



## Strategic Plan for Research and Creative Works 2022-2027

### Preamble

*The campuses of Algoma University are located on the traditional lands of the Anishinaabeg, the Mushkegowuk Cree and the Métis Nation, on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.*

Algoma University is the smallest but the fastest growing university in Ontario and it was granted university status in 2008. The university shares a site with Shingwauk Kinoomaage Gamig, one of the Indigenous Institutes in Ontario. Together, we are preserving the Shingwauk Residential School Centre, guided by the Children of Shingwauk Alumni Association. The Centre promotes cross-cultural research and education by partnering with survivors, educators, First Nations and others to preserve and reconcile the history of the residential school. As we continue to excel as a teaching-focused institution navigating a journey with our Indigenous partners, we aspire to become a leading partner in innovative research and creative works utilizing collaborative and community-driven approaches.

The Senate and Board of Governors approved the new [Academic Plan 2021-2026](#) in the fall of 2021. The Academic Plan dedicates one Key Direction to Research and Innovation. The first action item, led by the Senate Research Advisory Committee (RAC) was to develop a Strategic Research Plan (2022-27). Other research related action items are to develop Algoma University's Indigenous research policy, to increase investment in support for faculty and sustainable facilities, and to respond to the needs of our researchers and their community partners. However, our ability to address these action items rely on the ability to develop programs that enable research and to attract innovative researchers and partners. To this end, the [Algoma University Act, 2008](#) was amended in 2021 to authorize Algoma University to grant graduate degrees, certificates, and diplomas in any and all branches of teaching and learning. Algoma University has recently developed post-graduate certificates and is currently working to establish the infrastructure to successfully deliver graduate programming. Through the Office of Research and Innovation, Senate committees, the Associate Vice President (Academic), the VP (Nyaagaaniid), and others, we are developing the policies and procedures that form the foundation of a Graduate Studies office, inspiring further development of graduate programs. Indigenization of graduate programs may take the form of co-development of programs with community-driven research goals or multidisciplinary programs to enable cross-cultural research.

With the support of our Board of Governors, Research and Innovation was deemed one of Algoma University's Strategic Priorities in 2020-21, and was incorporated into the [2021-23 Strategic Plan Extension](#). Closely following the development of our Strategic Priorities, the Ministry of Colleges and Universities (MCU) implemented the [Strategic Mandate Agreement](#) (SMA3), which includes two performance metrics dedicated to research; 1) Research Funding and Capacity: Federal Tri-Agency Funding Secured, and 2) Research Revenue Attracted from Private Sector Sources. In our second year of reporting we exceeded our Federal Tri-Agency Funding Secured target and continue to attract private

sector partners. This strategic research plan further advances research and innovation at Algoma University and integrates the SMA3 metrics.

Continued development of the Office of Research and Innovation (ORI) includes plans for staffing support, infrastructure to support faculty and students, and the co-creation of research-related policy and procedures to guide researchers and partners. In early 2022, the government released Ontario's Commercialization Mandate Policy Framework (CMPF) to guide the postsecondary sector's work in improving commercialization outcomes and strengthening the focus on generating intellectual property. [Algoma University's Commercialization Framework](#) highlights research excellence and demonstrates our commitment to driving commercialization outcomes across the sector.

### **Vision and Objectives**

Our vision is to advance our research and creativity across cultures, aligning with the Special Mission, for knowledge exchange of Northern Ontario communities, national, and global communities. The major objectives of this SRP include:

- To increase the number and diversity of faculty funded by tri-agency, private sector, and other external funding sources.
- To increase the research capacity through Canada Research Chairs, Industrial Research Chairs, and other programs.
- To identify and improve areas where support is needed for all students and faculty and where other supports may be needed for marginalized groups.
- To improve the number and quality of Highly Trained Personnel (HQP) trained by faculty through graduate programs (single-, inter-, multi-, trans-disciplinary programs and benefit to partners) and enhanced mentorship programs.
- To increase the quality of relationships with, and impact of, our diverse partnerships as aligned with the Special Mission.
- To provide meaningful research outcomes that are results-oriented and have a positive impact on knowledge creation and on our communities.
- To increase dissemination to bring credibility, awareness and education of our Special Mission while sharing outcomes related to the important work researchers are doing in collaboration with students, First Nations, communities, and organizations.

The structure of this strategic plan includes: 1) strengths in research and creative works for each of the four new Faculties, 2) highlights of the four priorities based on feedback from the university and broader community, and 3) a mechanism for continual improvement through implementation, reflection and review of our accomplishments.

### **Strengths in Research and Creative Works**

Our faculty are world-class researchers who bring in millions of dollars in research grants. Students in our programs have the opportunity to interact and conduct research with these exceptional faculty members. Algoma University is embarking on major restructuring of the academy, which will revitalize our areas of research strength, enhance diversity, and build relationships with community, intersecting all three campuses. Algoma University has evolved from a single Academic Dean to a multi-Dean structure with establishment of four new Faculties: Faculty of Business and Economics, Faculty of Cross-Cultural Studies, Faculty of Humanities and Social Science, and Faculty of Science. The inaugural academic Deans will be tasked with building on the current research strengths and expanding the

research portfolio within each Faculty. The University Act was amended in 2021 to authorize Algoma University to grant graduate degrees, which are essential for the growth and impact of research. Our world-class researchers will advance their research and train graduate students to take their place in Canada's highly qualified personnel (HQP) as proud graduates of Algoma University.

### **Business and Economics**

The Faculty of Business and Economics (FBE), located on the Brampton and Sault Ste Marie campuses, have outstanding faculty members with remarkable research programs. They show strengths in Labour Migration, Regional and International Trade, International Finance, Tourism in Northern Ontario, Northern Ontario Labour Market Problems & Policy, Environmental Policy, social entrepreneurship, and Leadership and Management. Faculty members use strengths-based approaches to personal development, culture, and strategy to enhance team and organizational development and performance. Research on climate protection policies using market-based approaches, carbon tax, cap-and-trade and non-market based policy such as coal phase out, and community-based action research on Blue Economy and Freshwater Entrepreneurship etc. are at the forefront in the FBE. New program streams such as Esports and Aviation management attract and retain students to explore research experiences in undergraduate and graduate topics. Faculty offer experiential learning opportunities through the Northern Ontario Business Case Competition, Bank of Canada's [Governor's Challenge](#) competition, student sessions at the Canadian Economics Associations Conference, co-operative education, internships, and research positions. The proposed research-based Masters of Business Economics is planned to launch in 2024, which is one of a handful of its kind among Canadian universities.

The FBE is the host for the Northern Ontario Economics Association and it organizes conference sessions at the [Canadian Economics Association's](#) annual meeting. Our researchers in FBE have obtained external funding from Northern Ontario Heritage Funding Corporation (NOHFC) and MITACS.

### **Cross-Cultural Studies**

The Faculty of Cross-Cultural Studies (FCCS) is a new and forward thinking interdisciplinary Faculty whose guiding principles are based on sharing knowledge and creating spaces that acknowledge and include Indigenous worldviews from a global perspective, which underpins their research strengths. This distinct weaving of Indigenous and Western knowledge will create a welcoming teaching and learning environment for students from diverse social and cultural backgrounds. The departments that have come together to create the FCCS (Sociology, Community Economic and Social Development, Geography, Geology and Land Stewardship) will continue to be leaders in decolonizing and Indigenizing research, teaching, and learning.

Many of our faculty incorporate research of all kinds within their classes to provide unique experiential learning and research opportunities for our students. Research strengths in the FCCS include a variety of place-based perspectives in food security of Northern Ontario communities, refugees/migration, Indigenous youth well-being, initiatives across the Lake Superior watershed, global and hemispheric studies with Indigenous and Black communities in Columbia. Prominent strengths in healing and reconciliation are recognized in the Tier II Canada Research Chair (CRC) focused on Indigenous history (healing and reconciliation), who will continue to be supported through growth of this new Faculty, continued collaborations with our researchers, partnerships, and initiatives (e.g., National Aboriginal Lands Managers Association (NALMA), [Ontario Mental Health and Addictions Research and Training Institute](#) (OMHARTI), etc.). The CRC is working with communities to achieve meaningful goals with her research that aims to decolonize historical narratives about Indigenous people and settlement of the

Americas. Researchers from the FCCS have also been successful in obtaining Social Science and Humanities Research Council (SSHRC) and NOHFC grants.

### **Humanities and Social Science**

Researchers in the Faculty of Humanities and Social Science (FHSS) are well positioned for interdisciplinary and collaborative research. The diversity of the disciplines in this Faculty promotes interdisciplinarity in research (Anishinaabe Studies and Anishinaabemowin, Music, Visual Arts, English and History, Law and Politics, and the School of Social Work). Some of the strengths include traditional Anishinaabe art practices, contemporary music performances, literary studies in Canada's history with focus on critical essays, political freedom, human rights and social justice, anti-oppression, Indigenous studies, ethical responsibilities, feminism and youth resilience.

The School of Social Work, located on the Timmins and Sault Ste Marie campuses, has been accredited by the Canadian Association of Social Work Education (CASWE). The faculty members focus on research in youth resilience, feminism in health care, social justice, anti-racism, and anti-oppression in northern Ontario and global communities. This young School contains dynamic and passionate researchers poised for impactful change in the future.

International and local community engagements, exhibits, books, journal articles and other forms of artistic expression and research output support these areas as strengths. Faculty members receive a diversity of research funding including SSHRC grants, NOHFC funding, and internal funding.

### **Science**

The Faculty of Science (FOS) has excelled in research with three Tier II CRC positions, and are projected to have the first two MSc programs (Biology and Computer Science) implemented in Fall 2023. Faculty members in the FOS hold grants from the Natural Science and Engineering Research Council of Canada (NSERC), SSHRC - New Frontiers Research Fund-Explore (NFRF-E), Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and the Canada Foundation for Innovation (CFI) as well as a number of other sources of internal and external funding. Faculty members collaborate globally and locally and much of the research is integrated within communities located in Northern Ontario as well as international communities.

Algoma University is located in an environmentally significant area. Situated at the confluence of the upper three Great Lakes, it is less than an hour from the boreal forest biome, and offers immediate access to vast aquatic and terrestrial habitats. Algoma University has taken advantage of its geographic location and the proximity of federal and provincial government laboratories to build research capacity in the study of the natural environment and life sciences. Research efforts in this area intersect with strengths across other faculties at the university and inter-institutional collaboration in the areas of Lake Superior watershed and community-based action research on Blue Economy and Freshwater Entrepreneurship. It is envisioned that such research initiatives strengthen current programs and serve as a springboard towards the development of future cross-disciplinary programs. In the last 15 years, Algoma University's research capacity in the thematic area of "life and environmental sciences" has grown considerably to form a multidisciplinary research cluster with large potential for growth and graduate program development. Strengths include ecology and behavioral biology, competition and biodiversity (NSERC funded), soil and plant-microbial interactions (NSERC, CRC Tier 2 Chair), biochemistry and control of plant lipid metabolism (NSERC, CRC Tier 2 Chair), avian biology (NSERC funded), invasive species and spatial analysis (CRC Tier 2 Chair), and aquatic and fisheries biology.

Researchers in the School of Computer Science and Technology (SCST) are located on the Brampton and Sault Ste Marie campuses providing them with a true northern experience in the heart of the Great Lakes and a unique urban experience located downtown in one of Canada's fastest growing cities. The SCST research strengths are focused on Mobile Software Engineering, Computer Game Technology, and Computer Game Technology/Creative Arts. The SCST offers state-of-the-art computer labs where fourth year and honours students can undertake research projects. They will offer a Master of Computer Science to be implemented in Fall 2023.

### **Cross-Cultural Learning Through Research**

Cross-cultural learning is a strength that intersects all of our Faculties and community partners. We are committed to building even more on this strength and work together to be meaningful for local, national, and global communities. We want to learn with, and tell the true history of, Indigenous peoples, and to transform our research and creativity with two-eyed seeing and third eye approaches with culturally inclusive benefits. To that end, Algoma University has invested in Mukqua Waakaa'igan. [Mukqua Waakaa'igan](#) is a Centre of Excellence where people can learn and understand the history of residential schools and the cultures and spiritual teachings of Indigenous peoples in Canada. This Centre of Excellence will be housed in a new building on the Sault Ste Marie campus and is scheduled to be completed in a few years. It is more than just a building and will provide a welcoming and inclusive place for cross-cultural sharing, imagining a respectful and mutually beneficial environment, and teaching, learning and healing infused within research endeavours. Mukqua Waakaa'igan will also include a proposed [Ontario Mental Health and Addictions Research and Training Institute](#) (OMHARTI), which will explore a holistic approach to health care by integrating western science and Indigenous knowledge. Algoma University invested in an innovative, community-based research hub through the NORDIK Institute ([Northern Ontario Research Development Ideas and Knowledge](#)). NORDIK represents 16 years of community and Indigenous-driven research that has transformed, and continues to transform, the resilience of communities and the capacity to achieve social, cultural, economic and environmental justice.

Research may focus on single disciplines as well as multiple and multicentric disciplines to be effective at solving problems and engaging with contemporary global and local challenges through interdisciplinary, multidisciplinary, or transdisciplinary approaches. This cross discipline approach has been the focus of community engaged research, industry-engaged research, and a direction of recent tri-agency focus and other sources of funding. Researchers at Algoma University have practiced balanced approaches, with research and graduate programs taking on varied perspectives. More recently research has involved multiple disciplines and the shared creation of community- and industry-driven research goals. Our many cross-disciplinary research strengths include health science with our CRC (Health Science) who is working on how cancer cell fate can be reprogrammed into healthy cells using regenerative microenvironments, crossing disciplinary barriers between psychology and biology (neuroscience), and regenerative medicine; a second researcher works on carbon taxes crossing disciplines in business, economics, and the life sciences on climate change issues; and a third group of researchers include our CRC (healing and reconciliation) work across anthropology and social science, and within communities toward community-driven research goals. Our fine arts researchers and computer scientists work within urban communities, and we have environmental and social scientists who work with rural and international communities. All of our researchers endeavour to make our world a better place.

### **Canada Research Chairs**

The four Tier II Canada Research Chairs (CRC) at Algoma University include one in Health Science, two in

biology, and one in Indigenous history (healing and reconciliation). These CRCs are front and center in our research priorities with plans underway to continue to build a critical mass of research and infrastructure in these research areas. With respect to the CRC (Health Science), Algoma University is advancing new initiatives, the OMHARTI, Convergence Centre building renovations, increased number of new faculty positions, partnering with Northern Ontario School of Medicine (NOSM), Sault Area Hospital, Sault Ste Marie Innovation Center and the City of Sault Ste Marie, to build a critical capacity of expertise to train people in areas such as mental health and addictions, cancer biology and neuroscience.

To accomplish its objectives in support of the CRCs, Algoma University is dedicated to establishing Mukwa Waakaa'igan, which will support the health sciences, healing and reconciliation, as well as a variety of inter/transdisciplinary programs. Algoma University invested in research expertise through 21 faculty positions over the last two years, as well as the inaugural Deans to support research in the Faculties. Algoma University is also dedicated to renovations in the Convergence Centre building to improve the number and type of laboratories to meet the needs of our CRCs and those of newly hired faculty members. The Office of Research and Innovation is developing mechanisms to enhance internal funding, improve support services for researchers, allocate capital expenditures toward computer equipment and provide shared research spaces for researchers and students.

### **Priorities for the Advancement of Research at Algoma University**

As we continue to build on our strengths represented within and across Faculties, with external partners, industry, communities, and others, we have identified priorities to advance these strengths well beyond the current capacity. These priorities are based on community consultations and a university-wide survey to faculty, staff, students, alumni and administrators. The feedback can be categorized into four broad priorities:

1. Advance our Special Mission, Indigenization, Equity, Diversity, and Inclusion (I-EDI): We heard from faculty and alumni that more support is needed for Indigenous-led or co-led research, Mukwa Waakaa'igan, Biennial Anishinaabe Inendomowin Research Symposium, development of an Indigenous Research Policy, and to further develop our relationship with Elders in research.
2. Empower our faculty by enhancing supports and promoting sustainability: We heard from faculty, staff and alumni that support is needed for the library (Web of Science, publication archives), website improvement, newly employed faculty, for activities around grant support and student hires, for undergraduate research in courses, and for labs at the Brampton campus. We also heard that we should invest in data sources (such as CEIC database, Statista etc.) and take an initiative to establish Statistics Canada's [Research Data Centre](#) (a university-based laboratory) at Algoma University to facilitate faculty and student research.
3. Bolster our community-engaged research: We heard from faculty and alumni that they would like more focus on Mental Health and Addictions, Health Sciences, Sustainable economic, social and environmental research, international opportunities, strengthen our partnerships, and more interdisciplinarity with human dimensions. The cultivation and strengthening of partnerships such as NORDIK, would enhance community-driven research beyond our current capacity.
4. Invest in our students by building Graduate Studies, ethics, and enhancing infrastructure: We heard that we need more research labs on the Sault Ste Marie and Brampton campuses, more accessible and social gathering space, space for collaboration and interdisciplinary discussion; improved websites; development of processes and policies. Student feedback was focused on

labs, special initiatives, library support, Indigenous research and communities, and international opportunities.

## 1. Advance our Special Mission and Indigenization, Equity, Diversity and Inclusion (I-EDI)

The Special Mission of the University is to:

*“(a) be a teaching-oriented university that provides programs in liberal arts and sciences and professional programs, primarily at the undergraduate level, with a particular focus on the needs of northern Ontario; and (b) cultivate cross-cultural learning between Aboriginal communities and other communities, in keeping with the history of Algoma University College and its geographic site”.*

The Special Mission has been enriched by the establishment of three campuses of Algoma University (Brampton, Sault Ste Marie, and Timmins) and the recent passing of the University Act amendment to offer graduate programs, to support a larger number and type of communities in Ontario; and to strengthen research and creativity through graduate student training and relationship building with rural and urban communities. The cross-cultural learning of the Special Mission underpins Equity, Diversity and Inclusion. In 2020-21, Algoma University made an institution-wide formal commitment to fostering equity, diversity and inclusion as a strategic priority within all aspects of the academy in accordance with Algoma University’s [EDI Charter](#). The integrated and cross-cultural approach is essential in research and creativity, where all stages of the research (goals, methods, data and outcomes) are co-created and shared among all participating groups in a respectful and mutually beneficial way.

1A. Update and develop guiding documents for research that incorporate the I-EDI mandate in all of its elements:

- i) **Action** - Develop Algoma University’s Indigenous Research Policy and framework through the Offices of the VPAR and the Nyaagaaniid, and others.
- ii) **Action** - The Office of Research and Innovation will work with I-EDI leaders at the University to integrate I-EDI elements into all of its guiding documents.
- iii) **Action** - The office of Research and Innovation will work with I-EDI leaders to explore engagement opportunities with Indigenous Peoples of the world.

1B. Facilitate opportunities for more Indigenous led or co-led research relationships on all campuses:

- i) **Action** - Explore research partnerships with Shingwauk Kinooamaage Gamig (SKG) and facilitate partnership building for all researchers.
- ii) **Action** - Increase number of liaisons for partnership development, relationship building, and community engagement.
- iii) **Action** - Build relationships with Indigenous students, Elders, Knowledge holders, and Indigenous community leaders.
- iv) **Action** - Enhance awareness of, and integrate research development within, Mukwa Waakaa’igan.

1C. Facilitate self-education and improve awareness of research with Indigenous peoples and equity-seeking groups:

i) **Action** - Facilitate the training of unconscious-bias in committees and decision-making bodies, First Nations principles of Ownership, Control, Access, and Possession (OCAP), the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Cultural, Safety Learning program, and other relevant training opportunities for all researchers and research-relevant activities.

ii) **Action** - Support conferences, cultural ceremonies and other events of culturally diverse research endeavours and accomplishments.

## 2. Empower Our Faculty By Enhancing Supports And Promoting Sustainability

The University and Board of Governors made a commitment through the Strategic Priorities and the approved 2022/23 budget to increase investments in research, including: increased internal funding, support services for researchers, and capital expenditures. The University will continue to grow the capacity of the Office of Research and Innovation and support the success of our researchers.

2A. Increase funding internally, through tri-agency sources, and privately funded sources:

i) **Action** - Increase the budget for internal research competitions such as AURF, AURPF, or bridging programs, etc., to assist early researchers in developing their research portfolios in order to leverage funds for external grant opportunities and to partner through NORDIK.

ii) **Action** - Improve the evaluation criteria for internal research funds to ensure that historically marginalized groups are encouraged to apply and are successful in enhancing their research activities.

iii) **Action** - Increase commitments of institutional support including start-up funds for new full-time faculty and matching funds for major grant applications.

iv) **Action** - Provide more support for researchers with hiring student research assistants in order to provide experiential learning opportunities in all program areas.

v) **Action** - Establish funds and develop plans for the sustainable hosting of long-term projects and research facilities.

vi) **Action** - Provide more CRC opportunities for faculty members in the faculty of Humanities and Social Sciences.

vii) **Action** - Provide funding for the Anti-oppressive and Anti-racist Social Work Research Center for student research.

2B. Promote capital expenditures for spaces to support research and creative works to be I-EDI inclusive:

i) **Action** - Create culturally diverse and informed research/creativity and study spaces on all campuses and through NORDIK to promote research among faculty and students.

ii) **Action** - Improve the facilities for Animal Care and Biosafety level 2 lab to support faculty with research involving animals and tissue/microbe sensitive research.

iii) **Action** - Provide access to more science labs on the Brampton and Sault Ste Marie campuses to enhance the research in Health Sciences, Clinical Psychology,



Environmental Science, and other relevant areas.

iv) **Action** - Improve space for Visual Arts to enhance the land-based learning experience for students and arts-integrated research.

v) **Action** - Provide a space for Anti-oppressive and Anti-Racism Social Work Research Center for students research in the School of Social Work.

2C. Increase and improve the supports and services provided for all researchers, including those from historically marginalized communities:

i) **Action** - Improve the ORI website for promotion of researchers and provide information on research opportunities.

ii) **Action** - Offer workshops to researchers and students, provide opportunities for researchers to explore collaboration opportunities and share their research and creative works.

iii) **Action** - Increase support positions (library support, leadership for the Office of Research and Innovation and the office of Graduate Studies, NORDIK Institute, information technology, intellectual property, support for permits, health and safety, etc.)

iv) **Action** - Provide additional support in grant writing, external reviews of grant applications, publication writing and editorial service.

v) **Action** - Enhance support for Digital Scholarship/Humanities in the library and data management for all researchers.

vi) **Action** - Develop a forum at Algoma University for publishing academic work of students and faculty (e.g., Public Knowledge Project).

vii) **Action** - Increase the number and type of undergraduate research opportunities.

### 3. Bolster Our Community Engaged Research

Community-based research takes place in community settings and involves community members in the design and implementation of research projects, demonstrates respect for the contributions of success that are made by community partners, as well as respect for the principle of “doing no harm” to communities involved. The Offices of the Vice-President Academic and Research and Nyaagaaniid will work together with researchers and Indigenous communities, to develop an Indigenous Research Policy and university framework to strengthen our commitment to the Special Mission.

3A. Strengthen the opportunities (e.g., a central hub) on each campus for faculty, students and community to gather for building relationships around research:

i) **Action** - Establish space designated to develop partnerships with community-based organizations (e.g., educational organizations, health care organizations, government and non-government organizations, etc.).

ii) **Action** - Work with the community liaison to increase the number of interdisciplinary research partnerships.

iii) **Action** - Explore research-based experiential opportunities for students.

iv) **Action** - Develop a strategy for exploring community-driven research projects.

3B. Continue to strengthen the University's partnership and collaboration with current initiatives:

- i) **Action** - Facilitate deeper connections and faculty participation in relationship building with NORDIK.
- ii) **Action** - Explore cross-campus opportunities for advancing Mental Health and Addictions.
- iii) **Action** - Provide support for the growth of North Eastern Ontario - Health Hub (NEO-HH), a growing network that aims to build partnerships with Health and wellness-centric research initiatives.
- iv) **Action** - Advance our partnership with the Northern Policy Institute (NPI).

#### 4. Invest In Our Students By Building Graduate Studies and Enhancing Infrastructure

Graduate programming is integral to enhancing research capacity and strengths. With the amendment of the University Act in 2021 to enable Algoma University to offer graduate programs, we have two program proposals underway with others in various phases of development. This new focus on graduate training necessitates that an operational Graduate Studies Office and successful pathway for graduate students and their faculty supervision is in place.

4A. Develop the structure for an office to oversee graduate studies:

- i) **Action** - Create relevant policies and processes for graduate programming, admissions, and supervision.
- ii) **Action** - Establish funding opportunities for graduate research such as increasing financial aid and graduate research infrastructure.
- iii) **Action** - Develop admission standards and tuition platform for graduate studies.
- iv) **Action** - Structure an office with suitable support staff including a scholarly communications librarian.
- v) **Action** - Create an action plan for development of new multi-campus and innovative graduate programs including conferences, symposia, or other forums for dissemination.

4B. Provide oversight to ensure graduate student success:

- i) **Action** - Develop accessible study spaces and social gathering spaces for graduate students in alignment with graduate programs.
- ii) **Action** - Ensure supports and services for graduate student research on all campuses.
- iii) **Action** - Improve supports for culturally diverse graduate students (e.g., improve websites, educational training sessions, library supports, relationship building with community partners, and internationalization).
- iv) **Action** - Advocate for graduate student awards, scholarships and recognition.
- v) **Action** - Facilitate mentoring opportunities for faculty in student supervision, scope of projects, time management, etc.

### Implementation, Reflection and Review

The Research Advisory Committee (RAC) and the Office of Research and Innovation (ORI) will work closely with each academic unit to celebrate accomplishments in their research success. Annual reports from the ORI and each academic Faculty on accomplishments and progress will provide the university

community and its partners with our progress. The SRP is a living document, which may shift in times of fiscal changes or market-driven opportunities.

The metrics for successful implementation include, but are not limited to:

- Number and impact of graduate programs developed (single-, inter-, multi-, trans-disciplinary programs and benefit to partners).
- Number and type of supports available to faculty through the ORI.
- Number of Highly Trained Personnel (HQP) trained by faculty with externally funded grants.
- Number and quality of faculty and student research publications, patents, copyrights and other types of output.
- Number and impact of partnership agreements, including: number of projects running; projects completed and outcomes/impact; economic benefits delivered to the region; and job creation in the region.
- Number of faculty funded by tri-agency and other external funding sources.
- Research revenue attracted from private sector sources.
- Research capacity through Canada Research Chairs and other researchers.

The creation of this *Strategic Plan for Research and Creative Works* Plan has been led by the Senate Research Advisory Committee (RAC) 2021/22:

Robin Isard, Humanities Representative

Nirosha Murugan, Science Representative

Dionisio Nyaga, EDI Representative

Michele Piercey-Normore, incoming Vice-President Academic and Research

Donna Rogers, outgoing Vice-President Academic and Research

Tracy Spurway, University Librarian

Laura Wyper, Social Science Representative

Ivana Bruni, Research Officer

Tiffany Gallivan, Executive Assistant to the Vice-President Academic and Research