

Strategic Research Plan: 2014-2018
Concordia University College of Alberta

Introduction: Institutional Overview

Founded in 1921, Concordia University College of Alberta offers students a university education in a Christian context. It is a member of the AUCC and, with a student population of approximately 1500 with 55 full-time continuing faculty members, is one of Canada's largest independent, non-profit, degree-granting institutions.

Concordia has five faculties: The Faculty of Arts; The Faculty of Science; The Faculty of Management; The Faculty of Education, and; The Faculty of Graduate Studies. It also has an International Office, and an Office of Research and Faculty Development. Concordia offers the following degree and graduate certificate programs: three- and four-year arts and science degrees; the Bachelor of Management degree; the Bachelor of Education (After Degree); the Bachelor of Environmental Health (After Degree); the Graduate Certificate in Public Health; the Graduate Diploma in Psychological Assessment; the Graduate Certificate in Psychological Assessment; the Master of Arts in Biblical and Christian Studies; the Master of Information Systems Security Management; and, the Master of Information Systems Assurance Management.

Program development has been accompanied by a corresponding growth of Concordia's research culture, a growth that has been marked by increases in scholarly productivity and the amounts of external funding from a variety of sources.

Following extensive consultations with faculty in September and October of 2013, Concordia revised its previous Strategic Research Plan, defining and retaining four focal themes: (1) the scholarship of learning and teaching, (2) ethics and social responsibility, (3) scholarship and the Christian faith, and (4) natural and physical sciences. Concordia proposes to position a Tier 2 Canada Research Chair in one of these areas, thereby adding to existing strengths and enriching the research opportunities for faculty and both undergraduate and graduate students.

The focal areas are not limited to specific disciplines but are activities that connect many faculties and departments, and are multi-disciplinary in nature. Collaboration among individuals in different disciplines is a feature of the institutional academic plan and is aggressively pursued.

Objectives of Concordia's Strategic Research Plan

Strategic research objectives for Concordia have been devised based on information and direction from four separate sources. These sources include:

- A review of Concordia's previous Strategic Research Plan to identify areas of continuing relevance conducted in November of 2013.
- Information derived from faculty research consultations held in September and October of 2013.
- Concordia's Academic Plan, a Board of Governors approved document guiding Concordia's growth and development between 2012 and 2018.
- Concordia's 2013-2015 Collective Agreement with faculty.

Concordia has traditionally focused on a healthy balance among teaching, research, and scholarship. To support this focus, the institution will continue to encourage faculty to link their research with their teaching. The institution is committed to promoting the teaching/research nexus by providing faculty with the necessary support to pursue these complementary activities productively and at a high level of excellence. Concordia's research objectives are as follows:

1. Promote an institution-wide culture of scholarship and research

Concordia will actively pursue the following:

- (a) Articulate, define, and encourage research and scholarly engagement at Concordia.
- (b) Ensure the provision of an adequate policy environment to support research and scholarly activity.

- (c) Focus faculty search initiatives to:
 - fill new and replacement positions with candidates who have excellent records of research and scholarly work, and;
 - seek funding for a Tier 2 Canada Research Chair.
- (d) Provide reductions in teaching for research purposes and internal research grants.
- (e) Encourage faculty in seeking external research grants to support their research, including grants from SSHRC, NSERC, and other sources.
- (f) Provide sufficient and appropriate space, resources, and infrastructure to support research.

2. Facilitate collaboration

Concordia will:

- a) Identify and encourage areas of research and scholarly collaboration, including possibilities for
 - i) Collaborations of faculty within a single discipline at Concordia.
 - ii) Interdisciplinary collaborations at Concordia.
 - iii) Cross-institutional collaborations within Canada.
 - iv) International cross-institutional research collaborations.
- b) Take advantage of Concordia's small scale to promote faculty/student research opportunities and collaborations.
- c) Cultivate and develop unique undergraduate and graduate programs that engage students in creative research.
- d) Pursue community and business ties to encourage more community involvement and research partnerships with Concordia.

3. Enhance the profile of research and scholarship at Concordia internally and publically.

Concordia will:

- (a) Develop campus-wide as well as intra-departmental opportunities for scholarly exchanges.
- (b) Host scholarly conferences and artistic performances.
- (c) Invite internationally recognized scholars as visitors to Concordia.
- (d) Develop mechanisms for sharing Concordia research and scholarly achievements internally and with the general public outside of the Concordia community.
- (e) Promote Concordia-based publications (for example, develop the new Concordia-based Canadian Journal for Scholarship and the Christian Faith).
- (f) Encourage faculty to publish a greater quantity of their research in appropriate outlets, including but not limited to reputable peer-reviewed scholarly journals and scholarly books.
- (g) Highlight Concordia faculty research and scholarly accomplishments in the general media.

4. Focus on areas of research strength while respecting individual research agendas.

A process of consultation with faculty has led to the identification of the following research themes, based on Concordia's existing strengths and potential areas of excellence:

- a) The scholarship of learning and teaching
- b) Ethics and social responsibility
- c) Scholarship and the Christian faith
- d) Natural and physical sciences

Concordia will actively support and focus on research work in these areas, amongst others (and especially collaborative research), while at the same time recognizing that these themes do not encompass all of the research interests of faculty. Concordia will continue to respect the academic freedom of its faculty by also supporting legitimate research activities of individuals that do not necessarily align with these themes. Concordia faculty not working in these areas of strength will suffer no disadvantage, particularly with reference to attaining internal research grants, teaching reductions, and other forms of support.

A Canada Research Chair at Concordia

Concordia University College of Alberta has to date not held a Canada Research Chair. We are currently allocated one Tier 2 Canada Research Chair position that may be allocated to any research focus area in the institution. It is our intention to nominate a candidate who is researching in one of our identified areas of strength for the April 2014 nomination period. A Canada Research Chair at Concordia would be advantageous in that such a position would raise the overall internal and public profile of research at Concordia by contributing to research work (hopefully collaborative work with existing faculty) in the relevant area; enhancing research opportunities for students, and; enhancing our access to SSHRC, NSERC, and other research funding. It will also provide a research contribution to society on behalf of Concordia.

While we encourage existing faculty members to apply for this post in order to enhance their research opportunities at Concordia, we will advertise the candidature nationally in order to ensure that we nominate the most qualified candidate possible. Concordia is an equal-opportunity employer. Concordia will contribute to the support of the Canada Research Chair through ensuring salary, pension, and benefits at the level typically expected for a faculty member at the relevant career stage, enabling access to all campus resources typically available to faculty members, and providing access to internal research grants and a yearly conference travel allocation.

Major Research Themes at Concordia

This section provides detail on areas of research strength at Concordia. It does not discuss all research activity in these areas but rather provides a sample of scholarly work in progress in a variety of disciplines.

The Scholarship of Learning and Teaching

In keeping with the institutional emphasis on teaching excellence and providing an exemplary university education, many Concordia professors across the disciplines have dedicated their research energies to the development of pedagogical materials and to the scholarship of learning and teaching.

While faculty at Concordia across disciplines indicate significant levels of engagement in scholarly activities as well as published research in this area, one aspect to be addressed moving forward is how achievements in scholarly activities not resulting in a peer-reviewed publication might be demonstrated and shared. It appears to be the case that the development of innovative pedagogical approaches and materials by Concordia faculty members are often undocumented and unrecognized.

Concordia's After-Degree in Elementary Education is one of the strongest programs of its kind in Alberta, due in part to the research activities of its faculty. The Dean of the Faculty of Education, Dr. Maureen Stratton, studies teacher education and leadership. Dr. Tim Loreman is co-editor of the Canadian-based journal *Exceptionality Education International*. He is lead and co-researcher on a variety of projects including studies examining inclusive education for children with disabilities in Alberta, Ukraine, and recently the Pacific Islands. He also conducts research in the area of teacher education for inclusive education and has written books on innovative pedagogical techniques in schools. Mr. Edgar Schmidt is conducting research on school and family experience with 'wrap-around' services to children and the extent to which policy and information from government is consistent with that experience.

Members of the Faculty Arts have developed a number of innovative approaches to teaching and learning. Many regularly develop and/or modify existing course offerings and programs. Dr. Conrad van Dyk (English) has created instructional videos using Camtasia software to teach grammar and writing to first year English students. Marco LoVerso (English) has developed essay-writing and creative nonfiction courses at Concordia. As a complement to his teaching of various writing techniques, he has published examples of memoir essays and other forms of the personal essay in various journals and anthologies. Dr. Bill Anderson (Religious Studies) has developed a new methodology for teaching about religion and pop culture with a view to turning it into a textbook.

Dr. Bryan Rooney (Psychology) has co-authored, with Professor Emeritus Dr. Annabel Evans, the 3rd edition of a popular research methods textbook with Sage Publishing. He was a panelist at a roundtable

presentation at the University of Leicester on the topic of “Back to the Future: Learning Psychology in 2025”. He has been converting his teaching material to on-line video modelled after the Khan Academy YouTube videos. Dr. Jamie Dyce (Psychology) has developed successful methodologies for teaching his courses online and creating education DVD’s. Dr. Wendy Pullin (Psychology) is authoring an undergraduate text, *Qualitative and Mixed Methods*. Dr. John Jayachandran (Sociology) is working on indexing Statistics Canada’s General Social Survey topics for faculty and student use.

Outside of the university sphere Dr. Caroline Howarth (Drama) with Mieko Ouchi are artistic co-directors and writers for the world premiere play for Concrete Theater: *The Bully Project*. The play will launch in Alberta junior high schools March to April, 2014 and represents a new approach to engaging with the issue of bullying in schools.

In the Faculty of Science Dr. Vladimir Pitchko is developing video presentations for Chemistry seminars. Dr. Zoltan Berke is developing a workbook on physics, free body diagrams. He has served 2 years of a 3-year term on the History and Philosophy of Physics Teaching committee of the American Association of Physics Teachers, head office in Washington DC.

Dr. Karen McDonald (Public Health) supported the implementation of a new strategy for teaching in epidemiology by employing three practicing epidemiologist from the Government of Alberta to teach various components of the curriculum suited to their area of expertise. In the fall of 2012, two new programs were introduced: The Masters of Information Systems Assurance Management, and a Graduate Diploma in Information Assurance. Dr. Sergey Butakov introduced three new Master’s courses: Information Systems Audit II, Enterprise Governance, and Governance and Assurance Seminar and Case Study.

Ethics and Social Responsibility

Part of the central educational objective of Concordia University College of Alberta is to develop in students a sense of vocation that is enriched by a high standard of morality and of ethical awareness. This link between ethical and moral principles and their effects on real-life experience is reflected in the scholarly interests of the faculty, many of whom are involved in research that has a direct social, economic, or cultural relevance and benefit.

In the Faculty of Arts Dr. Elizabeth Smythe (Political Science) conducts research in international relations, especially negotiations over trade and investment rules, and transnational social movements and other networks that try to influence them, including the World Social Forum. Addressing the issue of food standards and country of origin labeling, Dr. Smythe has been working on a SSHRC funded research project: “What’s in the Package? Transparency, Trade and the Politics of Food Labelling”. She is involved locally, through the Edmonton Journal and broadcast media, about food and agriculture strategies. She is also currently involved in a project examining the role of faith groups in the global social justice movement particularly as they relate to the World Social Forum. She recently co-authored a paper, “Faith, Global Justice and Forums of Resistance to Neo-Liberalism: From the World Social Form to Occupy!”

Members of Concordia’s Psychology Department are actively engaged in this area of research. Dr. Wendy Pullin focuses much of her research on women and gender issues. Her four main areas of interest are: (a) anger and gender; (b) qualitative research and critical analysis; (c) violence and social context; and (d) narratives of French feminists discussing their contributions to the evolution of gender theories and critical analysis. She works collaboratively with colleagues at two universities in France and has two books in progress. Dr. Bryan Rooney presented, Is It Better to be Christian, Muslim, or Atheist When Applying for a Job? to the 2nd Annual Conference, Canadian Centre for Scholarship and the Christian Faith. He is involved, with Dr. Alison Kulak, in the development of a new quality of life research program, in cooperation with the Canadian Alzheimer’s Society (Alberta & Northwest Territories) related to caregivers of people with Alzheimer’s and other dementias.

Dr. Efajemue Etoroma (Sociology) is working on two papers tentatively titled, “Dealing with the Validity of Problems of Working as a Marginal Native in Canada’s Black Community,” and “Grieving in a Strangeland: A Diasporan’s Strategies for Dealing with the News of Death in the Homeland”. Dr. John

Jayachandran (also in Sociology) is working on two papers tentatively titled, “Balancing Work and Family in Canada, and Determinants of Life Satisfaction”.

In the Faculty of Education Dr. Tim Loreman is lead and co-researcher on a variety of projects including studies examining inclusive education for children with disabilities in Alberta, Ukraine, and recently the Pacific Islands. In 2013, Dr. Loreman co-authored an article, “Measuring Teacher Efficacy to Implement Inclusive Practices: An International Validation”, in the *Journal of Research in Special Needs Education*. Mr. Edgar Schmidt is conducting research on school and family experience with ‘wrap-around’ services to children and the extent to which policy and information from government is consistent with that experience. The work of Dr. Loreman and Mr. Schmidt focuses largely on the K-12 education system.

In the Faculty of Science Dr. Karen McDonald (Public Health) undertakes research projects on air quality and the associated ecosystem and health impacts. Her skills in the interpretation of physical problems and the establishment of effective strategies have received provincial and national awards. The Canadian Institute of Public Health Inspectors recently recognized Dr. McDonald as being a person that has shown passion and commitment, and excelled at advancing the role of the Public Health Inspector. Dr. McDonald has authored a chapter in the *Handbook of Metropolitan Sustainability: Understanding and Improving the Urban Environment* and an article in the *Journal of Environmental Management*.

In the Faculty of Management Dr. Mark Loo has published articles examining the area of global competitiveness in business. This work explores issues of international relations and how negotiations are conducted at various levels. Recent publications include “Global Competitiveness: Top Five Nations Last Decade and Next Decade,” in the *International Journal of Business and Management Studies* and “Negotiating with the Malaysian Chinese: Versatile Partners for Business Expansion in Asia,” in the *International Journal of Business and Emerging Markets*.

The Master’s in Information Systems Security is a leading program in Canada and internationally in this area. Dr. Pavol Zavarsky is an internationally recognized and award winning scholar and researcher in database management systems, information systems, e-commerce, project management, computer networks and web-enabled technologies. He continues actively to collaborate on international research projects funded by UNESCO. Dr. Pavol Zavarsky, Dr. Dale Lindskog, Dr. Sergey Butakov, Dr. Shaun Aghili, and Dr. Ron Ruhl work collaboratively with the students in the MISSM program and publish a great deal of the collaborative work. The focus of Dr. Sergey Butakov’s research projects are in the area of plagiarism detection. His journal papers are published in the *International Review of Research in Open and Distance Learning*, and the *British Journal of Education Technology*.

Scholarship and the Christian Faith

Concordia’s focus on undergraduate studies in religion and its Master of Arts in Biblical and Christian Studies encourages a comprehensive approach to developing a high level of competence in research, writing, teaching and communication skills. Concordia also hosts the SSHRC funded Canadian Centre for Scholarship and the Christian Faith, led by Dr. Bill Anderson, that runs yearly conferences, disperses research grants, and runs the Canadian Journal for Scholarship and the Christian Faith. Members of the Philosophy and Religious Studies Department have produced a number of notable research achievements and continue to work in their respective areas.

Dr. Bill Anderson, with a research interest in Religion and Pop Culture, recently published a chapter, “Ecclesiastes in the Intertextual Matrix of Ancient Near Eastern Literature” and a journal article “A Theology of Cultural and Religious Tolerance from Amos 2.1-3.” Dr. InHee Cho has a book in progress *Irony in the Matthean Passion Narrative* and has written an article on the topic of Lex Talionis and the Matthean Surpassing Righteousness.

Dr. Tim Labron’s areas of research are Philosophy of Religion; Christian Thought; Epistemology; Science and Religion; Metaphysics; Wittgenstein; World Religions; and Methodology. He has been a visiting professor at Oxford and Yale Universities and fellow of the Centre for Studies in Religion and Society at the University of Victoria. In 2014, Dr. Labron will be a guest researcher at the Soren Kierkegaard Research Centre, University of Copenhagen. His books include *Bultmann Unlocked*,

Wittgenstein and Theology and, *Wittgenstein's Religious Point of View*. Dr. Labron has three books in progress. Dr. Travis Dumsday also approaches the Christian Faith from a philosophical standpoint. He continues to work on cosmological arguments for theism, the problem of divine hiddenness, and the epistemology of religious experience. Much of his work focuses on metaphysical questions arising from science. Some of his recent publications include "Why (most) atheists have a duty to pray" in *Sophia: International Journal for Philosophy of Religion, Metaphysical Theology and Ethics* and "Using natural-kind essentialism to defend dispositionalism" in *Erkenntnis*.

Dr. Steven Muir's research areas are Early Christianity in the Greco-Roman world, New Testament and early Patristic studies, and methodology in the study of religion (anthropology, sociology). He has a forthcoming chapter, "Medicine and Disease" in *A Cultural History of Women Volume 1: 500 BCE-1000 CE*. Dr. Muir shares his interest and expertise in the study of religion at conferences for the Society of Biblical Literature, The University of St. Andrews, The Canadian Society of Biblical Studies, and The Context Group in Portland. He currently has a book project underway. Dr. John Maxfield's research focuses on the history of Christianity, in particular on Martin Luther and the Reformation. He has frequently participated in conferences and edited conference proceedings that relate scholarship to the contemporary life of the Christian church, and he serves as Chairman of the Board of Governors of the Lutheran Historical Institute. His recent publications include the chapter "Martin Luther and Idolatry" in *The Reformation As Christianization*, and the essay "Christ at the Center in Luther's Interpretation of Old Testament Prophecy and Narratives." His most significant publication is the monograph *Luther's Lectures on Genesis and the Formation of Evangelical Identity*, published by Truman State University Press.

Outside of the Philosophy and Religious Studies Department Dr. Dorothy Steffler (psychology) is working on a project funded by the SSHRC ASU grant, "Factors Affecting Meaning and Spirituality across the Adult Life Span". She has delivered presentations on "Spirituality: Effects on Psychological, Emotion and Social Health", and "The Call to Moral Community". Dr. Tolly Bradford (History) studies indigenous encounters with Christianity in Canada having published books and articles in the area, including *Prophetic Identities: Indigenous Missionaries on British Colonial Frontiers, 1850-1875*. Dr. Neil Querengesser (English) has presented and published on aspects of Christianity and spirituality in the works of several Canadian poets. His theoretical approach focuses on the intersections of theological, poetic, and scientific discourses. His most recent publication, "'God in his blank spaces': Quantum Theology in Tim Lilburn's Names of God," is forthcoming in the Autumn 2013 issue of *Canadian Literature*.

Natural and Physical Sciences

Concordia University College of Alberta has built a record of high quality research in the natural and physical sciences. Members of the Concordia faculty have conducted pure and applied research in the sciences and have involved undergraduate students directly in research activities in many areas. As the university expands the challenge over the next five years will be to build on these research strengths and to establish a basis for the next level of development by increasing research support at this institution.

There have been significant achievements in mathematics and computing science. Dr. Andreas Guelzow is involved as a developer and co-maintainer of "Gnumeric", computer software used to manipulate and analyze numeric data. Dr. Rossitza Marinova's recent research results in the area of inverse problems with application to medicine and engineering are concerned with determining system properties that cannot be measured directly. She is also actively involved in outreach activities for increasing the appreciation of mathematics and science in the community, and in the production of math enrichment materials for pre-university students and educators. Dr. Tom Tavouktsoglou will be responsible for the mathematical aspects of a project funded by the China Institute at the University of Alberta. Between them, they have published books, manuals, journal articles and have works in progress. Areas of research and focus are:

- Standards for Office Document Formats; Implementations of Spreadsheet Programs.
- Combinatorics and Universal Algebra, specifically the algebraic representations of Steiner Triple and Quadruple Systems.

- Didactics of Mathematics and Mathematics Education.
- The Use of Technology in Mathematics Education, Development and Production of Electronic Teaching Aids (Using Computer Algebra Systems) for Mathematics Programs.
- Development and Production of Electronic Teaching Aids (Using Computer Algebra Systems) for Mathematics Programs.
- Mathematics Enrichment (Clubs, Circles, Competitions) for Students in Grades 1-12.
- Computational Tools for Inverse and Fluid Flow Problems.

There is a strong multi-disciplinary approach in the Biology and Environmental Science program. Faculty members in the Environmental Science program are noted for their contributions to the private and public sector, and are instrumental to CUCA being viewed as leader in education in this discipline. Dr. Sheri Dalton is President of the Edmonton Nature Centres Foundation. She is working with Dr. Mariola Janowicz in co-authoring a paper for publication. Dr. Janowicz conducts research on trout hybrids and recently presented in Minneapolis on “Comparison of Fitness-Related Life History Traits of Pure Westslope Cutthroat Trout (*Oncorhynchus clarkii lewisi*) and Hybrids with Rainbow Trout (*O. mykiss*)”. Members of the Chemistry department are currently researching Tincture Analysis at the Wabamun Lake area, and have recently conducted beer analysis for Alley Kat Brewery.

Activities targeted at achieving the objectives of Concordia’s SRP (2014-2018)

The following activities are identified as being helpful in achieving the four objectives of Concordia’s Strategic Research Plan over the five-year period of the plan:

Objective One: Promote an institution-wide culture of scholarship and research.

- a) Provide a set of descriptors of forms of research and scholarship for faculty based on norms inherent in the various disciplines.
- b) Consider and implement strategies and opportunities for demonstrating the outcomes of scholarly as well as research activities.
- c) Assist faculty in planning, conducting, and disseminating their research and scholarly activity through the Office of Research and Faculty Development.
- d) Seek funding for a Tier 2 Canada Research Chair in April of 2014.
- e) Commence a formal review of all Concordia research policy in 2014.
- f) Provide opportunities for professional learning in the area of research grant writing.
- g) Provide institutional recognition for research accomplishments such as success with external grants, important publications, or external awards and recognitions for research.
- h) Consult faculty on barriers to research at Concordia with a view to reducing or removing these barriers where possible.
- i) Ensure hiring committees include research productivity in the criteria for hiring new faculty, and that the research record of applicants is carefully scrutinized and evaluated against norms for the discipline.
- j) Consider ways of supporting and developing the research agendas of new faculty members.
- k) Continue to provide course relief and/or internal funding to successful on-going projects and promising new ventures, increasing the amount of support provided as possible.
- l) Review internal research grant processes to ensure that they provide optimal support for faculty research.
- m) Increase the institution’s ability to provide the appropriate equipment and facilities to conduct research, and identify those areas that will require applications for external support.
- n) Work with Concordia’s library to provide support for researchers in both the collection and various library activities.
- o) Work with Concordia’s Information Technology department to ensure adequate access to the hardware, software, and databases necessary for research work.

Objective Two: Facilitate collaboration.

- a) In partnership with the International Office identify areas for and facilitate the conduct of international research collaborations.
- b) Provide assistance to faculty wishing to work with colleagues at other Canadian institutions.
- c) Provide research grants to assist Concordia students involved in collaborative research with faculty.
- d) Continue to participate in NSERCs Undergraduate Student Research Award program to enable students to work on research with faculty members in the Faculty of Science.
- e) Set up research 'clusters' of Concordia faculty interested in working on collaborative projects in a common area. These might be interdisciplinary or within disciplines.
- f) Provide informal opportunities for Departments to meet to discuss their research.
- g) Consider how internal research grants might be used to facilitate collaborative research activities.
- h) Work with the Dean of Graduate Studies and Program Development to identify areas of potential student-faculty research collaboration in existing programs or those under development.
- i) Ensure that our nomination for the Tier 2 Canada Research Chair has experience in and/or is willing to pursue research collaborations.
- j) Work with faculty to identify and engage in research partnerships with government, community agencies, or businesses.

Objective Three: Enhance the profile of research and scholarship at Concordia internally and publically.

- a) Enhance and maintain Concordia's research website.
- b) Develop promotional materials advertising Concordia's research strength.
- c) Institute a research presence at Concordia Open House events.
- d) Re-apply for an Aid to Small Universities grant to support the following project (current funding ends in 2014):
 - a. Internal research grants, awarded on a competitive basis
 - b. Maintenance costs for the Canadian Center for the Study of Scholarship and the Christian Faith and the networking, conference, and symposia activities of the Centre.
 - c. Development of the Journal of Scholarship and the Christian Faith
- e) Investigate the viability of an internal publication that highlights faculty research and scholarly engagement, to be distributed within and beyond the Concordia community.
- f) Enlist the assistance of the Communications Office to highlight Concordia faculty research and scholarly accomplishments in the external media and on the main Concordia website.
- g) Support a Visiting Research Professor program at Concordia.
- h) Support the 'Faculty Research Forum'. This is a series of public lunchtime lectures by faculty members on an aspect of their research.
- i) Support the hosting of academic conferences and research fairs.

Objective Four: Focus on areas of research strength while respecting individual research agendas.

- a) Gain Canadian Council on Animal Care certification for an Animal Care Committee to enable research involving animals.
- b) Review policy and functioning of the Research Ethics Board to ensure that it is adequately supported administratively and functions according to the TCPS2 and Concordia policy.
- c) Ensure that the nominee for the Tier 2 Canada Research Chair has a strong record of research in one of the four identified areas of institutional research strength.
- d) Safeguard academic freedom to allow faculty to conduct research and scholarly activities within the boundaries of their interests and the scope of their discipline.

Support for Research and Scholarship

Concordia supports faculty research and scholarship in the following ways:

1. Recognition that engaging in research and scholarship is something that all faculty members must do in order to fulfill their job requirements.
2. Administrative and infrastructure assistance and coordination from the Office of Research and Faculty Development.
3. Internal support for research through project funding. Awards are assigned on a competitive basis.
4. Financial support for conference and research travel.
5. The maintenance of a Visiting Research Professor program.
6. Time-release support through the policy for Reduction in Teaching Assignment for Research Purposes.
7. Time-release support through the policy for Sabbatical Leave.
8. Support for international research collaborations through Concordia's International Office.

Assessment of Success

The implementation of this Strategic Research Plan is the responsibility of the entire Concordia community. Specifically, it will be the responsibility of the Academic Research Council to evaluate the implementation and progress of the Strategic Research Plan. All faculty members are required to submit an annual report of professional activities, with research activities being reported to the Dean of Research and Faculty Development. These reports, plus the special reports required of the holders of research grants and the recipients of reductions in teaching, will allow the Academic Research Council to monitor and assess the relative success of Concordia's plan. Improvements in the following areas will serve as indicators of success:

1. The amount of internal and external funding to support research.
2. The number of faculty peer-reviewed publications and conference presentations.
3. The number of peer-reviewed research grants and awards (such as SSHRC, NSERC, and other external grants) won by faculty.
4. The number of research activities occurring in each of the identified areas of institutional research strength.
5. The hiring of a Tier 2 Canada Research Chair.
6. The level of faculty engagement in research and scholarly activities measured by an increase in overall percentage of faculty participating in such activities as indicated in the annual report.
7. The level of student participation and collaboration in faculty research projects.
8. The number of research collaborations, both with Concordia colleagues and with colleagues at other institutions, including international collaborations.
9. The further legitimization of scholarly activity. Faculty will have participated in demonstrating and documenting scholarly activity not necessarily resulting in formal publication.

Planning and Approval Process

The Dean of Research and Faculty Development reports to the Vice-President Academic and administers Concordia's research policy. The Dean of Research and Faculty Development convenes the Academic Research Council, which is responsible for developing research policies and promoting research activities on campus. Depending on the nature of the policy, policies are approved by either Faculty Council or Concordia's Board of Governors. Concordia's Board of Governors approved this Strategic Research Plan following consultation with faculty, development of this plan by the Academic Research Council, sharing of this plan with Concordia's academic administration, further sharing of this plan with faculty, and approval by the President's Advisory Council.