

*At CUE, we can sit in the back, but
someone will always invite us to the front.*



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STRATEGIC 2019-2024 RESEARCH PLAN



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Message from the President & Vice-Chancellor

Research, teaching, and service comprise the central activities of any credible university. At Concordia University of Edmonton we have increasingly embraced our engagement in research as we strive to strike a balance between teaching, research, and service in such a way that we can excel in all three. Our research interests at CUE are broad and dynamic, and our ambition to further develop our reputation for innovative research is made clear in this iteration of our Strategic Research Plan. This plan not only links to our broader Academic Plan, but like that plan it has been developed collegially by the academy from the ground up. That is something I am proud of.

It is my hope that this plan will help to remove barriers where they exist, create new support structures where they are needed, and provide our faculty members and students with the tools they require to move their scholarly pursuits forward. I am sure that our community of scholars at Concordia will remain excited by this plan and the opportunities it presents as we move our small, pre-eminent university into a future full of possibility.

- Tim Loreman, PhD

Message from the Vice-President Academic & Provost

As Provost, I affirm the importance of having a faculty that contributes to the expansion of knowledge and the betterment of community through their research and scholarship, as well as the benefit of involving students, both undergraduate and graduate, in research activities of all sorts. This university continues to enhance our support systems to help faculty members and students achieve their ambitions and reach their full potential. We strive to ensure that our faculty are able to develop and nurture meaningful research projects across the disciplines here at CUE, and that all of our students have robust, hands-on experiences preparing them for careers or further study.

Based on broad consultation and subject to approval by the General Faculties Council (GFC), CUE has arrived at five new strategic research priorities that reflect our evolution as Canada's pre-eminent small university. These priorities, along with related strategies and benchmarks, are detailed in the pages that follow.

As with both the previous Strategic Research Plan (SRP) and the Academic Plan, this new SRP is core to our identity as a post-secondary university and its implementation is the responsibility of the entire Concordia community.

This five-year plan was developed through broad consultation across CUE, including focus group discussions with the GFC, the Research and Faculty Development Committee, the Deans' Working Group, the directors of Research Clusters and Centres, the Graduate Studies Faculty Council, the Library, the Indigenous Knowledge Research Centre (IKRC), the BMO Centre for Innovation and Applied Research (BMO-CIAR), the Concordia Students' Association (CSA), and the Graduate Students' Association (GSA). It also benefited from significant input from the Office of Research Services (ORS). I would like to acknowledge these rich contributions in helping shape our 2019-2024 research ambitions and priorities.

- Valerie Henitiuk, PhD





Introduction

The **Strategic Research Plan (SRP)** provides strategic research direction for the institution as a whole. It aligns closely with our Academic Plan (https://concordia.ab.ca/wp-content/uploads/2019/01/CUE_AcademicPlan-Spreads-Digital_FINAL.pdf; approved by GFC in Fall 2018) as well as our external and institutional aims more broadly, and contributes to embodying the compelling CUE story.

This new plan builds on and replaces the 2014-2018 SRP, which was structured around the following four objectives: promote an institution-wide culture of scholarship and research; facilitate collaboration; enhance the profile of research and scholarship at Concordia internally and publicly; and focus on areas of research strength while respecting individual research agendas. CUE made significant progress during that period, and our research culture has now outgrown these objectives.

Strategic Priorities for 2019-2024:

1. Strengthening Resources and Supports for Research and Research Services
2. Increasing Research Partnerships, Collaborations, and Networks
3. Communicating Research Success to Enhance Impact
4. Improving Competitiveness through Development and Support of Research Areas of Strength, and those Identified as Priorities
5. Enhancing Library Research Support Services



Canada's Pre-eminent Small University

In the ordinary university, students move from lecture theatre to massive hall. Scientists stay with scientists, educators with educators, philosophers with philosophers. Marketers share ideas with other marketers.

Concordia University of Edmonton was born to be different.

For almost one hundred years, our students came together through a shared belief, despite their varied interests and fascinations, their majors and minors. It created a unique culture, where we could learn and create with anyone. CUE is no longer a faith-based campus but it remains a gathering place — a place of spirit — no matter what drives us.

At CUE we apply what we learn, in and out of our formal programs of study, working together to solve problems on campus and beyond. We earn a broad education, intellectually and emotionally, even as we specialize. We live and work on a small campus, a river valley oasis, but Edmonton is our workshop.

CUE is a boutique university, small enough that every student is essential yet large enough for a global outlook. In and out of our classrooms and lecture halls, we translate what we learn into extraordinary hands-on experiences. We can sit in the back. But at CUE, someone will always invite us to the front.

If we're scientists, we can follow our curiosity into drama. A business student can graduate with a foundation in history, philosophy, and Indigenous knowledge. We can all learn new languages and traditions. We can test our ideas with people from every department and course of study, from around the world. We can try anything. We can change directions. We can be our best selves.

At CUE a centre for innovation blends science and business with the liberal arts and Indigenous studies. At CUE the president might sit down at our table in the Tegler Centre with coffee and ask us why we chose this school, how it could be even better. The close friends we meet at CUE, the friends we remain with our entire lives, could be from five different faculties and five countries.

We're constantly seeking the right balance between teaching and research, between specialization and adventurousness. But our ultimate goal has not changed since 1921: to be more than students and professors, to create a community of active citizens, of good and honourable people.



Strategic Priority 1: Strengthening Resources and Supports for Research and Research Services

Concordia University of Edmonton recognizes the importance of investment in research and research administration. In recent years, CUE has hired a full-time Research Officer to manage the Office of Research Services (ORS), allowing more targeted support and guidance to members of our research community, and the establishment of clear, well-structured programs. In 2019, we opened the Allan Wachowich Centre for Science, Research and Innovation (AWC), CUE's first dedicated research building, to ensure collaborative networks of scholars are able to work alongside one another in world-class laboratories and other spaces that encourage innovative discovery. We also, in 2018-19, doubled the Internal Grants envelope to accommodate our evolving research culture and the resultant funding demand. CUE has already demonstrated its commitment to establishing the necessary infrastructure to support funded research, such as dedicated research facilities, sound processes and policies, technology, and other resources.

CUE regularly supports our faculty members through the provision of an annual Professional Development (PD)

allocation, internal grants, teaching release for research purposes, and sabbaticals. Through existing mechanisms such as our teaching release for research purposes (which under Collective Agreement article 8.9.11 allocates as much as 108 hours of release) as well as additional release available to those holding major external grants, we strive to ensure those with active research programs have appropriate teaching loads. Applications can be made for one semester, a full year, or even two years, in order to provide researchers with predictable support as needed for lengthier projects. We also have the chance annually to recognize a peer-nominated distinguished researcher.

While providing internal resources for research remains a priority, CUE must look to ways of maintaining sustainability as our research programs evolve and grow in size and complexity. During the course of this SRP, we will promote and encourage faculty members to use internal funds to prepare and participate in competitive external funding opportunities.

We will also further develop research administration infrastructure to support

sponsored funding and expanded internal programs. Researchers can rely on the Office of Research Services to help them connect as well with external collaborators to better facilitate faculty mobility. Of particular interest for CUE is meeting the needs of emerging scholars, who will be the driving force for our research in the future.

CUE will continue to nurture the development of a strong research culture that allows us to improve research funding successes in national grant competitions such as Tri-Council and the Canada Research Chair program. Increased success in grant competitions is already paying off in the form of a more substantial Research Support Fund award for the institution, additional funds to support students, and eligibility for further granting opportunities for faculty.

All of the above enhances CUE's ability to recruit and retain researchers and help them grow. Encouraging faculty and students to continue sharing ideas about how we can fine-tune priorities and improve support will allow us to ensure institutional growth is collaborative rather than top-down.



Our Allan Wachowich Centre for Science, Research and Innovation (named after CUE's first Chancellor) is a 30,000 ft², \$16.37 million facility that had its grand opening in May 2019. The AWC is home to several centres, including the BMO Centre for Innovation & Applied Research (BMO-CIAR) and the Indigenous Knowledge and Research Centre (IKRC). Cultural diversity is a key strength at CUE and both our Office of Extension and Culture and our Centre for Chinese Studies work diligently to strengthen relationships and research connections here and abroad. And coming soon is a new state-of-the-art psychological research centre.

CUE's internal grant program includes:

For Faculty Members

Seed Grants, for project research (maximum combined value with Impact Grants, \$5,000 per year);

Impact Grants, for dissemination of research findings (maximum combined value with Seed Grants, \$5,000 per year);

CUE-NSE Grants, for research in Natural Sciences and Engineering to support the development of applications for NSERC Discovery and Alliance Grant programs (maximum \$4,000 per year; combined maximum of \$5,000 with Seed and Impact Grants applies);

SSHRC Institutional Grants— Explore Grants, for pilot projects aimed at becoming the foundation of upcoming SSHRC Insight or Insight Development Grant applications (up to \$4,000 per year);

SSHRC Institutional Grants— Exchange Grants, for dissemination of findings within the subject matter of SSHRC (up to \$1,500 per year);

Small Research Needs Grant, for unexpected minor expenses (up to \$250).

For Students

Student Research Grants, for project research or dissemination activities (maximum of \$1,500 for undergraduate students, and \$2,000 for graduate students).

Student Research Opportunities

Students are an integral part of our research community. At CUE, there exists an opportunity to strengthen existing supports and opportunities for research at both the undergraduate and graduate levels, including industry internships and mentorship opportunities. We are committed to providing students with more opportunities to publish and disseminate research, and will encourage initiatives such as a student-led journal. CUE provides merit-based student awards to fund research project and dissemination activities, with a minimum of one competition per year. Over the next five years, all Faculties will articulate strategies to integrate student research training into coursework and academic programs.

As CUE's graduate program offerings continue to expand (e.g. a new Masters in Education was launched in 2018, and our first doctoral program is anticipated in the early years of this SRP), we will bolster processes for graduate student research topic selection, the securing of faculty supervisors, and the development of faculty-supervised research programs. CUE is also committed to encouraging greater faculty involvement in undergraduate

student research training, with research assistantship opportunities (whether funded externally or internally) already available across all Faculties.

Internal Research Awards

Internal Research Grants— Seed and Impact

In 2018, CUE's internal research grants for continuing faculty members evolved into a two-stream program that encompasses our view of organized research: Seed awards fund research projects, while Impact awards promote knowledge mobilization through participation in events, including local and international conferences, or the hosting of workshops and colloquia. We have demonstrated our commitment to research by increasing funding for these grants, diversifying their scope, and both streamlining and increasing the transparency of the adjudication process.

Research Forum

Launched in 2015, this annual event showcases research by students, faculty, and other members of our research community through a display of cross-disciplinary posters and presentations. A poster competition was incorporated in 2019. First-, second- and third-place

winners at both the graduate and undergraduate levels received a certificate and a monetary prize, stimulating interest as well as offering direct support for student research.

CUE-NSE Grants

In order to bolster a burgeoning research culture in Natural Sciences and Engineering (NSE) at CUE (and to parallel existing support for the Social Sciences and Humanities through the SSHRC Institutional Grant described below), in May 2020 we launched the CUE-NSE grants to support and encourage researchers in developing applications for the Natural Sciences and Engineering Research Council (NSERC) Discovery Grants (DG) and Alliance Grants. Up to 2 awards of a maximum \$4000 per award will be made available at the end of the Winter term each year on a competitive basis, as adjudicated by CUE's Research and Faculty Development Committee. Success in this competition will entail an expectation that the grantee submits an application at the conclusion of the NSE award. CUE-NSE grants are internal research grants funded by CUE.

External Research Grants

SSHRC Institutional Grants (SIG)— Explore and Exchange

CUE's successful application for an Institutional Grant from the Social Sciences and Humanities Research Council (SSHRC) provides us with \$15,000 annually over three years (2018-2021) to promote research in relevant disciplines. These grants are divided into two internally adjudicated streams: Explore for research projects, and Exchange for dissemination activities. SIG funds are intended to help Canadian postsecondary institutions strengthen research excellence in the social sciences and humanities, and support eligible faculty members in preparing and submitting SSHRC applications. CUE will pursue further SIG funding, to ensure sustainability of this program.

SSHRC Insight, Insight Development and Connection Grants

CUE has existing strengths in the Social Sciences and Humanities, reflected in our emerging success under the Insight Grant (IG) and Insight Development Grant (IDG) streams. The expansion of such research will be fostered through the SIG as described above, to promote

the undertaking of projects and research activities that will significantly increase our submission of IG and IDG applications over the life of this SRP and beyond. CUE in 2019 obtained its first SSHRC Insight and its first SSHRC Connection Grants in 2019.

NSERC Discovery and Alliance Grants

CUE aims to achieve a similar level of funding success through NSERC, to better reflect the existing strong lines of investigation in our Faculties of Science and Management. The newly created CUE-NSE support grants described above, to help faculty members in relevant disciplines establish sustainable research programs, through planning, defining and generating the necessary data to submit successful NSERC DG applications.

CIHR Project Grants

Although currently ineligible for the highly competitive CIHR funding, CUE is pursuing opportunities to develop applied research in the Health Sciences. One project made possible through CUE's new Centre for Applied Artificial Intelligence (CCA²I) is the creation of technology to enhance Computed Tomography (CT) Scan images. As CUE builds its reputation in this field, we will also promote the creation and growth of effective networks with other

institutions and partners, to help our faculty collaborate on successful CIHR applications.

Infrastructure

A smaller institution, CUE is nonetheless committed to providing world-class facilities that allow our faculty to excel and achieve their research ambitions. Further, our boutique atmosphere (including small classes and direct access to a range of labs and equipment) means individualized, hands-on experiences for students, positioning them well for careers or further study.

Through the life of this SRP, we will continue to develop infrastructure such as labs, research equipment, research tools and instruments. CUE will make effective use of our existing facilities, developing a comprehensive space use plan for the AWC, increasing the presence of active researchers and industry partners, as well as postdoctoral fellows and students.

CUE underscores the value of providing appropriate training and support, which includes collaborating with other institutions to optimize access to tools and resources. Through the support of the Office of Research Services, a range of

workshops, webinars and guest speakers enhance our research community.

CUE Grant-Writing Assistance Centre

A key yet frequently neglected part of any application for funding is the engaging use of language and storytelling; without effective communication, many otherwise strong grants are not successful. To better assist faculty preparing to apply for Tri-Council awards, we will create the CUE Grant-Writing Assistance Centre, to provide guidance and reviewer feedback.

Recent Success Stories



Ha Tran, Assistant Professor, CUE's first NSERC Discovery Grant



Zdravko Marjanovic, Associate Professor, CUE's first SSHRC Insight Grant



Ramses Ilarraza, Colin Neufeldt, Dan Mirau, CUE's first SSHRC Connection Grant

Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
<p>Provide quality research support services</p>	<ul style="list-style-type: none"> • Provide increased institutional support for grant writing and research administration • Create a university-wide, robust system of grant facilitation and management distributed through the Faculties • Strengthen the services provided by the ORS across all of CUE's Faculties 	<ul style="list-style-type: none"> • Increase in capacity, staffing and services provided by the ORS, including the use of technological tools that improve transparent management of grants during their life cycle • Creation of PAGE (Program to Assist Grant Endeavours), where CUE faculty will provide resources, including one-on-one assistance, to improve funding competition success rates
<p>Increase internal and external research funding</p>	<ul style="list-style-type: none"> • Create awards related to the integration of research and educational programs consistent with CUE's learning outcomes • Establish the CUE Grant-Writing Assistance Centre, drawing from internal skills and resources, to improve application success rates • Promote the submission of applications for external funding to conventional and non-conventional sources • Work with faculty regarding research needs (funding, facilities, programs, etc.) to inform the evolution of CUE's internal research grant program to determine the future of current and new funding streams 	<ul style="list-style-type: none"> • Increase in overall research funding envelope over 2019-24 by 50% • Increase in the number of successful SSHRC and NSERC applications by 50% • Increase in the total amount of external funding received • Implementation of a minimum of three additional merit-based research awards • Increase in the ratio of funding for early-career (ECR) to established researchers (ER), so that at least 30% of the funding goes towards ECR
<p>Attract and retain high-caliber researchers</p>	<ul style="list-style-type: none"> • Raise the level of awareness of CUE as a leader in niche research 	<ul style="list-style-type: none"> • Number of dissemination activities at the national and international level • Recognition of CUE research in mainstream media • Obtain and retain a Tier 2 Canada Research Chair award

Goals	Strategic Actions	Success Measures
<p>Promote a culture of collaborative research</p> <hr/>	<ul style="list-style-type: none"> • Develop cultural protocols and best practices for initiating, continuing and expanding research partnerships in collaboration with other units (e.g. BMO-CIAR and IKRC) • Participate in partnership-based competitive funding opportunities (NSERC Alliance, Mitacs) 	<ul style="list-style-type: none"> • Increase in research dissemination outputs (publications, conference presentations, etc.) • Development of an internal interdisciplinary funding program • Operationalization of the BMO-CIAR Incubator Lab, and agreements with users and partners under a fee-per-service or in-kind scheme • Expansion and furnishing of the BMO-CIAR facilities, and work towards a Canada Foundation for Innovation (CFI)-funded core facility • Overall increase in number of submissions of grant applications, MOUs, service contracts, collaborative agreements, and international partnerships with partners, collaborators, knowledge users, other institutions, and Government
<p>Enhance student research opportunities</p>	<ul style="list-style-type: none"> • Increase resources to attract top-quality Canadian and international undergraduate and graduate students with funding and to develop scholar exchanges • Work towards increasing scholarship support for eligible undergraduate and graduate students • Expand opportunities for student engagement in research and enhance the research components of our educational programs. 	<ul style="list-style-type: none"> • Funding obtained for Masters and future Doctoral students, equivalent to that offered by Tri-Council studentships • Increase in number of student projects receiving awards at conferences and presentations

A photograph of a university campus. In the foreground is a large, well-maintained green lawn. In the middle ground, there are several flagpoles with flags flying, including the American flag and a blue flag with a white infinity symbol. To the left is a modern building with large glass windows and a grey facade. To the right is a traditional brick building with many windows. The sky is bright blue with a few wispy clouds.

SRP Strategic Priority 1 aligns specifically with the following Academic Plan themes:

Our Past, Our Present, Our Future
An Ethic of Comprehensive Inclusion
A Boutique Experience

Strategic Priority 2: Increasing Research Partnerships, Collaborations, and Networks

As CUE's research profile, capacity and areas of expertise evolve, working collaboratively takes on increasing importance. Despite limited facilities and only a small number of colleagues internally, CUE has established excellent connections regionally, nationally and internationally. These expanding networks help us punch above our weight, bringing new energy to faculty research projects and opening doors for our students.

Successful partnerships require clear communication, especially around scope of responsibility, in addition to an ongoing "curating" of relationships. Attention must be paid to developing and nurturing mutual benefit, based on best practice. At CUE, we benefit from being located in Edmonton, alongside other post-secondary institutions with overlapping research expertise and centres with which we can readily collaborate. Established institutional relationships across Canada and globally (especially in our focus regions of Brazil, China and Western Europe) translate into exciting research opportunities, while additional potential partners continue to be identified.

There is also scope for building meaningful partnerships with local, especially Indigenous, communities across Alberta. CUE now enjoys a strong relationship with Cold Lake First Nations, for example, with fascinating collaborations involving disciplines as diverse as Environmental Science and Machine Learning. Our university's Indigenous Knowledge and Research Centre (IKRC), which benefits from the wisdom and teachings of an Elders' Council, is a natural first port of call in terms of exploring such opportunities.

Now that our Bank of Montreal Centre for Innovation and Applied Research (BMO-CIAR) has a new home and direction, the next five years will allow us to prioritize the enhancing of supports for applied research, commercialization, technology transfer, and connections with industry. Internal processes and policies related to commercialization and applied research such as contracts, intellectual property, and licensing need to be defined and/or streamlined. CUE is in a strong position to promote entrepreneurship opportunities and foster interdisciplinary innovation, as we explore ways to provide seed funding for start-up projects by both faculty and students.

The **BMO-Centre of Innovation and Applied Research (BMO-CIAR)** is our resource for faculty and staff to apply their research to industry-driven areas of focus. Through this Centre, CUE works with business, community and government to develop solutions that will meet the broad range of stakeholder needs.



Over the course of this SRP, CUE prioritizes the promotion of research clusters and interdisciplinary research, enhancing support and funding for activities such as visiting scholars, guest speakers, and a range of scholarly events. We will expand opportunities to host visiting researchers and collaborators, with a view to improving their integration into the campus research culture.

At CUE, we value our relationships with other institutions, including U15 and smaller universities. CUE is an active member of the Alliance of Canadian Comprehensive Research Universities (ACCRU), and seeks to strengthen our ties to pursue our research goals, whether they involve participating in joint applications for competitive funding, or the collaborative generation of knowledge from non-competitive research.

Visiting researchers

CUE is continuously bolstering its international presence, acknowledging the power of collaborative research. As an example of such partnerships, in 2018-19, we hosted a Postdoctoral Fellow in our AWC.

CUE is proud to welcome other international guests to our university, for research stays typically ranging from 2 weeks to 3 months, hosted by a CUE Faculty member. During their stay, Visiting Research Professors are encouraged to develop networks with CUE, and to provide presentations related to their area of expertise, for the benefit of our community. Information on this program can be found here: concordia.ab.ca/research/research-resources/faculty-research/internal-research-grants/visiting-research-professorship

At this exciting point in CUE's evolution, we are actively seeking to expand these and other international collaborations.

NSERC Alliance Grants

In May 2019, NSERC established the two-pronged Alliance Grants, based on funding ceiling and contribution matching. CUE will seek to develop Research Clusters in the NSE and, in collaboration with our BMO-CIAR, establish strong partnerships allowing us to compete for funding under this program.

Mitacs Internships

CUE is always looking to expand funding sources, beyond Tri-Agency grants. In May 2019, we obtained funding from Mitacs Accelerate, allowing the recruitment of four interns within two years who work on cutting-edge investigations in Data Security and Privacy Assurance.

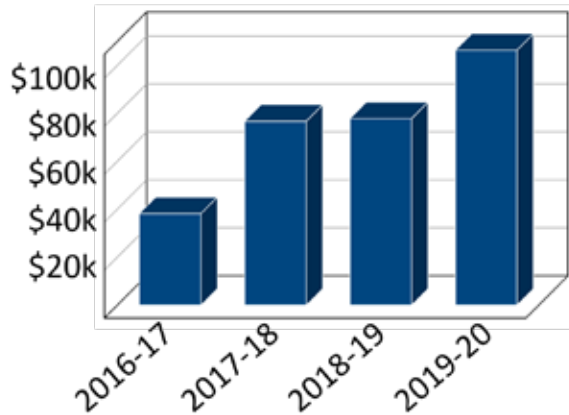
Networks

As a member of ACCRU, CUE participates in a thriving network of small and medium-sized post-secondary institutions across Canada, advocating for supports and other measures to ensure faculty and student research success.

CUE continues to grow its research network by expanding the number of our International Partnerships, which currently includes over 80 institutions in 25 countries.

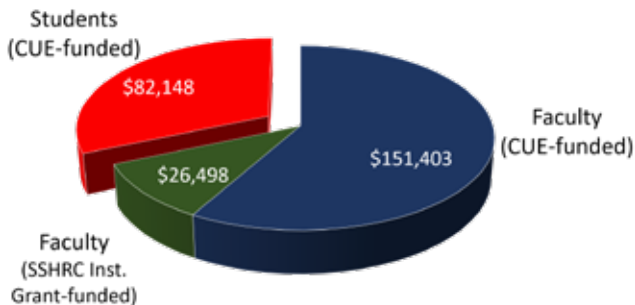
CUE Research Facts & Figures

Tri-Agency Funding per Fiscal Year

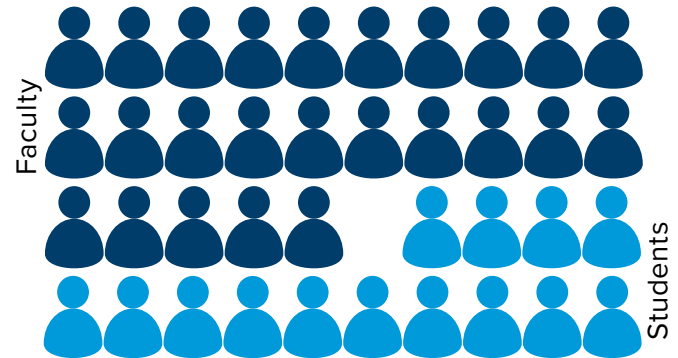


1st time CUE is expected to breach the \$100k/Year in Tri-Agency funding (2019-2020 fiscal year)

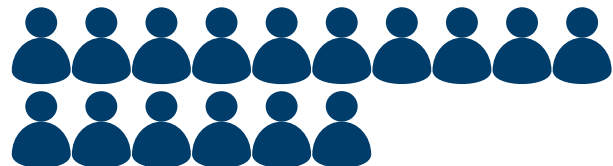
Internal Research Grant awards 2017 - Feb 2020 (\$260K+)



Awards in 2019: Internal Funds



Awards in 2019: External Funds SSHRC Explore and Exchange



Recipients of [Gerald S. Krispin award](#):

2014 - Elizabeth Smythe

2015 - Steven Muir

2016 - Tim Loreman

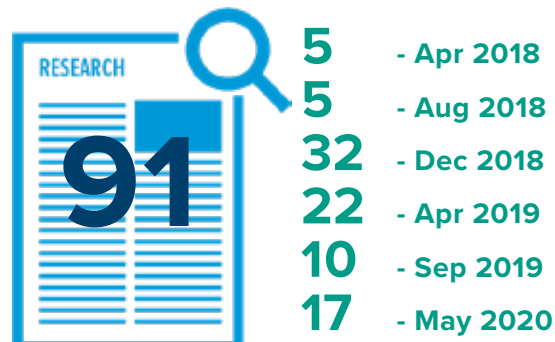
2018 - Tim Labron

2019 - Brent Bradford

2020 - Travis Dumsday



Research & Scholarly Publications



The BMO-CIAR has been involved in more than **70** projects and initiatives, resulting in over **\$12 million** in faculty-led grant submissions, BMO-CIAR/CUE initiatives, and industry-applied research opportunities and projects. BMO-CIAR also assisted CUE faculty in securing **\$185,500** in funding from public sources.

International Partnerships





International Partnerships

CUE enjoys an outstanding relationship with Brazil. In 2019, a CUE mission to our partner universities took place, with four objectives: to thank and recognize these partners for their active engagement; to connect with alumni as a means of promoting continued links with CUE; to introduce our BMO-CIAR to techno-park representatives and explore possibilities for collaboration; and to obtain insights about the functional model for techno-parks (especially for smaller universities) with a view to identifying a model for CUE. This mission provided a unique opportunity to strengthen our relationship with Brazilian partners, particularly in the region of Rio Grande do Sul. Additionally, this mission laid the groundwork for the identification of collaborative research projects in such areas as public health, health management and artificial intelligence, for the furthering of international academic exchange programs, and for international business acceleration.

Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
Train the new generation of researchers through research partnerships	<ul style="list-style-type: none">• Develop and implement policies and guidelines for research-focused internship programs• Foster collaborative approaches to designing, conducting and implementing research and educational programs with partners• Build partnerships to expand relevant research-focused internships	<ul style="list-style-type: none">• Policies and guidelines developed and implemented.• Post-internship student and partner feedback surveys
Make a difference through CUE research partnerships	<ul style="list-style-type: none">• Foster greater collaboration between CUE researchers and companies affiliated with the BMO-CIAR, collaborating directly with CUE, and through research partnerships• Identify supports for national and international research partnerships• Work with strategic partners to create opportunities for economic and social development that improve the well-being of citizens	<ul style="list-style-type: none">• Year over year number of new research partnerships launched through the BMO-CIAR• Number of outputs produced by CUE's research partnerships
Increase the benefits of international collaborations	<ul style="list-style-type: none">• International Collaborator network development, with increased traffic of external visitors to CUE• Dissemination activities organized by CUE, including workshops, conferences and other events engaging partners and other external collaborators	<ul style="list-style-type: none">• Visits by CUE researchers to external collaborating institutions, in Canada and abroad• Consistent increases in international student engagement in CUE research activities• Applications submitted as collaborative work, and generation of MOUs related to research activities



SRP Strategic Priority 2 aligns specifically with the following Academic Plan themes:

Treaty 6, Edmonton, and the World
A Boutique Experience

Strategic Priority 3: Communicating Research Success to Enhance Impact

No matter how important the research, real impact requires effective communication. Together with Marketing, the Office of Research Services helps our research-active faculty and students promote their work and celebrate their successes. The Office of Research Services also independently captures and draws attention to research outputs such as faculty publications and creative performances every semester.

A clear institutional strategy to communicate to audiences both internally and externally will be developed within the initial two years of this SRP. This will include specific and measurable strategies to provide the CUE community with information on research developments,

promote expansion of research networks, and foster a culture of research recognition. It will also ensure that research successes are well-publicized externally, thus raising the profile of both CUE and the individual researchers.

Highlighting CUE's research profile on the national stage, and fostering a strong research culture institutionally, helps attract increased funding and develop new networks. We must also engage in dialogue beyond the campus community through local and national platforms, news stories, editorials, social media, and public engagement.



Increased opportunities for disseminating research internally will also be made available, whether through the existing Research Forum, research clusters and the various centres at CUE, or new initiatives. Increased activity such as guest speaker events across CUE will also give our faculty and staff the opportunity to be inspired by and liaise with external researchers.

During this SRP, we plan to create two major platforms for communication and discussion of research, and to grow our networks. The first is an Annual CUE Faculty Symposium—a venue for faculty members receiving internal and/or external funding to present the results of their investigations. And with a view to promoting the development of effective research networks, we will host the Student Research Café, a space where external speakers, colleagues and collaborators present informally and discuss various research topics with students.



Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
Increase the profile of CUE researchers	<ul style="list-style-type: none">• Create a targeted communications strategy to keep CUE stakeholders, community members, and media updated on CUE research• Work with CUE's Marketing and Communications Office to enhance and implement strategic communications about CUE's research excellence• Profile CUE research successes internally (e.g. Inside CUE, webpage, newsletter, e-signage) and externally (online presence, mass media, print)• Announce CUE publications quarterly	<ul style="list-style-type: none">• Research communications strategy developed by year 2 of the Strategic Research Plan 2019-2024• Phased implementation of Research communications strategy in years 3 to 5 of the SRP• Number of external media profiles regarding CUE research• Number of profiles of CUE research on internal university communications
Increase research dissemination and other Knowledge Mobilization activities	<ul style="list-style-type: none">• Support the organization of conferences, workshops, colloquia, and stakeholder meetings• Host annual CUE-Faculty Symposia for faculty members who have received internal or external research funding to present the results of their research investigations• Host regular Student Research Café events to enable external speakers, colleagues, and collaborators to present informally and discuss research topics, and engage in conversations with CUE students	<ul style="list-style-type: none">• Year-on-year increase in research dissemination events hosted by CUE• Year-on-year increase in research dissemination events co-organized by CUE• Year-on-year increase in participation in research dissemination events



SRP Strategic Priority 3 aligns specifically with the following Academic Plan themes:

Our Past, Our Present, Our Future
A Boutique Experience

Strategic Priority 4: Improving Competitiveness through Development and Support of Research Areas of Strength and those Identified as Priorities

CUE has identified research areas where we have the potential to become leaders and compete successfully with other universities in Canada. The inherent features of small universities could be considered as limiting or restraining research endeavours, but we see them as assets. While U15 universities do attract the lion's share of competitive funding, CUE is nimble and can adapt quickly, building promptly on our successes and changing course as research evolves.

One thing is clear: CUE now enjoys a strong research culture, no longer secondary to teaching. The connections between teaching and research do remain, and will see greater alignment during the next five years, allowing for an enriched educational environment. Our portfolio spans from basic, knowledge-generating investigations to incipient applied research.

Research requires planning and resources, but most importantly, people. CUE is committed to building our research program, based on the hard work and mentorship of our senior investigators, who are able to nurture the next generation. Researchers are not the product of a

decree or mandate, but instead arise from the systematic and strategic day-to-day effort of a community. We will foster the creation of a program where senior faculty members will mentor junior colleagues and develop effective inter-disciplinary research collaborations.

During the life of this SRP, CUE will re-evaluate what are today our areas of institutional research strength, in terms of critical mass, competitiveness, and investment focus. We will explore both formal and informal collaborative research network themes and identify areas of real expertise and promise. Our current rapid growth offers an unprecedented chance for renewal and refinement of our identity. And with the addition of new faculty hires over the course of the coming years (some offsetting recent retirements but many in response to the launch of new programs and increased enrollment campus-wide), we have a collaborative reinvigoration of existing work along with the injection of brand-new specializations.

Canada Research Chair (CRC)

The CRC program is a federal government effort to attract and retain the most accomplished and promising investigators, and CUE is proud of the fact that, under the previous SRP, CUE was able to appoint a CRC. Institutions receiving an annual average of \$100,000 in Tri-Council funding over three years are eligible to nominate CRC candidates and so, while currently ineligible, we are confident that our increased success in competitive opportunities will re-open this door in a more sustainable manner. As of January 2020, CUE's annual funding from the Tri-Council is, for the first time, expected to be over the \$100,000 per-year threshold for the 2019-2020 fiscal year, and CUE anticipates being able to maintain or increase this level in upcoming years. Continued growth will allow us to seek a Tier 2 CRC under either the Special Allocations program, or regular allocations when eligible.

Equity, Diversity and Inclusion

CUE agrees with the Tri-Agency commitment to Equity, Diversity and Inclusion (EDI). In recent years, we have achieved significant progress in

making CUE a more diverse and inclusive institution, and have embedded EDI principles into the core of this SRP. We will promote the inclusion of statements and EDI plans as key components in funding applications, internal and external.

Promoting the concept of research by and with Indigenous peoples, CUE is committed to developing cultural best practices and ethical guidelines for initiating and entering research collaborations. We encourage decolonization through recognizing how research teams function within existing power dynamics and ensuring respect for differences along with meaningful informed consent.

Integral to this SRP is recognition of Indigenous ways of knowing and learning, establishing a framework for research with Indigenous communities that will be based on respect and dignity, while providing training and education for non-Indigenous researchers. In collaboration with the



IKRC and Indigenous communities, we are developing a set of processes for respectfully engaging with Indigenous Knowledge Keepers, Elders, and community members. We are fostering a better understanding of ceremony, sacred space, and other important cultural aspects on both the personal and institutional levels.

CUE promotes community-engaged, community-led, relationship-centred research practices. Under this plan, we will foreground relationship building, ensuring that research responds to and is directed by communities rather than researcher agendas. CUE is committed to ensuring access to research data and the long-term sustainability of research projects, and will work towards ensuring Indigenous representation on our Research Ethics Board.

A core value at CUE for some years has been improved support for Indigenous students. Through the IKRC, our Elders' Council, and strategic faculty hiring, we provide mentorship opportunities alongside cultural programming, always connecting Indigenous research to teaching. Improved support for Indigenous scholars and researchers among both

Concordia Institutes and Centres

CUE has sought to nurture successful collaborative research by creating structures within which faculty lead research activities and promote their findings, in strong collaborations with the academic community and the public. Examples include the Centre for Chinese Studies, the Concordia Institute of Christian Studies and Society and, new in 2019, the Concordia Centre for Applied Artificial Intelligence, which facilitates the needs of business, government, and academia in developing and implementing artificial intelligence-based strategies for success.

our faculty and student populations is achieved through such healthy practices and appropriate resources.

CUE recognizes that we are new to Indigenous research. Accordingly, we take direction from Indigenous members of our academic community as well as communities in Treaty Six and beyond.



Research clusters at Concordia University of Edmonton are groups of researchers engaged in similar research areas, fields or themes that often cross disciplines and academic domains. They promote collaboration among faculty members and students in their scholarly work in known or emerging areas of common interest. <https://concordia.ab.ca/research/research-at-concordia/research-clusters>

CUE Research Clusters

- Focus on Women
- Information Systems Security & Assurance Management Research Cluster
- Interdisciplinary Research Cluster of Linguistics and Language Education
- Interdisciplinary Research Cluster on Child and Youth Development and Mental Health Research
- Interdisciplinary Research Cluster on Machine Learning & Artificial Intelligence
- Interdisciplinary Research Cluster on Wellness
- Interdisciplinary Research Group on Travel
- Theology and the Sciences

Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
Establish research areas of strength	<ul style="list-style-type: none">• Identify and explore research areas of strength• Create research clusters and institutes that respond to emerging opportunities• Promote collaborative and interdisciplinary research, and enhance networking capacity and infrastructure• Revitalize or phase out dormant and outdated research groups to align with research priorities• Prioritize resources and explore funding opportunities that align with our research clusters• Allocate infrastructure, expertise, and other resources to align with research priorities	<ul style="list-style-type: none">• Five research areas of strength identified• Increase in the number of research deliverables (e.g. presentations, peer-reviewed publications, etc.) produced by research clusters, centres, and institutes• Amount of space dedicated to research activity, including fee-for-service activities
Improve competitiveness through recruitment and training	<ul style="list-style-type: none">• Enhance financial packages and campus space allocations for graduate student use to support recruitment of highly qualified graduate students• Develop and implement a faculty mentorship program to build research leadership capacity	<ul style="list-style-type: none">• Number of graduate students receiving competitive funding• Number of submissions of collaborative applications for research funding by mentors and mentees as co-applicants and collaborators
Promote Indigenous leadership in research	<ul style="list-style-type: none">• Create and fill an internal research chair for Indigenous Research• Ensure Indigenous representation on the Research Ethics Board• Attract and support Indigenous undergraduate students and graduate students in research projects	<ul style="list-style-type: none">• A Research Chair held by an Indigenous representative• At least one Research Ethics Board position held by an Indigenous representative• Number of Indigenous students completing research projects

Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
<p>Support Indigenous research</p>	<ul style="list-style-type: none"> • Encourage and support awareness of Indigenous ways of knowing in research and in graduate and undergraduate programs • Encourage the publication and promotion of Indigenous language materials, as well as the research, traditional knowledge, poetry, and non-fiction stories of Indigenous scholars and authors 	<ul style="list-style-type: none"> • One or more events hosted annually to showcase Indigenous research and broaden awareness of Indigenous research methods
<p>Cultivate and expand research partnerships with Indigenous communities</p>	<ul style="list-style-type: none"> • Enhance research and collaborations involving First Nations University of Canada, University nuhelot'jine thajyots'j nistameyimākanak Blue Quills, Maskwacis Cultural College, Yellowhead Tribal College, and other potential Indigenous partners and communities • Support and expand community research initiatives facilitated by the IKRC • Engage Indigenous communities in research, and ensure the benefits of any outcomes are made available to them • Stimulate new research partnerships and funding opportunities (including with local industry and business partners) and build capacity with local First Nations, Métis and Inuit communities 	<ul style="list-style-type: none"> • Number of partnerships and collaborations with Indigenous partners and communities developed and maintained • Increased funding for research in Indigenous communities and/or by Indigenous researchers



SRP Strategic Priority 4 aligns specifically with the following Academic Plan themes:

Our Past, Our Present, Our Future
An Ethic of Comprehensive Inclusion
Treaty 6, Edmonton, and the World
A Boutique Experience

Strategic Priority 5: Enhancing Library Research Support Services


To achieve the aims of this plan, CUE Library's service mandate will expand and be resourced to develop and improve services to CUE researchers. A Scholarly Communications Librarian (SCL) has been hired to work closely with CUE's centres, institutes, clusters, researchers, ORS and administrators to identify local research support needs, develop responsive library support services, and promote and thread these supports into the institutional research cycle.

The SCL will advise and train undergraduate, graduate and faculty researchers on topics in scholarly communication, including the open access and research data management requirements of Canadian granting agencies. Through workshops, lectures, one-on-one consultations, and awareness campaigns, the Library will raise understanding of scholarly communication issues among CUE's research community.

The Library will also increase access to and awareness of local and consortia research collections, tools, and infrastructure. Locally owned or licensed content will be expanded with a view to disciplinary

format and media preferences. Open-access, demand-driven, and evidence-based acquisition strategies continue to be expanded through collaboration at the local, provincial, regional, and national levels.

With an expanded mandate, increased staffing and collections resourcing, and the direction provided by this SRP, the Library is better prepared than ever to ensure the success of CUE faculty and student researchers.

The background of the slide is a photograph of a library. It shows rows of white bookshelves filled with books. The books have various colored spines, including blue, red, and white. The lighting is bright, and the perspective is from a slightly elevated angle looking down the aisles. A large, semi-transparent teal rectangle is overlaid on the center of the image, containing white text.

At CUE, the Library is a dynamic hub of learning and research with collaborative learning spaces and support technologies; a centrally located service desk providing borrower, information and IT help services; and rich collections of physical and digital resources. Librarians, library technicians, student library assistants, and IT help assistants all support campus learning, teaching and research.

Our Library's collection includes over 650,000 items, including 65,000 physical items and nearly 585,000 e-books. In fulfilling its mission to provide user-friendly access and embrace new technologies, CUE's Library provides online access to nearly all of its journal subscriptions. The library licenses over 90 research databases and publisher journal packages as well as several non-journal digital resources. Through its membership in the NEOS Library Consortium, CUE's Library provides access to approximately 3 million unique titles and over 5 million physical items – the second largest research collection in Canada.

The Library supports institutional, program, and course-level learning outcomes, as they relate to information literacy. In order to create meaningful learning opportunities for students, library instruction is developed in partnership with course instructors and delivered via the methods most appropriate to the content and the context. Some examples include in-person classroom sessions, online tutorials, short instruction videos, and research guides.

Performance Measures and Success Indicators

Goals	Strategic Actions	Success Measures
<p>Expand library staffing capacity in order to provide research support services at key points in the research cycle and to promote these so they are widely known and valued by CUE researchers.</p>	<ul style="list-style-type: none">• Hire a Scholarly Communications Librarian (SCL) to develop research support services for CUE researchers.• SCL will write a report recommending research service supports needed, including environmental scan and stakeholder consultations.• SCL will write a policy defining the types and scopes of research support services provided to undergraduate students, graduate students, and faculty researchers.• The SCL will lead and co-organize activities with other campus research units to promote awareness of library support services and granting council policies.• SCL will collaborate with consortial partners to extend networked services and supports to local researchers.	<ul style="list-style-type: none">• Production by SCL of a report outlining research service supports required.• Based on report, SCL to develop a research support service policy.• CUE Library leads or co-organizes an increasing number of lectures or workshops on topics in scholarly communication.• Library staff members report an increasing level of participation in campus events and activities focused on research and issues in scholarly communication.• CUE Library implementation of our MOU with the University of Alberta and extension of other consortial support for Tri-Council open access and data management compliance to CUE researchers.
<p>Increase access to and awareness of local and external research collections, tools, and infrastructure.</p>	<ul style="list-style-type: none">• Expand locally owned or licensed collection holdings with a view to disciplinary format and media preferences as evidenced by the results of recent student and faculty surveys.• Increase access to and discoverability of resources available through open-access, demand-driven, and evidence-based acquisition models.• Promote awareness of locally owned or licensed research collections, and of external research collections available to CUE researchers, through an awareness campaign for faculty and graduate students.	<ul style="list-style-type: none">• Year over year increase in the number of titles available in CUE Library owned or licensed collections, as reported by program areas and media/format.• Year over year increase in the number of open-access, demand-driven, and evidence-based titles discoverable through CUE Library discovery tools.• Year over year increase in the reported levels of faculty and graduate student awareness and satisfaction with research support services and collections, as measured by annual surveys.



SRP Strategic Priority 5 aligns specifically with the following Academic Plan themes:

Our Past, Our Present, Our Future
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7128 Ada Boulevard
Edmonton, Alberta, Canada
T: +1 780 479 8481 | TF: +1 866 479 5200
www.concordia.ab.ca
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