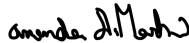


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Appendix A: Dispute Resolution Procedure

GUIDING PRINCIPLES and PROCEDURAL RULES


- a. The CCNM Dispute Resolution Process is intended to be a collaborative, rather than adversarial process.
- b. Any party to a matter under this Procedure, including the Complainant, may choose not to participate in the complaint resolution process, or the Complainant may choose to withdraw their issue. However, the College may continue with the dispute resolution process in order to comply with its ethical and legal obligations.
- c. The dispute resolution process is a confidential process; violations of this may result in sanctions.
- d. Except under exceptional circumstances, parties in the CCNM Dispute Resolution Process may not remain anonymous.
- e. Complainants and Respondents may invite one support person to meetings during the complaint process. However, support persons are not active participants in the investigation. The Investigator may exclude the support person from all or part of the interview if they believe that the presence of the support person is negatively impacting the process.
- f. Complainants and Respondents may be represented by an agent or a lawyer. The agent may be anyone, including a friend, family member, or another student.
- g. The College will provide reasonable accommodations as requested by parties involved in the resolution process. If you require access to accommodations, please notify in writing the Point Person or their delegate.
- h. In certain exceptional circumstances, interim measures may be taken before the conclusion of an investigation, including a stay of the dispute resolution process, and do not constitute sanctions. Any interim measures must be reasonably necessary in the circumstances and must be communicated in writing to the relevant parties.
- i. If a party to a dispute is unable to participate meaningfully in the dispute resolution process for whatever reason – including leaves of absence, mental health crises, suspensions – then the College may take reasonable steps to protect the integrity of the process, including by staying the dispute resolution process.
- j. Where a dispute involves a parallel judicial proceeding, including civil and/or criminal, the College may take whatever steps it deems reasonable, including imposing interim measures, and staying the dispute resolution process, until the conclusion of the judicial proceeding;
- k. Issues under this Policy and Procedure should be submitted within one (1) year of the date on which the incident(s) happened, or if there was a series of incidents, within one (1) year of the last incident. Complainants that do not meet this time limitation should explain in detail the reason for the delay. The College may ask for solid evidence to support the untimeliness of the complaint and every case will be decided based on its own facts at the sole discretion of the College.
- l. Sanctions to this process may include a finding of non-academic misconduct, suspension, dismissal, and

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any other reasonable measures.

INITIAL CONSULTATION

Responsible Party	Action
CCNM Community Member	<ol style="list-style-type: none"> 1. Matters falling under this Policy should be reported to the following Point Person and note that they would like to initiate the Dispute Resolution process: <ol style="list-style-type: none"> a. For Students and Student Clinic Interns with a non-academic complaint: Legal Counsel; b. For Students at the Toronto campus with an academic complaint: Associate Dean, Academic Education; c. For Students at the Boucher campus with an academic complaint: Associate Dean of Academics or Director of Operations and Academic Affairs; d. For Student Clinic Interns with an academic complaint: Associate Dean, Clinical Education (for their respective campus); e. For clinic patients: Director, Clinical Services; f. For visitors, volunteers, and others: Legal Counsel.
Point Person	<ol style="list-style-type: none"> 1. Within 5 business days of receiving a complaint allegedly covered by this Policy, the Point Person should reach out to the Complainant and/or Respondent to confirm receipt and to schedule a confidential consultation to discuss the issue(s) . 2. Following the confidential consultation, the Point Person should: <ol style="list-style-type: none"> a. Determine if the issue falls under this Policy or another. b. Determine if the issue should be directed to a delegate. <p><i>Note:</i> Situations where delegation of an issue may be appropriate include where the subject of the complaint is the Point Person or a member of the CCNM Senior Leadership Team. In cases like this, the complaint will generally be directed to Legal Counsel. Delegation decisions should be made in consultation with all necessary parties.</p>
FOLLOWING THE INITIAL CONFIDENTIAL CONSULTATION	


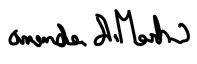
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<i>Point Person or Delegate</i>	<ol style="list-style-type: none"> 1. Within 10 business days of the confidential consultation, the Point Person or delegate must inform the Complainant and/or Respondent: <ol style="list-style-type: none"> a. Whether the complaint will proceed under this Policy; <ol style="list-style-type: none"> a. If the issue will not proceed under this Policy, direct the Complainant and/or Respondent to the proper policy and appropriate person.. b. If the Policy does apply, who will be the lead on the resolution of this complaint; c. Next steps in the resolution of the complaint: <ol style="list-style-type: none"> i. Including options for resolutions process: personal, informal, or formal resolution process. ii. For guidance, cases that may be more appropriately directed to the formal resolution process include: <ol style="list-style-type: none"> a. Serious or systemic issues related to policy violations; b. The matter involves multiple Complainants and/or multiple Respondents; c. The parties were not able to reach a negotiated resolution through the personal or informal resolution process. 2. Unless there are compelling reasons to proceed directly to the formal resolution process, every effort should be made to first resolve the issue personally or informally. 3. The Complainant should inform the Point Person or their delegate of their preference regarding the resolution process. 4. While the preference regarding the resolution process of the Complainant shall be strongly considered, the final choice of resolution process rests with the College.
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PERSONAL RESOLUTION PROCESS

In recognition of possible power imbalances, fear of Reprisal, and safety issues, potential Complainants are not required to address the matter through the personal resolution process before proceeding with the informal or formal complaint resolution process set out by the College.

Responsible Party	Action
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Complainant	<ol style="list-style-type: none"> 1. If comfortable, discuss the matter with the Respondent and attempt to reach a resolution. 2. If assistance is required, or if the behaviour continues after talking to this person, Complainants are encouraged to discuss the situation, in confidence with the appropriate Point Person.
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INFORMAL RESOLUTION PROCESS

Unless there are compelling reasons to proceed directly to the formal resolution process, every effort should be made to first resolve all disputes informally before moving to the formal resolution process.

CCNM may resolve an issue informally through a variety of methods, including mediation or an informal investigation. If mediation is selected as the informal resolution process, it will be conducted by an appropriate neutral and expert third party, either internal or external, selected by the Point Person, in consultation with any necessary other parties .

Responsible Party	Action
<i>Point Person or Delegate</i>	<ol style="list-style-type: none"> 1. Determine if the issue is suitable for an informal resolution process, considering the nature and seriousness of the allegations. 2. Determine the type of informal resolution process to be followed. 3. Facilitate the resolution process expeditiously, by seeking to resolve the matter <ol style="list-style-type: none"> a. If necessary, select an appropriate neutral third-party, either internal or external, for the chosen informal resolution process. 4. Ensure that both the Complainant and Respondent are fully informed about the informal resolution process chosen and agree voluntarily to participate. <ol style="list-style-type: none"> a. If either the Complainant or the Respondent choose not to participate, the College may continue the informal resolution process regardless to comply with its ethical and legal obligations.
<i>Informal Resolution Process Guidelines</i>	<ol style="list-style-type: none"> 5. Conduct the chosen informal resolution process impartially, ensuring that both parties have the opportunity to express their views and concerns if participating. 6. Assist the parties in finding a mutually acceptable resolution to the matter. 7. The informal resolution process should be concluded within 30 business days of initiation of the process. If this deadline cannot be met, this must be communicated to all parties to the matter in writing.
<i>Conclusion of the Informal Resolution Process</i>	<ol style="list-style-type: none"> 8. Provide a summary of the resolution to the appropriate CCNM department for its records.


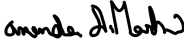
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	<ol style="list-style-type: none"> a. For student, including in clinic, related matters: Academics/Clinical Education; b. For visitor related matters: Facilities; c. For patient related matters: Director, Clinical Services. <p>9. Provide a written summary of the process and resolution to the Complainant and/or Respondent.</p>
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FORMAL RESOLUTION PROCESS

If it is determined that the complaint will proceed to the Formal Resolution Process, then the following procedure applies. The formal resolution process may take a variety of forms including a formal investigation, as described below, a formal review of an informal investigation, and so on.

Responsible Party	Action
<i>Complainant</i>	<ol style="list-style-type: none"> 1. Complete the <i>CCNM Community Member Complaint Form</i> and send to the Point Person or their delegate.
<i>Recipient of the CCNM Community Member Complaint Form</i>	<ol style="list-style-type: none"> 3. Upon receiving a completed <i>CCNM Community Member Complaint Form</i> (the "Complaint Form") from the Complainant, the recipient shall assess whether further documents or a consultation meeting is required, and determine whether the formal resolution process is the appropriate process. 4. The recipient must contact the Complainant and/or Respondent in writing within 10 business days of receipt of the Complaint Form setting out: <ol style="list-style-type: none"> a. The process that will be taken; b. Reasons for proceeding with this particular process; c. The person who will be the lead on the resolution of the complaint; and d. Next steps. 5. If it is determined that a formal process will take place, in consultation with any necessary third-party, the recipient may designate themselves or another as the Investigator, where necessary. 6. Legal Counsel will advise the President & CEO when a formal process is commenced.

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	<p><i>Note:</i> In consultation with the President & CEO, the College may refer exceptional cases (in consideration of the allegations and/or parties involved) to an external consultant to conduct an impartial investigation when appropriate (all collectively referred to as the “Investigator”).</p>
Formal Process	<p>If the matter is proceeding to a formal resolution process, including a formal investigation, then within 10 business days of initiation of the formal process, the lead must:</p> <ol style="list-style-type: none"> 1. Send a written communication to the Complainant and Respondent providing details of the allegations and the procedures to be followed. <ol style="list-style-type: none"> a. For a formal investigation, this will be the Notice of Investigation sent to the Complainant and Respondent (template attached); b. For all other formal processes, a Notice will be sent (template attached). 2. Complete the process in a timely manner, generally within 30 business days of sending the Notice, unless there are extenuating circumstances. <ol style="list-style-type: none"> a. Where there is unforeseen delay, promptly inform the Complainant and Respondent. 3. Within 10 business days of the completion of the process, produce and provide a confidential report for the College that summarizes: <ol style="list-style-type: none"> a. The allegations; b. The steps taken during the formal process; c. The evidence and information gathered; d. The conclusions drawn based on the credibility of the parties and the information gathered on a balance of probabilities (the “Report”). 4. Within 10 business days of the completion of the process, send the Complainant and Respondent a Notice of Completion (template attached). 5. Any questions that the Complainant or the Respondent may have regarding the formal process should be raised in writing within 5 business days of receiving the Completion Notice. <ol style="list-style-type: none"> a. It is at the sole discretion of the lead of the formal process whether to have an informal meeting with any of the parties to the complaint regarding questions raised; b. If the Lead chooses to meet with any of the parties to the complaint, the party to the complaint may bring at most one support person to the informal meeting with the Investigator;

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	6. It is at the sole discretion of the Lead whether to accept questions raised by the Complainant or Respondent after the time limit has passed.
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FORMAL COMPLAINT POLICY

CCNM maintains a formal process for receiving, reviewing, and responding to significant student complaints related to the naturopathic program. For clarity, this process is NOT for non-academic misconduct findings.

1. Students with a serious complaint about the naturopathic program are to submit their concerns in writing, specifying that the submission represents a “Formal Complaint.” The submission shall be directed to the President’s Office with a cc to Legal Counsel.
2. A Formal Complaint can be pursued only after all other avenues under CCNM’s policies have been exhausted, including the process under this Dispute Resolution Procedure.
3. A Formal Complaint must be based on valid grounds, reflecting significant issues that may affect one or more students within the program, and substantiated with relevant evidence.
4. The President or their designate will review all submitted Formal Complaints, assess the validity of the claim, initiate an investigation where warranted, ensure that necessary parties are consulted, and attempt to resolve any matters in dispute.
5. Formal Complaints will be reviewed and may be dismissed for a variety of reasons, including frivolous or unsubstantiated complaints. This dismissal is final and cannot be appealed. This dismissal, including reasons for the dismissal, must be communicated in writing within 30 business days of receipt of the Formal Complaint.
6. All Formal Complaint decisions will be delivered in writing back to the student complainant(s) within thirty (30) business days of receipt of the Formal Complaint. If this deadline cannot be met, this must be communicated to the student in writing.
7. Please note: For CCNM – Boucher Campus students, if they are dissatisfied with the determination, and believe they have been misled by the College regarding a significant aspect of that program, they may file a complaint with the Private Training Institutions Regulatory Unit within one year of the date they complete, are dismissed from, or withdraw from the program.

Where a complaint does not fall within the scope of this policy, the students will be directed to the correct process for filing their complaint.

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RECORDKEEPING

Responsible Party	Action
Investigator	1. Ensure appropriate records of formal investigations are kept in a secure location for a period of at least seven years, including: <ol style="list-style-type: none"> a copy of the complaint or details about the incident; any records related to the investigation, including notes; a copy of the Investigation Report (if applicable); a summary of the investigation results, including the reports provided to the Complainant and Respondent; a copy of any corrective action taken to address the complaint; and any other documents required by legislated statute.

APPEALS

- Personal Resolution Process: If the Complainant is not satisfied with the outcome of the personal resolution process, they may proceed with either the informal or formal resolution process as a next step. Per this policy, the Complainant may communicate their preference to the Point Person, but the final decision for the appropriate next step is decided solely by the College. The Complainant must communicate their dissatisfaction and preference of next resolution process to the Point Person within 10 business days of the attempted personal resolution. If the Complainant fails to meet this time limit, it will be at the sole discretion of the Point Person whether to proceed with the dispute resolution process.
- Informal Resolution Process: If the Complainant is not satisfied with the outcome of the Informal Resolution Process, they may request that their complaint move to the Formal Resolution Process. This must be communicated in writing to the Point Person within 10 business days of receipt of the summary of the Informal Resolution Process. The Complainant must include the following information in the request for a Formal Resolution Process (the "FRP Request"):
 - Summary of the Informal Resolution Process;
 - Reasons for their dissatisfaction with the outcome of the Informal Resolution Process;
 - Reasons for thinking that a Formal Resolution Process would address their reasons for dissatisfaction; and
 - Any other information the Complainant believes to be relevant.

Within 10 business days of receipt of the FRP Request, the recipient, in consultation with any relevant parties, will communicate in writing to the Complainant about whether the FRP Request will be granted with reasons. Grounds to be considered include:

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- i. The comprehensiveness of the Informal Resolution Process taken;
- ii. The reasons provided by the Complainant in the FRP Request; and
- iii. The seriousness of the dispute matter.

If the FRP Request is not granted, this decision may not be appealed and is final. If the FRP Request is granted, the complaint will proceed through the Formal Resolution Process.

- c. Formal Resolution Process: The result of this process is final and cannot generally be appealed. Specific matters may be appealed to the Formal Complaint Process.

CONTEXT	
Related Policies	<i>Employee Complaint Policy</i> <i>Employee-Student Sexual Misconduct Policy (Toronto)</i> <i>Employee-Student Sexual Misconduct Policy (Boucher)</i> <i>Workplace Harassment and Violence Policy</i>
Related Forms	<i>CCNM Community Member Complaint Form</i>