faculty across all four universities. The objective was to enhance the potential success of applicants in the NSERC Discovery Grant, CIHR Project, and SSHRC Insight Development Grant competitions. Six workshops, led by David Bruce, Director of Research Grants at STFX, were held during July to December 2020, with sixty-five attendees across the Maple League.



English

[Important Notices](#)

Français

[Avis importants](#)

### ***CCV & CGS-M Support Workshops for Research Students***

The Maple League also launched a support program for students presenting applications to the Canada Graduate Scholarship – Masters (CGS-M) program. The objective was to improve the chances of success for all of our graduating students in the pursuit of scholarship support for graduate studies. Four workshops, led by David Bruce, Director of Research Grants at STFX, focused on how to complete the scholarship application, tips on successful proposal writing, suggestions for effective reference support, and how to use the Canadian Common CV (CCV) system. Participation was strong, with 63 attendees, which spanned all four universities.

### ***High Impact Practices and Research***

On December 11<sup>th</sup>, Dr. Jessica Riddell and Tiffany MacLennan presented their proposed chapter “Students as Partners: An Inclusive Approach to High-Impact Practices (HIPs)” to the editorial team of “*Taking Stock 2.0: Transforming Teaching and Learning in Higher Education.*” The chapter was met with great reviews and informative feedback. Taking Stock 2.0 will be released at the ‘40<sup>th</sup> Anniversary Celebration’ of the Society for Teaching and Learning in Higher Education (STLHE) in June 2021.

### Winter 2021 Shared Courses

Over the past two years, an agreement in principle has existed between the four Maple League universities to facilitate students taking courses across the four institutions within the consortium. There has been a history of shared Maple League academic programming, such as joint courses taught across all four universities, and over the past two years, we have identified and addressed many of the challenges of collaborating across campuses. The Memorandum Of Understanding (MOU) signed April 20, 2020, is a high-level agreement that formalizes past practice; we've consulted union/faculty association presidents, academic deans, and VPs (Academic) to ensure that policies and collective agreements were aligned. All Senate related issues – including residency – are governed by the individual institution where the student is enrolled. For the Winter 2021 semester, seven Maple League online/remote shared courses have been approved.

#### *The Maple League Course Approval Process:*

1. The Maple League Courses Call for Expressions of Interest is issued by the Maple League Academic Committee via the VP Academic Offices to all faculty
2. Faculty interested in opening their courses to students from Maple League universities fill out Maple League Course Proposals (in PDF form) and submit to the Maple League Academic Committee c/o Executive Director
3. Courses are sent to the Academic Deans who work with departmental chairs to assess and assign course equivalencies/codes.
4. Maple League Academic Committee meets to review submitted Maple League Course Proposals and makes decisions to approve, reject, or send complicated collective agreement cases to the four Union Presidents for consultation. Faculty are then notified that their courses are approved. Complicated cases are sent to the four union Presidents to ensure compliance with the four Collective Agreements. The Union Presidents provide guidance, which goes back to the Maple League Academic Committee to communicate to the faculty members.
5. The chair of the Academic Committee sends the registrars a list of Maple League approved courses into their respective student information systems (SIS) and timetable
6. The registrars have the list of approved Maple League courses and course equivalencies and input them into their SIS for students to register.

**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course: MUSC 4181: Analytical Techniques**

**Hosted by: Mount Allison University**

**Enrolment Capped at: 18 students**

**Delivery: Hybrid, Thursdays 10:00 am AST/9:00 am EST**



**MUSC 4181: Analytical Techniques** provides an introduction to Schenkerian analysis. The prerequisite is Materials of Music IV (MUSC 2111) or equivalent.

Heinrich Schenker's theory of structural levels seeks to account for the coherence of tonal "masterworks" from eighteenth- and nineteenth-century Europe in a manner that emphasizes linear motion, hierarchical relationships, and the interrelationship of harmony and melody. Other music theorists have more recently expanded the purview of Schenkerian analysis to encompass earlier and later styles of Western art music as well as jazz, popular music, and non-Western music.

Although analysis exercises are the main focus of this course, we will also study some readings on the contexts and aims of Schenkerian analysis, including a recent controversy over Schenker's anti-Black racism.

**LATI 4001: Directed Readings in Latin** is an advanced course for students with a good foundation in the language, who are now ready to read extensive and un-adapted prose texts. This semester we will have a close reading of Tacitus' Germaniaco introduce students to Latin prose and the literary and historical background of the work. As a Latin course, we will continue to work on grammar, syntax and vocabulary, although closer attention will be paid to the morphological and syntactical characteristics of Tacitus' prose. Moreover, students will be introduced to the basics of textual analysis. Additional passages from other works by Tacitus (Agricola, Histories) will be provided with interlinear translation to be carefully studied at home and later discussed in class. Interlinear translations will help students improve their reading and translation skills and solidify their understanding of Latin syntax and vocabulary.

**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course: LATI 4001: Directed Readings in Latin**

**Hosted by: Mount Allison University**

**Enrolment Capped at: 10 students**

**Delivery: Online (synchronous), Monday, Wednesday, Friday 8:30 - 9:20 am AST/ 7:20 - 8:20 am EST**



**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course:** ECON 2991: Freakonomics

**Hosted by:** Mount Allison  
University



**Enrolment Capped at:** 40 students

**Delivery:** Online (synchronous), Tuesday,  
Thursday 2:30 - 3:50 pm AST/1:30 am -2:50  
pm EST



AN EXTRAORDINARY  
WAY OF LEARNING

**ECON 2991: Freakonomics** will consider how the economic approach can be used to analyze social issues that are beyond the usual scope considered by economists. To achieve this, we will develop a systematic approach to describing how people make decisions in an environment of scarcity. We will look at specific cases in which people face and respond to incentives in non-traditional economic environments. This will involve studying practical applications of empirical tools with occasional deviations to examine underlying theoretical issues. Topics to be discussed include why schoolteachers and sumo wrestlers cheat, why drug dealers live with their mothers, where all the criminals have

gone, how prostitutes respond to market pressures, and why people are generous. This course will be primarily based on readings from the books *Freakonomics* and *Super Freakonomics*.

**BSAD 474: International Human Resource Management** will explore the challenges of managing human resources in an increasingly international business context. The course covers a range of topics relevant for IRHM practitioners including the role of culture, international business strategies and IHRM models, international recruitment, expatriation and repatriation, international compensation, and performance management. A comparative approach to selected topics like employment governance and industrial relations is included. Key international employment regulators and regulative frameworks are also covered. Methods: lectures, cases, simulation, presentations.

**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course:** BSAD 474: International Human  
Resource Management

**Hosted by:** St. FX University



**Enrolment Capped at:** 15-20 students

**Delivery:** Online (synchronous), Mondays  
11:15am-12:30 pm AST/10:15 - 11:30 am EST  
Thursdays 12:45-2:00pm AST/  
11:45am - 1:00pm EST



AN EXTRAORDINARY  
WAY OF LEARNING

**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course: HIST 3303: Genocide & Justice**

**Hosted by: St. FX University**



**Enrolment Capped at: 30 students**

**Delivery: Online (asynchronous)**

**HIST 3303: Genocide and Justice** explores atrocity and accountability in the modern world. Using first-hand accounts and academic analyses, students will review historical cases of genocide through two lenses: 1) the lived experiences of mass violence, and 2) international responses to atrocity. The tragic link between genocide and justice will be traced throughout as we confront history's darkest deeds.

**ESCI 376: Environmental Earth Science Field Course** is a field and lab course which introduces field techniques in environmental Earth sciences, including sampling, collection, analysis, and interpretation of climatological, geo-chemical, biogeochemical, hydrological, geophysical, and surficial geological data. Topics include spatial variability in natural physical and chemical processes; field sampling techniques and tools; lab and computer-aided analysis of data. A 10-day course held in May. Prerequisites: ESCI 172 or CLEN 102; ESCI 272/CLEN202.

**ONLINE AND REMOTE SHARED COURSE  
WINTER 2021**

**Course: ESCI 376: Environmental Earth Science Field Course**

**Hosted by: St. FX University**



**Enrolment Capped at: 15-18 students**

**Delivery: In person field course, TBA**

ONLINE AND REMOTE SHARED COURSE  
WINTER 2021

Course: HIST 3693: “This is Sparta’: Ancient City & Modern Identity”

Hosted by: Acadia University

Enrolment Capped at: 15-18 students

Delivery: Online (synchronous)

Wednesdays 9:00am-12:00pm AST/8:00-11:00am EST



AN EXTRAORDINARY  
WAY OF LEARNING

**HIST 3693: “This is Sparta’: Ancient City & Modern Identity”** is a special topics course. The first portion of the course comprises a close examination of the history and archaeology of Sparta from prehistory through the Roman period, using ancient texts in translation and exploring the material culture and archaeology of the ancient city. The second half of the course involves a post-antique study of the reception of Sparta, from the western European infatuation with Neoclassicism and philhellenism from the 16th century onward, to the misappropriation of ancient Spartan idealism fascist and neofascist politics, both in Europe and North America. The delivery of this

course will be seminar-style, wherein students are responsible for weekly readings and subsequent in-class discussions on various themes, including: Spartan art, culture, religious sanctuaries, philosophy, gender roles, political & athletic institutions, and death & commemoration; Sparta at war; the Spartan “mirage”; Sparta in 20th& 21stcentury popular culture with a focus on television, film, & graphic novels; historical travel to and writings about Sparta; Sparta in international relations; and the legacy of Sparta in modern politics. No textbook is required, and readings will be provided by the instructor.

We are working tirelessly to ensure that the registration process is smooth for students and faculty alike. It has been a bumpy road and shaping institutional structures and workflows is not for the faint of heart. Making the process as transparent as possible - and making room for candid conversations about how to improve - is at the heart of our adaptive design. There is a reason why other universities don’t do this: because it is HARD. But we believe it is worth it, and we are better positioned together than other universities to do this hard work together. A number of key partners have dedicated a tremendous amount of time, effort, and resources to help consult and co-design this process. From the registrars to the Academic Deans, the VP Academics and Union/Faculty Association Presidents, and the Maple League Academic Committee and courageous faculty members, these people have been key collaborators who have been generous and creative around this complex project.

***For more information about any of the Maple League online/remote course offerings for Winter 2021, please visit: <http://mapleleague.ca/student/online-and-remote-shared-courses/>***

### Maple League Retention

We've recently hired a post-graduate fellow for an eight-week contract to engage in environmental scans of retention initiatives, coordinate with retention champions, and engage partners in a proposed summit in Spring 2021. This follows on the heels of the Maple League of Universities Retention Summit (Acadia, October 2019). Jim Black, an international expert in Retention, was invited as a guest speaker and facilitated a full day of sessions with faculty, students, librarians, registrars, student affairs teams and senior leaders. Participants reviewed extensive data that Jim Black gathered around retention at the Maple League universities and also learned about evidence-based approaches to student success and persistence. Outcomes included a commitment to environmental scans of retention programs on each campus, the importance of identifying a Retention Champion for each university, and the seeds of an idea for a Maple League Resilience Project. Although conversations have been put on hold due to various factors, not least of which is COVID-19, a number of exciting developments - including the hiring of a new Retention Coordinator at Bishop's and other shifts at the various institutions - have breathed new life into the idea of a Maple League Resilience Project.

### Maple League Funded Projects

The Maple League funded nine projects in 2019-2020 to promote and facilitate collaborative research, innovative teaching, spring and international field study programs, and travel amongst the four campuses. We are delighted to share progress reports from these projects in a series called the Maple League Funding Spotlight. We are particularly interested in the insights they've gleaned and impact these funded projects have had on their communities in the time of COVID-19. Read more about these spotlights [on our website](#).

### Maple League Chancellors, Board of Governor Chairs & University Presidents

On December 7th, the Chancellors, Board of Governor Chairs, University Presidents and Dr. Jessica Riddell met to discuss the progress the Maple League has made over the past few years, and to engage in strategic thinking about the potential of this consortium as we move into a post-COVID world. News of what the Maple League has accomplished in the past few years was met with enthusiasm with conversations continuing in the New Year.



## II. External Engagement

### CBC The Sunday Magazine - The Power and Peril of Hope

On Sunday, October 25th, Maple League Executive Director Dr. Jessica Riddell, was a guest on The Sunday Magazine with Piya Chattopadhyay to discuss the power and peril of hope, and how critical hope has played a key role in both her research and her life. Listen [here](#).

#### The power and peril of hope

In dark times, hope can be a life raft. But hope can also set us up to be let down. In this hour, we explore both the benefits and the risks of hope, and how we can all "hope well" in the face of uncertainty and despair.

The Sunday Magazine | October 25



### Visiting Speaker: University of New Brunswick

Dr. Jessica Riddell was a keynote speaker at UNB on November 30th from 11:00 am - 12:00 pm Eastern/12:00-1:00 pm Atlantic. The COVID-19 pandemic has been tough on university students. Extremely long lockdowns and current social distancing practices have shaken up students' university experiences and created well-being challenges. Dr. Riddell's session was on "Do we really have to fail better to fare better? A critical and pedagogical approach to resilience".



**Visiting Speaker, UNSW Connection Seminars, Australia,**

Connections is a series of seminars at the University of New South Wales in Australia, facilitated by the Pro-Vice-Chancellor, Education Portfolio, that explores different aspects of learning and teaching. Dr. Jessica Riddell was invited as a special guest and subject matter expert, to discuss how the Bishop's University Online Learning and Technology Consultants project supported the COVID-19 transition to online learning, and the measured benefits.

On October 6th, Dr. Riddell was joined by her co-leads on the OLTC project, Scott Stoddard (Manager of IT Client Services), and Georges-Phillipe Gadoury-Sansfaçon (Students' Representative Council Vice President of Academic Affairs) to discuss the value of students as partners and empathetic design. The audience was extremely engaged and the team made a case that true collaborations move us beyond transactional encounters and into spaces of profound transformation for students, faculty and institutions.



### CBC Quebec AM

On November 24th, Dr. Riddell was joined by her co-leads, Scott Stoddard (Manager of IT Client Services), and Georges-Phillipe Gadoury-Sansfaçon (Students' Representative Council Vice President of Academic Affairs), on the Online Learning and Technology Consultants (OLTC) project, to discuss the value of students as partners and empathetic design on CBC Quebec AM. It is critical for students to be at the heart of designing COVID-19 classrooms and post-pandemic post-secondary education. During the interview, Jessica, Scott, and Georges-Phillipe emphasize the importance of relationship-rich experiences (in-person and virtually) where relationships are reciprocal and transformative rather than one-way and transactional. When students are true partners and collaborators, transformation happens; learning has changed and universities must adapt and transform to meet students where they are. The OLTC project doubles down on collaboration in the time of COVID-19 and takes these lessons into a post-pandemic world. Listen to the segment [here](#). Featured below are the OLTCs preparing to help faculty with the Winter 2021 semester.



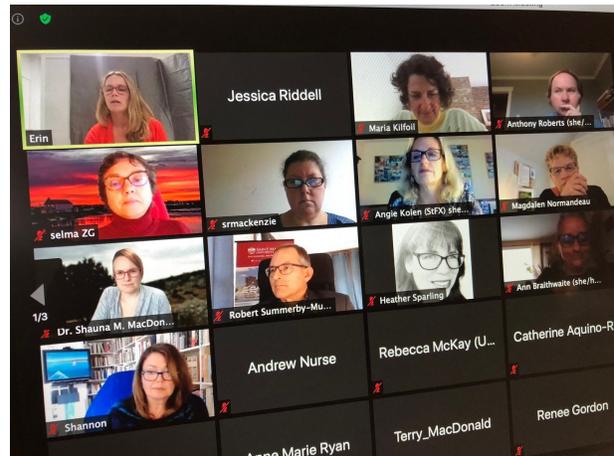
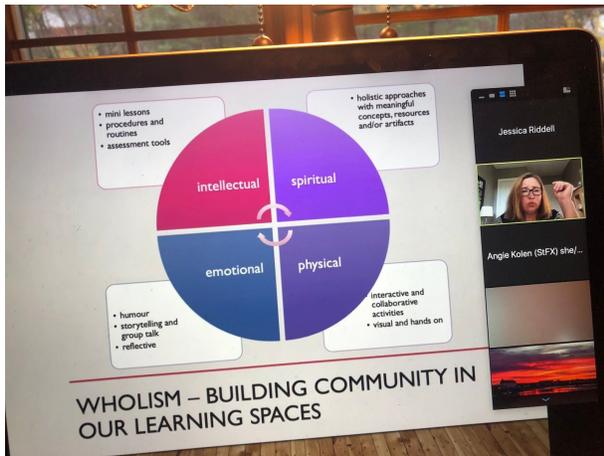
### Bishop's University Research Spotlight

Dr. Jessica Riddell was recently featured in a research spotlight done by Bishop's University titled: A Year of Challenges, Research, Teaching and Knowledge Mobilization... and Critical Hope. The spotlight highlighted Dr. Riddell's 2020 research projects, engagement as a keynote and plenary speaker, her work in public engagement, and finally, what lies ahead for her in 2021. Read the spotlight [here](#).

### Atlantic Universities Teaching Showcase

On Saturday, October 24, St. Francis Xavier University hosted the annual AAU Teaching Showcase. This virtual showcase of teaching and learning excellence across the Atlantic provinces was organized by MLTLC Co-Chair Dr. Erin Austen, and MLTLC Member and

Director of StFX's Teaching and Learning Centre, Dr. Angie Kolen. The theme "Build it and they will learn: The importance of community" was exemplified by our hosts and participants in breakout rooms and whole-group settings. This event was attended by Dr. Jessica Riddell and Heather Carroll on behalf of the Maple League. Congratulations to StFX on this extraordinary event, and for leading conversations about positive institutional culture change related to teaching and learning.



### MacLean's Ranking

In the MacLean's Rankings released October 8th the Maple League proved to be leaders in quality undergraduate education in Canada. All four of the Maple League universities - Acadia, Bishop's, Mount Allison, and St. Francis Xavier - ranked the top seven overall and in the top five for student satisfaction ranking of primarily undergraduate schools in Canada. **This ranking is proof that our model of education works and is deeply appreciated by our students.**



**Jessica Riddell @DrJRiddell**  
Congratulations to the @TheMapleLeague universities! The 4 schools took the top five spots for student satisfaction - and the 4 were in in top 7 spots for overall quality of undergrad education! Nice to see the immersive, individualized approach recognized <https://www.macleans.ca/education/university-rankings/canadas-best-primarily-undergraduate-universities-rankings-2021/> ...

Impressions	5,432
times people saw this Tweet on Twitter	
Total engagements	385
times people interacted with this Tweet	

**Recruitment Events**

On October 22nd Kutay Ulkuer, Director of Recruitment, Admissions and Awards at Mount Allison University, and Dr. Jessica Riddell (Maple League Executive Director) presented virtually to the IDP India office (largest student recruitment agency in India) on the Maple League consortium and why it is beneficial for students.



Dan Seneker, Director of Student Recruitment and Retention at Bishop’s University, took the lead on a Maple League Virtual Recruitment Initiative for the United Nations International School in NYC (UNIS). Dr. Jessica Riddell and the four Recruitment directors presented on October 21st and highlighted the value of studying at a Maple League institution.



AN EXTRAORDINARY WAY OF LEARNING

**Why should you join this session?**

- Hear from four of Canada’s top undergraduate universities that together create the Maple League of Universities;
- Our universities are home to Canada’s most satisfied students;
- We provide an extraordinary way of learning;
- Receive a high quality education that lets you stand out from the crowd.

[www.mapleleague.ca](http://www.mapleleague.ca)

**Wednesday**  
**October 21**  
**@3:00 pm EST**

Zoom Meeting Details  
Meeting ID: 842 2442 9463  
Passcode: 166951

The Maple League is also starting to get invitations from schools for our participation in virtual recruitment events. Most recently, we have been invited to Hillfield Strathallan College to speak to the value of each institution and the Maple League as a consortium.

### **Riipen & RBC Future Launch Funding**

We are pleased to announce that the RBC Future Launch program has renewed their funding to the four universities of \$80,000 to make Riipen's work-integrated learning software available at the four Maple League institutions.

At the core of our mission is the centrality of the student experience. By providing unique experiential learning opportunities such as those made possible through the Riipen platform, we equip our students with the skills necessary to enter the world ready for a rapidly changing job market.



This investment will allow our institutions to build more experiential and work-integrated learning into courses and provide support for faculty who want to incorporate industry projects and case studies more easily and directly into the curriculum. Experiential or capstone assignments can be posted to Riipen's marketplace of over 5,000 industry partners, and students will work on real-world projects to gain hands-on experience, demonstrate employable skills and network with employers.

### **National Dialogues Partnership**

The Maple League has committed, as a partner, to the National Dialogues and Action focusing on anti-Black racism and Black inclusion in Canadian higher education. We commit to 'sharing experiences and ideas, exploring and learning best practices, and contributing to the formulation and implementation of concrete actions that resolutely reject anti-Black racism and drive meaningful, enduring Black inclusion within individual universities and colleges; the higher education sector, in general; and our communities.' Our partnership with the Dialogues was signed by Executive Director Dr. Jessica Riddell and the VP Academics from our four institutions. In addition signing on as a partner with the National Dialogues, Maple League faculty and staff attended the two-day event in October.

### **BHER Canada Comeback Challenge Teams**

*The Maple League teams are excited to hold two of the top 50 places in the Business + Higher Education Roundtable's (BHER's) Canada Comeback Challenge. In the second round of the BHER Canada Comeback Challenge running from January 4<sup>th</sup>-30<sup>th</sup>, the teams will be competing to reach the top 10 through the creation of video project pitches and prototype creation.*

In Fall 2020 the two teams of Maple League students and alumni participated in BHER's Canada Comeback Challenge. Through the Canada Comeback Challenge, BHER has created opportunities for post-secondary students to contribute to Canada's COVID-19 recovery while gaining valuable work-integrated learning (WIL) experience. In the first phase of the challenge, ML student teams developed transformative project proposals in their respective challenges. Based on their proposals, both student teams moved forward to the next round of the BHER Canada Comeback Challenge and will be producing prototypes of their projects.

- The first team developed "Better Together Boxes". The "subscription box" styled program allows students to pick up meal or art supplies and complete the box activity remotely together. The Better Together Boxes aim to create social connections amongst students while also introducing students to culturally significant food and art traditions.
- The second proposal articulated an adapted version of Bishop's Online Learning and Technology Consultants (OLTC) that focussed on educating students, faculty, and university staff on cybersecurity. As higher education has shifted to primarily online platforms, this program proposes a timely and cost-effective strategy on continued and growing concerns about knowledge and implementation of cybersecurity strategies across the country.

We wish them luck in the next phase of their challenges!



The screenshot shows the website for the Canada Comeback Challenge. At the top left is the Business + Higher Education Roundtable logo. Navigation links include THE CHALLENGES, MENTORS, POST-SECONDARY, and FAQ. The main heading is "CANADA COMEBACK CHALLENGE" in large yellow letters. Below it is the tagline "Canada's Comeback needs you." followed by a paragraph describing the challenge: "The Canada Comeback Challenge is a way for students to connect with employers and mentors, build their networks, and add valuable experience to their resumes, all while contributing to Canada's COVID-19 recovery. Through a fun, skill-building national competition in an entirely online format, student teams will tackle real-world problems facing employers in Canada's public, private, and non-profit sectors and compete for a chance to pitch their ideas to an esteemed panel of judges."

### Maple League Student OpEd on the Return to Campus

The start of the 2020 academic year has been unlike any other in our collective memory. The four Maple League of Universities institutions - Acadia, Bishop's, Mount Allison, and St. Francis Xavier - welcomed some students back to campus due to their unique contexts. Four Maple League students co-wrote an OpEd that shares their perspectives about Fall 2020 and explored the complex and evolving environments within which they are learning and living. The OpEd can be found [on our website](#).

### Federal Funding Announcement: Canada Summer Jobs (\$15,000)

The Maple League was awarded \$15,000 in federal funding through the Canada Summer Jobs Program through St. FX for a social issues researcher, an educational researcher, and a social innovation lead. We've identified three projects and now filled all three positions:

1. High Impact Practices and Accessibility;
2. A Design Incubator for Maple League Student Fellows;
3. A Retention Project that follows up on the recommendations coming out of the Retention Summit (October 2019).

These three new positions are in addition to the three CSJ positions at Acadia and Bishop's awarded in July.



### Internationalization

The Maple League is in the early stages of discussions between and amongst recruitment teams, the international offices of the four universities, and faculty members about how an international dimension might be added to the Maple League. The conversations to date are promising as thought partners explore what we can do together that we cannot do on our own. Some preliminary ideas include increased support for students who want an outbound exchange experience, a robust virtual exchange experience, and other internationalization pieces that enhance our model of education on a global stage.



### III. The Maple League Team

#### **Dr. Jessica Riddell, Executive Director**

Dr. Riddell has been the Executive Director of the Maple League of Universities on July 1, 2018. As a Full Professor (Early Modern Drama) in the English Department at Bishop's, Dr. Riddell sits on the Board of Governors and Senate, as well as a number of committees, working groups, and task forces across the institution. With her experience in collegial governance, program development, pedagogical innovation, labour relations and negotiations, and institutional culture change, her knowledge of navigating institutional pathways helps to illuminate how similar - and different - the four universities in the Maple League consortium are, and how together they can learn from one another to tackle some of the most pressing issues facing post-secondary education in Canada. This quarter Dr. Riddell was active in mentoring students on various research projects related to high impact practices, hiring new fellows to steer projects related to retention and student leadership, working with chairs of the three standing committees on strategic visioning, and coordinating the twelve groups who meet monthly or bi-weekly on various projects and initiatives. She also participated in the MLTLC Book Club: *So you want to talk about race* and supported a number of faculty and students navigate the upcoming 3M Fellows competitions.



#### **Heather Carroll, Director of the MLTLC**

As Director of the Virtual Maple League Teaching and Learning Centre, Heather draws on research-based strategies in teaching and learning as well as community requests and feedback to facilitate meaningful and timely learning opportunities for faculty, staff, and students. This quarter, she worked closely with the Maple League Student Fellows on a variety of projects, compiled the V\_MLTLC annual report, and organized and facilitated V\_MLTLC programming to engage internal and external stakeholders. Highlights of this programming includes the Better Together: Faculty and Student Office Hours, the Maple League Hosts Speaker Series, the MLTLC Book Club: *So you want to talk about race* and the 3M Fellowship Mentorship Networks.



**Lauren Boulton, Maple League Post-Graduate Fellow**

As the Maple League Post-Graduate Fellow, Lauren works closely with the Executive Director and is called upon to support the running of the consortium, assist in advancing Maple League academic activities, promote and maintain member-institution cooperation, and monitor the Maple League 5-year strategic plan.



This quarter Lauren continued to support all Maple League communications by ensuring that all communications plans were aligned with the Maple League focus statement and key messaging in order to scaffold communications and monitor strategy. Lauren also played a large role in coordinating Maple League educational activities for the Winter 2021 Maple League Shared Courses. Lauren also consulted with Mark Cuduc, Director of Information Technology Services at Bishop's University to discuss a redesign of the current Maple League website.

**Tiffany MacLennan, Maple League Research Fellow**

As the Maple League Research Fellow and Strategist, Tiffany has been studying high impact educational practices (HIPs) through faculty and students' perspectives across the Maple League campuses.



This quarter, she worked closely with the Maple League Student Fellow, Tanisha, and recently met more with our newest fellow, Summer. Tiffany continued to conduct interviews on HIPs, analyzed qualitative data from the interviews and produced reports from the HIP findings.

Tiffany also completed the first semester of an Open Educational Resource (OER) Fellowship with SPARC. Tiffany spent ~10 hours/week learning about OER implementation from initial campus conversations to multi-state OER repositories throughout the quarter. In the coming quarter, Tiffany will be completing her OER Capstone project with the Maple League and looks forward to creating pathways to making a Maple League education more affordable and suited to 21st-century students' needs.

**Part-Time Fellows**

***Rebecca Mesay (Post-Graduate Fellow)***

Rebecca is one of the newest additions to this year’s Maple League Fellows cohort but is a familiar face all the same, after her work in last year’s group. As the Maple League Post-Graduate Fellow in Governance, her role focuses on formalizing the Maple League Student Fellows Program and securing Maple League seats with the Canada Summer Jobs Program. In the last quarter, her work has focused on connecting with the other Maple League Fellows and creating the first parts of the strategic visioning document for the Maple League Fellows program. She is currently collaborating with Heather on the Canada Summer Jobs application for the Maple League of Universities.



***Summer-Joy Upshaw (Post-Graduate Fellow)***

Since starting as the Post-Graduate Fellow in Retention, Summer’s work has consisted of catching up on relevant literature in efforts to better understand the overall initiative behind the research being conducted around retention within our institutions.

Summer is a research assistant for the St. FX sector and has been tasked with conducting research on retention strategies at the institutional level. Thus far Summer has been conducting an environmental scan to get a better sense of the factors affecting retention and the ways in which those factors have been addressed (or not), and what the impact may or may not be on our institutions.

To carry on her work, Summer plans to meet with some retention champions to identify more ways in which we can help address retention within our campus communities, and uncover some of the less noticeable factors that may be coming into play that we may be overlooking as it pertains to retention.



***Nathaniel Benjamin (Student Fellow)***

Nathaniel is a 5th year student at Mount Allison University, studying Sociology. Nathaniel joined the team this quarter as a Maple League Student Fellow in Teaching, Learning & Athletics. He is working to amplify our work on teaching and learning for faculty, and on student success for student affairs teams.



***Georges-Philippe Gadoury-Sansfaçon (Student Fellow)***

As the Stephen A. Jarislowsky Research Fellow and a Maple League student fellow, Georges collaborated with the Athletic Directors of the Maple League institutions, and their communications teams, following his report on Maple League Student-Athletes Support Structures and Success (2020). Georges continued his work as part of the leading triumvirate for Bishop’s Online Learning and Technology Consultants program. His involvement as a Maple League fellow allows him to ongoingly apply his skills to foster change within and beyond his university, and after more than a year still growing his approach to learning and leadership.



***Addy Strickland (Student Fellow)***

Addy Strickland, a fourth year Development Studies student from StFX, began working for the Maple League as the Student Success and Leadership Fellow at the end of September 2020. Her biggest task this quarter has been assisting Heather Carroll with the 3M Mentorship Network, providing guidance to those looking to apply for the 2021 3M National Student and Teaching Fellowships. This included revising the student, faculty, and nominator “How To” handbooks; participating in webinars; reformatting faculty dossiers for re-submit; and answering questions about the applications and overall experience. Addy was also excited to contribute to “Student Perspectives on the Return to Campus: A Maple League Students Op-ed,” which was published on the Maple League’s website in November. As well, one of the highlights of the quarter was taking part in the Canada Comeback Challenge alongside three other Maple League fellows. The team successfully completed the first round of the challenge on December 15th with two proposals: one concerning EDI in the online environment, and the other focused on tech and cybersecurity. They are looking forward to taking their proposals all the way to the end!



***Brendan MacNeil (Student Fellow)***

As the Maple League Student Fellow of Social Innovation Brendan has been working on continuing to build The Path: Maple League Social Purpose Incubator. He attended a five day training bootcamp in October put on by Ash Maurya, founder of Lean Stack, on supporting and growing entrepreneurship which he will use to help train the incubator mentors and enhance the work he is doing. Brendan recruited multiple Alumni interested in mentoring student entrepreneurs, began engaging potential entrepreneurs in residence at Acadia interested in supporting student entrepreneurship, and has set up the Maple League Incubator as a mentor pairing option on 10k coffees, an alumni-student mentoring platform offered by two of our schools, Acadia and Bishops. For the winter semester Brendan hopes to bring in more students from other schools to support and foster social innovation and entrepreneurship through the incubator and conversations at our four schools on the importance of this.



***Sally Cunningham (Student Fellow)***

As the Tomlinson Intern – Maple League Student Fellow of Community Networks, Sally worked on several projects with the goal of increasing community across our four institutions. Following up with her work connecting researchers across the Maple League, this quarter Sally collected mid-term progress reports from funded projects and shared them as interview blog posts to the Maple League website. Sharing these nine projects across the Maple League channels helped to demonstrate the progress we are capable of as we work together, and our capacity for resilience through changing times. Sally is also publishing testimonies and blog posts highlighting the Communities of Practice across the four schools and will continue to roll these spotlights out in the New Year. Finally, Sally is part of the team participating in the Business and Higher Education Roundtable’s Canada Comeback Challenge, proposing ways to amplify equity, diversion, and inclusion in online learning as well as solutions for fears of cybersecurity in a digital learning environment.



***Frédérique Larouche (Student Fellow)***

As the Maple League Fellow for Digital Communications and Design, Frédérique collaborated with members of the team on various projects. Frédérique collaborated on the Student-Athlete project for which she created promotional flyers and videos. Moreover, she continued to collaborate with Dr. Riddell on various academic and leadership initiatives. Finally, Frédérique edited and posted the videos from the Better Together series, held by the Maple League Teaching and Learning Centre. She is continuously in discussions with the other fellows to assist in all of their graphic design needs.



***Tanisha Campbell (Student Fellow)***

Tanisha Campbell is working alongside Tiffany MacLennan on a High Impact Practice Spotlight Series. Through this series, Tanisha will be mobilizing knowledge around exceptional teaching practices happening by professors of the Maple League. Tanisha is working closely with Lara Hartman to mobilize Lara’s calls to action to decolonize higher education.



***Lara Hartman (Student Fellow)***

As the Indigenous Student Fellow focussed on reconciliation and decolonization, Lara Hartman was busy this past quarter planning for the next and hosting events. Lara hosted two major events for the Maple League this quarter: the Sisters in Spirit Vigil and Maple League Hosts: Truth, Reconciliation and Decolonizing Higher Education with Dr. Pamela Toulouse from Laurentian University. She has been working closely with Tanisha Campbell on communicating her Calls to Action to decolonize our four institutions. In the quarter ahead she is working on a few events that she is sorting out the logistics of now and looks forward to the possibilities of the time ahead. She is focussed on decolonizing the institutions and is dedicated to making the Maple League a safe and inviting place for all Indigenous Peoples who come to our campuses.



## Appendix A: Communities of Practice Spotlights

At the heart of the Maple League is a willingness to think differently to deliver a 21st century liberal education. Especially in these times of COVID, the Maple League consortium is a daring experiment in collaboration and can act as a beacon as we navigate uncharted territories. We are delighted to share a spotlight series on Communities of Practice to highlight the different ways in which our communities answer our guiding questions “what can we do together that we cannot do on our own” and “how does working together enhance what we *do* do on our own?” . This series makes visible how our communities are coming together to deliver a more hopeful, inclusive, and equitable undergraduate education.

### **Athletic Directors:**

#### **Projects/Discussions:**

- Collaborating on a data-sharing initiative for student athlete success
- Visioning a Maple League student athlete profile
- Exploring how working together enhances student athletes’ experience both on and off the playing field to ensure their success.
- Enhancing eco-systems of support in athletic departments to build resilience
- Coordinating Sports Information teams on shared communications projects and platforms

"This isn't just something on paper, I've told many people the value of the Maple League has been realized by me through this pandemic. To collaborate and be on the same page as the three other Maple League Athletic Directors has provided mutual-support through this, and then to have a new collaborative online learning model for students is going to be invaluable. To me the next step, as soon as possible is to brand and package for the rest of the world, what a Maple League Student-Athlete looks like for recruiting purposes. Finally, Jessica Riddell's leadership, council and support has been appreciated by us as Maple League AD's."

*~ Kevin Dickie, Executive Director - Athletics and Destination Acadia*

“University sport is the oldest form of experiential learning at North American universities. We teach life lessons and skills that are not easily duplicated elsewhere on our campuses. The Maple League has afforded us the opportunity to collaborate on a much more meaningful level as we share similar values. Sharing data and best practices allows us to further support the

academic buoyancy of our student-athletes and build their leadership competencies which sets them up for future success.”

*~ Leo MacPherson, Director, Athletics & Recreation, St. Francis Xavier University*

"I have really valued the opportunity to work closely with my Maple League colleagues to help strengthen and advance a shared set of values and beliefs about university level varsity athletics. It has been great to see the recent momentum of the Maple League brand and the collaboration amongst our schools to augment all aspects of campus life. As the Maple League continues to elevate the idea of the small campus, liberal arts and science education in Canada we continue to see more opportunity and progress for our varsity athletics programs."

*~ Pierre Arsenault, Director of Athletics and Recreation, Mount Allison University*

“I have been so impressed by my colleagues in the sharing of information and collaborating that we have been doing. It is refreshing to be a part of discussion that is focused on transforming lives. Our models are unique and continue to produce champion scholars and athletes. Our potential to really make a difference in the development of young people and sport in our country is exciting. Thanks to Jessica and her interns through the Maple League, our respective rich histories are moving forward together building a University athletic experience that we can all be very proud of.

*~ Matt McBrine, Director of Athletics and Recreation, Bishop’s University.*



## Experiential Learning & Social Innovation

### Projects/Discussions:

- Experiential learning is a key pillar of the student-focussed approach to quality undergraduate education
- We've been successful securing external funding to support experiential learning. For example, the Maple League secured \$160,000 with of funding for RIIPEN, a work-integrated and experiential learning platform
- A team of faculty, staff, and directors of entrepreneurship centres are collaborating on a hybrid (virtual/physical) social purpose incubator that enables teams of students to ideate, build and launch businesses with the potential to create social, environmental, and economic value.
- Annual events, such as case competitions, simulations, speakers series (through Up for Debate, Model UN, and other student-focussed initiatives) provide students and faculty with tremendous opportunities to collaborate and co-design experiential learning opportunities

"Collaborating with the Maple League has been meaningful for me both professionally and personally. Firstly, on a professional level, these collaborations have meant that collectively our students have been able to benefit from the acquisition of Riipen. This agreement has been monumental in furthering discussions with other potential partners for the future. Moreover, I have had the honour of organizing the Maple League Business Case Competition the past few years. The competition has morphed into a dynamic learning experience for business students across our four campuses with workshops, networking opportunities and public speaking. It has also sparked interest by external partners and collaborators such as Deloitte and JD Irving. This competition has also sparked additional collaboration with St. Francis Xavier for the Jeux de Commerce in the future. Finally, from a personal standpoint, the Maple League has facilitated working relationships (and new-found friendships!) with my colleagues in both experiential learning offices and the business faculties."

*~ Charlene Marion, Experiential Learning Coordinator, Williams School of Business, Bishop's University*

“The Maple League is a beacon of progress for the future of undergraduate liberal arts education in Canada and beyond. Through it, I've built strong relationships with colleagues and students from across a wide range of perspectives. We have been able to make progress on a few paradigm-busting initiatives that have improved how learning happens and comes to life on our campuses while at the same time boosting the resilience of our respective institutions.

Last year, I had the opportunity to work alongside Lara Hartman, a 3rd year political science student from Nadleh Whut'en First Nation. Lara was nominated by Acadia faculty to represent the University by delivering a TED Talk on the topic of Missing and Murdered Indigenous Peoples and I was given the opportunity to coach her in developing a presentation that would transform our institutional approaches to decolonization. In the end, I was the one who was transformed. Lara generously invited me to deeply question Canada's level of action toward the Truth and Reconciliation Commission's recommendations and to question my individual responsibilities to uphold the Treaties that govern Our Country. As someone who teaches primarily in the area of accounting, this was a rich learning experience that I would not have experienced without the efforts of the Maple League to bring people together across geographies and backgrounds. I look forward to continued paradigm-busting initiatives."



*~ Mike Kennedy, CPA CA, Lecturer in Accountancy, Acadia University*

"The Maple League has given me a new perspective of what can be achieved in our small university setting, and has provided a framework within which ideas can be scaled. Establishing an incubator to allow students to pursue their business ideas further had been top of mind for a number of years. In the fall of 2019, however, the stars aligned when one of my students, Brendan MacNeil, came into my office. Fresh from attending a Maple League student conference, Brendan was "on fire" with ideas to increase the impact of entrepreneurial students. We converged on a plan to submit a proposal to the Maple League for a student-led social purpose business incubator—The Path. The incubator would be tightly integrated with, yet extend beyond, our current course offerings to increase students' chances of successfully launching a business. The Path establishes a network of mentors, contributors and links to the external entrepreneurial ecosystem, particularly in entrepreneurial finance which Brendan had already been establishing. We both felt, though, that the key to making this work was scale - the ability to create a network of networks through the Maple League that would put students on a level playing field with those from larger institutions in Eastern Canada. I believe that the Maple League, in fact, facilitates a more relationship-rich environment with our colleagues across our four institutions. Through this extended network, more, and better, ideas will be developed, scaled, and ultimately implemented for the benefit of all our students."

*~ Michael Sheppard, Ph.D., M.A.Sc., Associate Professor, Entrepreneurship & Innovation, F. C. Manning School of Business, Acadia University*

"Participating in the Maple League and particularly discussions relating to the Maple League social purpose incubator has allowed the Dobson Lagassé Entrepreneurship Centre at Bishop's to network with like-minded individuals and better understand the potential and breadth of possibilities we can bring to bear on serving our students. [The ML] has given me entrées into new networks and an expanded understanding of what students need, how we can serve them and how the principles of entrepreneurship – collaboration, communication, leadership and problem solving – are necessary life skills students can take away from all kinds of entrepreneurial ventures and experiential learning opportunities."

*~ John Ayles, Executive Director, Dobson Lagassé Entrepreneurship Centre, Bishop's University*

"As a student leader, and even as an aspiring student leader, the Maple League has given me the opportunity to engage with other students that were excelling in their areas, learning about their unique opportunities and challenges, as well as inspiring me on my journey. More recently the Maple League has enabled me to enhance my impact on the lives of students working with student leaders across our schools around student needs and priorities, as well as collaborating on initiatives to support students such as the Student Success Summit, and the Maple League Incubator launching student startups."

*~ Brendan MacNeil, Student Union President, Acadia University*



*Working group on High Impact Practices: (top, left to right) Heather Carroll, Jessica Riddell, Tiffany MacLennan (St. FX); (bottom, left to right): Krista Steeves (MtA), Brendan MacNeil (Acadia), Tanisha Campbell (Bishop's)*

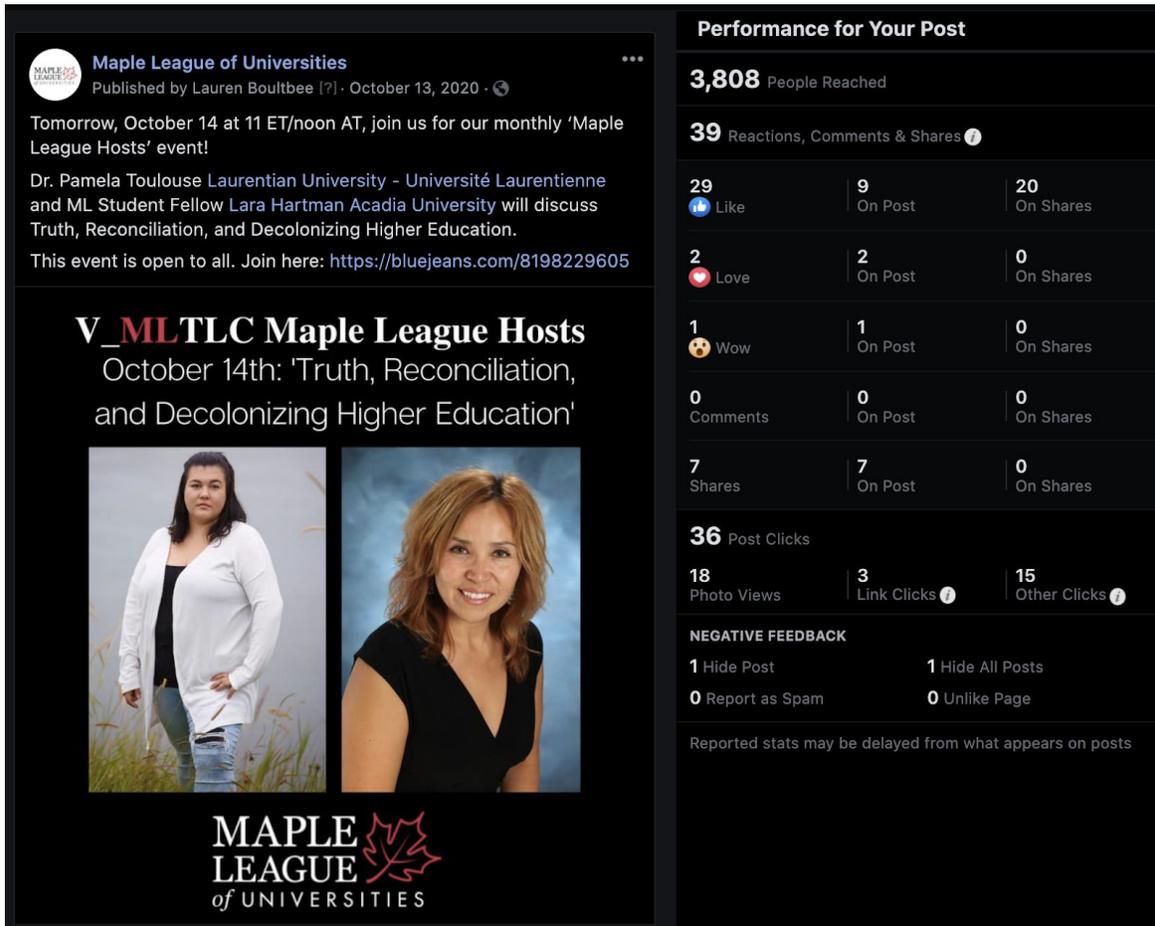
**Appendix B: Communications**

**Social Media Insights**

Facebook

Over the quarter our post with the highest reach was when we alerted our followers about the Truth, Reconciliation, and Decolonizing Higher Education Maple League Host Session. This shows our followers are interested in the EDI and decolonization work across the Maple League.

Below is a graphic of the post’s performance.



Twitter

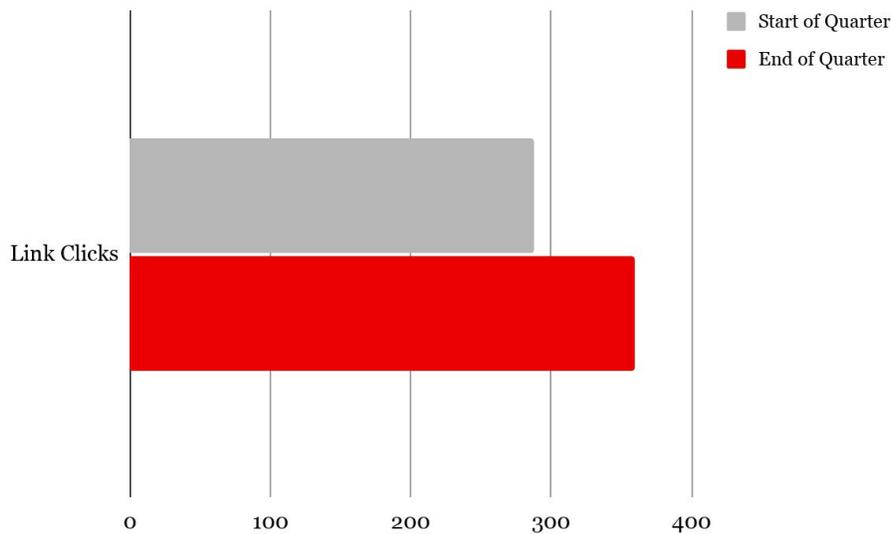
The Maple League Twitter is a platform where there is consistently continued growth. Not only is our following a very **loyal and engaged** one, but we organically gained **93 new followers** this quarter. We had **170K impressions** (times our tweets are seen) this quarter which translates to great exposure for the Maple League. We also had **387 link clicks** this quarter. This not only means again an increase in exposure but confirms the loyalty and engagement of our followers. The top tweet this quarter was when we released our Maple League Athletic Directors Community of Practice spotlight.

Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate
	<b>Maple League</b> @TheMapleLeague · Dec 7	This week we are highlighting Maple League Athletic Directors as a Community of Practice. Click the link to read how the Athletic Directors from @AcadiaU @UBishops @MountAllison and @stfxuniversity find value in collaboration!		7,209	155	2.2%
<a href="http://mapleleague.ca/2020/12/06/map...">mapleleague.ca/2020/12/06/map...</a> <a href="#">View Tweet activity</a>				<a href="#">Promote</a>		

Impressions	7,209
Total engagements	155
Link clicks	81
Detail expands	40
Likes	18
Profile clicks	9
Retweets	7

Instagram

Instagram has been a consistent channel with an **average reach per post of 400 people**. Followers often repost content to their story (which allows it to be seen by all of their friends for 24 hours). During these occurrences more traffic is driven to the Maple League account, increasing the number of followers.



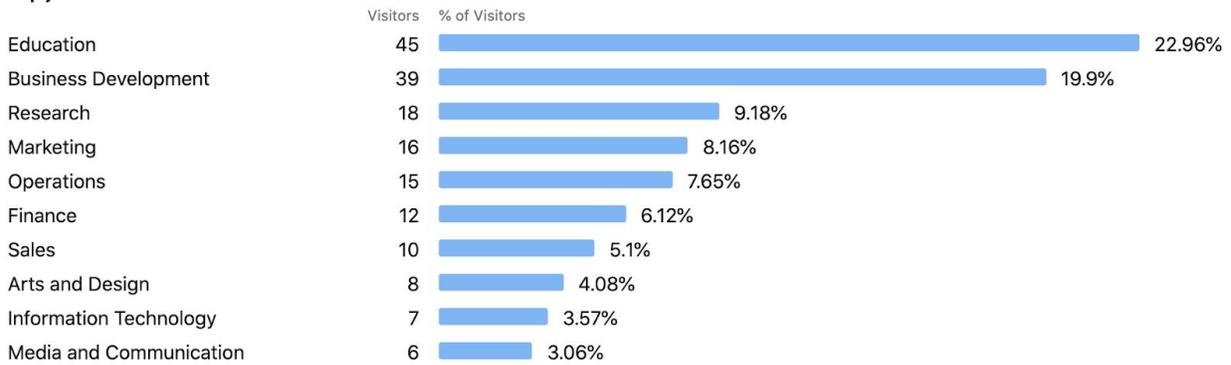
We are seeing consistent growth across this social media platform, which is notable because it is usually difficult for organizations to see **continual growth across all platforms**. One of the most significant data points is the growth in link clicks (shown above). Link views have grown significantly this quarter from **288 to 359**. This is significant because it confirms that we have a very loyal and engaged following; **followers are taking an interest** in Maple League content and making the effort to visit our profile, click on the link, and engage with our story.

LinkedIn

Since focusing efforts on this platform (**April 24th, 2020 - present**) we have seen significant follower growth, engagements and impressions. LinkedIn is a channel that can often be very difficult to see organic (unpaid) growth. Not only have we accomplished significant organic growth, there was a peak in our **engagement rate average for October at 9.89%**, which is **promising**, as anything over 2% for LinkedIn is considered very good. Another noteworthy metric this quarter is the increase in **33 new followers for a total of 209**.

Visitor demographics ⓘ Time range: Oct 1, 2020 - Dec 31, 2020 ▾ Data for: Job function ▾

**Top job functions**



Visitor demographics ⓘ Time range: Oct 1, 2020 - Dec 31, 2020 ▾ Data for: Industry ▾

**Top industries**

