

STRATEGIC RESEARCH PLAN 2022-2024 BISHOP'S UNIVERSITY
--

Introduction

Research is naturally a fundamental part of Bishop University's institutional mandate as a University in the Quebec and Canadian post-secondary landscapes and beyond. Bishop's students and faculty researchers must continue to contribute to the generation of new knowledge, to mobilizing this knowledge to relevant community partners and users of the research and, in doing so, contribute to innovation and economic development of the region, province and country. Bishop's must continue to enhance its research activity and scholarly reputation in Canada.

Opportunities to participate and succeed in research and creative scholarship are critical to our ability to recruit and retain exceptional faculty and students, our ability to link excellence in teaching and research, as well as the quality of research experiences we offer to our students. Our integrated model of teaching and research, involving the direct training of undergraduate and graduate students by faculty researchers, is highly experiential, personalized, and effective in producing well-trained graduates who excel in the next stages of their research training or careers.

Like previous plans, this version of Bishop's University's Strategic Research Plan recognizes that there are many different approaches to research and research creation¹. Some researchers work alone; others work in collaborative teams with colleagues on campus and/or at other universities. Some research programs require performance, creation, and laboratory spaces and equipment; others require access to field locations near and far; all require access to information resources. Our strategic plan further recognizes that some research programs, especially those in the sciences, provide opportunities for integrating graduate students owing to the presence of research-based master's degree programs. Recent Senate approval of individualized research-based Master of Arts and Master of Sciences increases the options for researchers in the arts, humanities, social sciences, and in science programs who have not had access to graduate students on campus. Development of these new individualized graduate degrees, as a way of providing opportunities for faculty and as a way of testing potential new graduate degrees, will also be an objective of this version of the Strategic Research Plan. Regardless of the discipline, subject matter, and resource requirements and use, all activities are valued and contribute to our collective knowledge and development.

VISION, MISSION, VALUES of Bishop's University

The Vision, Mission and Values of Bishop's University serve as a backdrop for this Strategic Research Plan. In fact, it is clear that research, scholarship and creative activity are integral to the mission, vision and values of the University.

Vision

Our goal is to offer Canada's foremost undergraduate education.

We aspire to be the institution of choice for outstanding young people seeking academic excellence in a community that instills curiosity, confidence, courage and a sense of responsibility in its students.

Mission

¹ [Definitions of Terms \(sshrc-crsh.gc.ca\)](https://www.bishop.edu/crsh/sshrc-definitions-of-terms)

At the heart of the Bishop's experience is close interaction between professors and students, within the classroom and beyond, in scholarship, research and creative activity.

We engage our students in their own intellectual and social development by offering programs of study and extracurricular activities that foster curiosity and a life-long interest in and commitment to learning.

We encourage both breadth and depth in our students' academic programs, to equip them to explore and solve complex problems.

We provide a small number of niche research and professional graduate programs, and we recognize that interaction with graduate students can also enhance the undergraduate experience.

We are committed to maintaining our intimate size and residential nature in order to foster the social development of our students, encourage the creation of lasting friendships and engender a true sense of community.

We invite our students, who come from Quebec, elsewhere in Canada, and around the world, to practice the respectful and informed dialogue that sustains democracy, to exercise the rights and responsibilities of good citizenship and to realize their potential for leadership.

Values

Student-Centred

Bishop's highest priority is to support each of its students in achieving their full potential. As a small, residential, predominantly undergraduate, academically rigorous liberal arts institution supported by engaged alumni, Bishop's is able to provide its students the best possible student experience. Our academic excellence, cross-disciplinary learning environment, rich co-curricular and extracurricular offerings and outstanding student support services equip Bishop's to provide a rare and exceptional experience for its students.

Community-Focused

We are a diverse, vibrant, inclusive and collaborative intellectual community of people dedicated to excellence and sustainability. With students from every Canadian province and territory and more than 60 countries, the world meets on our campus. Our small size, attractive natural and built environment in a bilingual community in Quebec provide opportunities for a high degree of engagement and close relationships among faculty, students, staff, alumni and the local community. We adhere to the highest standards of moral and ethical conduct in all activities and relationships.

Excellence

We value outstanding teaching, research and creative expression, and the pursuit of excellence in all that we undertake. We aim to instill the aspiration and determination to excel in our students and in all other members of our community.

Sustainability

We value the natural beauty of our surroundings and the exceptional architectural quality of our built environment.

Bishop's University is located on the traditional territory of the Abenaki people, the original stewards of the land. We are committed to protecting our natural and built environment so that subsequent

generations of Bishop's students and the wider community of the Eastern Townships will be able to enjoy them.

We promote sustainability as an overarching principle for all our activities and strategic research priorities. Our holistic approach includes a concern for our environment, and a commitment to sustaining our institution through viable financial, cultural and social practices. We seek to integrate principles of sustainability into our academic programs and our individual and institutional activities.

Organization of the Strategic Research Plan for 2017-2022, and extension to 2024

This document expands the SRP presented in 2017 until 2024, which built on the five previous strategic plans for research at Bishop's University. The 2017-2022 plan set an overall vision statement and six key priority areas, associated goals and actions. In 2020, the Vice-Principal Academic and Research led an evaluation process of the SRP, supported by the Senate Research Committee and the Director of Research and Graduate Studies. Of main interest in this evaluation was to align the SRP with the [2019-2024 Bishop's University's Strategic Framework \(BUSF\)](#). The evaluation and subsequent consultations with key stakeholders in 2021 and in 2022 led to some important decisions with regards to the integration of research in the BUSF.

Bishop's University Strategic Framework

Bishop's University's Strategic Framework (BUSF), adopted in 2019, includes a number of priority areas that align with the research mission of the university. Notably, Priority 3 aims to *Enhance the quality, quantity, stature and reputation of research*. The specific goals within this priority aim to enhance infrastructure and space, increase institutional support for graduate students, and communicate our research mission effectively. The Strategic Research Plan 2022-24 prioritizes these issues, and supports goals within other priorities of the Strategic Framework.

Overall vision for this version of the Strategic Research Plan

Bishop's will continue to build and enhance an environment that supports peer-reviewed scholarly research and research creation in many different forms. Bishop's University is committed to excellence in research and creative practices, to the support of our researchers and students in the pursuit and dissemination of new knowledge and creative activity, and to the development of the next generation of researchers, creative artists, and leaders.

Undergraduate and graduate students will be meaningfully engaged in research of all kinds. The training of future researchers is a priority for all universities and all research funding agencies. Moreover, involving students in doing research, alone, with a Faculty mentor or with student colleagues, is a form of experiential learning, one key strategic goal of the University's and a priority of the Strategic Framework. The Strategic Research Plan aims to ensure that research and research creation can be part of every student's experience at our University and will be an integral part of the role of our Faculty members and librarians.

An important addition to the overall vision in this Strategic Research Plan is the clear commitment to the University's Equity, Diversity and Inclusion (EDI) mission and overarching guiding principle. Providing an equitable and unbiased space for research to grow and expand in a respectful way of the communities and territories in which our researchers work will guide the priority areas presented in this Strategic Research Plan.

As a Dimensions Charter endorser, Bishop's University recognizes that "equity, diversity and inclusion strengthen the research community, the quality, relevance and impact of research, and the opportunities

for the full pool of potential participants”². Most notably, the Charter aims to “engage in meaningful, respectful and continuous dialogue and collaboration with First Nations, Inuit and Métis Peoples”.

This 2022-24 version of the Strategic Research Plan includes seven Strategic Priority areas, along with associated goals and key objectives (tactics).

Strategic Priority I: Support the enhancement and development of key research priority areas in an agile manner to foster and prioritize interdisciplinary focus areas

Goal

That a large majority of funded researchers be associated with and active within a key interdisciplinary research priority area. This goal directly aligns with the Strategic Framework priority 3.1, *Create new academic space for faculty and student research activities for all disciplines which will promote collaboration and act as a hub for research and innovation at Bishop’s*. Although the Strategic Research Plan (SRP) 2017-2022 maintained the original four strategic areas (clusters) of research at Bishop’s University that were established in the early 2000s. During the 2017-2022 plan period, the cluster model was revised. While maintaining support for high performing priority areas from the previous cluster model, the revised approach allowed for additional research areas to emerge. To achieve this, the Senate Research Committee launched the Interdisciplinary Teams project competition in 2019-2020. The evolution of this model led to seven teams comprised of like-minded BU researchers and, in some instances, collaborators beyond Bishop’s. The resulting seven Interdisciplinary Teams replaced the previous cluster model presented in the SRP 2017-2022, and although some Teams were formed from the previous clusters, the interdisciplinary model helped to better reflect the high-impact innovative research being done at our institution. The following eight teams were approved for a three-year period. The Teams model will be reviewed in the next two-year period with the goal of recommending a way forward in the future.

- ***STellar Astrophysics and Relativity (STAR II) Interdisciplinary Group***
Recognized for consistent success and excellence, STAR II integrates researchers of the Department of Physics and Astronomy (Dr. Valerio Faraoni, Dr. Lorne Nelson, Dr. Jason Rowe, Dr. John Ruan, Dr. Fayçal Hammad, visiting scholar Dr. Kelsey Hoffman) alongside researchers from the Department of Mathematics (Dr. Trevor Jones, Dr. Brad Willms). Members of STAR II collaborate closely with internal and external collaborators, and benefit from the presence of postdoctoral fellows in the Department of Physics and Astronomy. Members, collaborators, and their graduate students combine their expertise to tackle some of the fundamental questions in both physics and astronomy. This Team includes two Canada Research Chairs: Dr. Jason Rowe, CRC in Exoplanet Astrophysics and Dr. John Ruan, CRC in Multi-Messenger Astrophysics, Dr. John Ruan. STAR II also plans to grow their collaborations, both locally and internationally.
- ***Indigeneity and Race Research Axis***
Building on the successes of the former Indigeneity axis of the Crossing Borders cluster, the Indigeneity and Race Research Axis (IRRA), is addressing questions relative to self-identification, recognition and/or marginalization of groups occupying, having occupied or willing to occupy a specific territory, to explore concepts of race and indigeneity. Composed of Dr. Mary Ellen Donnan (Sociology), Dr. Jean Manore (History), Dr. Dawn Wiseman (Education), Dr. Vicki Chartrand (Sociology), Dr. Linda Morra (English), Dr. Avril Aitken (Education) and Dr. Lisa Taylor (Education). As of February 2022, the IRRA includes a Canada Research Chair, Dr. Genner Llanes-Ortiz, whose work focuses on Digital

² https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions-Charter_Dimensions-Charte_eng.asp

Indigeneities. This Team's objectives align perfectly with Bishop's ongoing efforts relating to reconciliation with indigenous communities in Canada.

- **Plurilingual Pedagogies Team**

Dr. Sunny Man Chu Lau of the School of Education, together with Dr. Sarah Théberge and Caroline Dault of the Département d'études françaises et québécoises, in the Plurilingual Pedagogies Team, will explore the use of plurilingual strategies to facilitate Chinese transnational students' learning of French as an additional language. This Team aligns with the focus of Dr. Lau's new Canada Research Chair in Plurilingual Teaching and Learning. Members of this Team also have strong collaborations with the Université de Sherbrooke and the Cégep de Sherbrooke, through multiple multi-institutional projects, taking part in Bishop's goal of increasing research connections among its researchers and colleagues in other institutions.

- **Agro-Biodiversity Team**

Also building on multi-institutional research connections, Dr. Patrick Bergeron, Dr. Jade Savage and Dr. Michael Richardson of the Department of Biological Sciences, together with Dr. Darren Bardati of the Department of Environmental Studies and Geography, join forces with biology researchers Dr. Dany Garant and Dr. Denis Réale, respectively of the Université de Sherbrooke and Université du Québec à Montréal, to study how agricultural practices influence environmental quality by comparing bio-indicator species development between conventional/industrial and organic farms. The Agro-Biodiversity Team will be collaborating with Dr. Jérémie Petitclerc, retired research scientist at Agriculture and Agri-Food Canada, who is a board member of an organization preserving the health one of the lakes included in the Teams study area. This will be great staple of how community partnership can ensure knowledge transfer to the local community and engage partners in the continuation of the project.

- **Applied Radical Optimism for Climate Change Hope in Education (AppROCCHÉ) Team**

Climate change, education, and psychological health are the interdisciplinary concepts that Dr. Dawn Wiseman and Dr. Mitchell McLarnon-Silk, of the School of Education, together with Dr. Catherine Malboeuf-Hurtubise, of the Department of Psychology, aim to address. Educators engaging with students about climate change can influence their students' perceptions on the subject, for better or worst. AppROCCHÉ Team, a new area of research expertise at BU, will examine barriers, such as anxiety, grief and paralysis, to teaching and learning about/within the context of climate change and develop innovative means of supporting educators and young people in living out the experience of climate change with hope.

- **Heart-Rate Variability and Academic Performance Team**

A new highly multi-disciplinary team, the Heart-Rate Variability and Academic Performance Team is composed of Dr. Russell Butler (Computer Science), Dr. Rafael Tedesqui (Sports Studies), Dr. Adrianna Mendrek and Dr. Suzanne Hood (Psychology), and Dr. Estelle Chamoux (Biology). Their objectives are to determine how students' heart rate variability during lectures, exams, and as a function of circadian cycle and personality characteristics can predict their academic success. The research program proposed by this Team has exciting potential for interdisciplinary academic programming and potential practical implications for student success and retention.

- **Rescuing the Archive Team**

Moving towards a process of inclusive digital history, Dr. David Webster of the Department of History and Dr. Claire Grogan of the Department of English, with the help of Catherine Lavallée-Welch, University Librarian, will be working on digitization and archival creation in the Rescuing the Archive Team. The results will increase availability of digitized material on local and international histories, and enhanced understanding of best practices in digital archive creation. It is exciting for Bishop's to support an interdisciplinary research team as one way to contribute to the University's strategic objective to reimagine and revitalize the humanities.

- **Civic and Community Engagement in multigenerational contexts**

*This research group includes faculty from across three divisions, with expertise in arts, humanities, business, social sciences, and natural sciences. **Dr. Rebecca Harries** (Drama) has expertise in Forum Theatre (theatre of the oppressed) where audience members become “spect-actors” and use theatre and drama skills to create healing communities, as well as building resilience to survive oppressive systems. **Dr. Heather Lawford** (Psychology) is a Canada Research Chair in youth development with expertise in youth engagement and youth generativity. She is the academic co-director of the Students Commission of Canada, where she partners with youth and adult allies to create more equitable communities and offer opportunities to young people who are furthest from them. **Dr. Sarah-Myriam Martin-Brûlé** (Political Science and International Studies) is Deputy Director of the Réseau de recherche sur les opérations de paix. She works with Canadian and allied military experts to develop policies and best practices towards global peace. **Dr. Jessica Riddell** is the co-founder of the award winning Online Learning & Teaching Consultants (OLTC), just one example of where she partners with students in her research on Teaching and Learning in Higher Education institutions. **Dr. Jasmeen Sidhu** (Psychology/Neuroscience) has developed a mentorship program that identifies and eliminates barriers for students furthest from opportunity (some would say marginalized identities) exploring potential careers in STEM. And finally (alphabetically) **Dr. Michael Teed (William School of Business)** works with organizations to increase psychological safety in the workplace, and is an expert in leadership development. Notably, he partnered with the Mental Health Commission of Canada to develop national standards of mental health. This team addresses aims to find ways for academic activities to directly benefit our society on multiple levels by examining civic and community engagement across age groups, on local, national, and global levels, and with a priority and investment in equity and inclusion.*

Key objectives for 2024:

1. Conduct a formative assessment of the Interdisciplinary Team model in 2022; to improve on including non-traditional metrics for assessing the impact and innovation of the research and creative activities (in addition to traditional metrics);
2. Determine a method of supporting a continual yet agile model for identifying the University’s research priority areas. The model shall recognize sectors with critical mass as well as new and/or emerging priority areas;
3. Determine an appropriate support system for research creation;
4. Define and analyse the use of research space and infrastructure.

Key performance indicators for 2024:

- ✓ Analysis report of the Interdisciplinary teams is completed, incorporating traditional and non-traditional performance indicators;
- ✓ A model is defined for supporting established and emerging research areas that will include a large majority of active researchers;
- ✓ A new internal funding opportunity for research creation is established;
- ✓ An updated inventory of research and academic space and infrastructure is produced, with a critical analysis of areas that need improved conditions.

Strategic Priority 2: Increase the number of and supports for Research Chairs

Goal

That Bishop's University provides continual support for Canada Research Chairs and for other types of research chairs. This goal aligns with and expands on the BUSF priority 3, *Enhance the quality, quantity, stature and reputation of research*. Since the last iteration of the SRP, Bishop's has increased its CRC allocation from three to five. Continued focus in the areas of research excellence at our institution have led to the creation of the Jarislowsky Chair in Undergraduate Teaching excellence held by Dr. Jessica Riddell since May 2017 and the awarding of a Fonds de recherche du Québec – santé Junior 1 Research Scholar, Dr. Catherine Malboeuf-Hurtubise, in 2020.

Canada Research Chair Program

The Canada Research Chairs Program (CRPC) stands at the center of a national strategy to make Canada one of the world's top countries in research and development. All participating CRC institutions must set equity and diversity targets to address the under-representation of members of the four designated groups among their chair-holders. Currently, and based on the University's Tri-Council research funding results, Bishop's has been allotted five Tier 2 Canada Research Chairs.

In line with the objectives of the 2017-2022 Strategic Research Plan, major effort was made to organize the CRCP at Bishop's University. Management of the allocation of chairs is the responsibility of the Vice-Principal Academic and Research who makes the final decision(s) on allocations. The Vice-Principal Academic and Research invites submissions for new or replacement Chairs and consults widely before making decision(s). An advisory committee is created by the Vice-Principal Academic and Research in order to allocate a Chair position in a particular research area. The committee is composed of four academic Deans and the Director of Research and Graduate Studies. The following factors figure in the decision-making process: The nature and size of various academic departments, priorities for faculty renewal and replacement, strategic areas of emphasis for research (as articulated in the university's strategic plan for research), Bishop's equity targets with regards to the CRC program requirements. This information, along with information about the specific nature of each (new) allocation, guides final selection in terms of where to strategically deploy chair allocations.

The current CRCs at Bishop's:

- Dr. Heather Lawford, Tier 2 Canada Research Chair in Youth Development
- Dr. Jason Rowe, Tier 2 Canada Research Chair in Exoplanet Astrophysics
- Dr. John Ruan, Tier 2 Canada Research in Multi-Messenger Astrophysics
- Dr. Sunny Lau, Tier 2 Canada Research Chair in Plurilingual Integrated Teaching and Learning
- Dr. Genner Llanes-Ortiz, Tier 2 Canada Research Chair in Digital Indigeneity

Key objectives for 2024:

1. The Vice-Principal Academic and Research will develop a mentorship program for research chairs;
2. Research chairs will enhance and build on established and emerging priority areas in the SRP's Priority 1;
3. The Office of Research and Graduate Studies and the Vice-Principal Academic and Research will work with the Advancement Office to seek private donor funding for additional Research Chairs in priority areas.

Key performance indicators for 2024:

- ✓ Each Canada Research Chair or Research Chair funded by another source has a clear mentorship plan and support system in place, with defined research space and infrastructure, as required;
- ✓ Each established and emerging priority area includes a Canada Research Chair or a Research Chair funded by another source;
- ✓ A strategic endowment priority plan is created, and at least one additional privately-funded Research Chair is created.

Strategic priority area 3: Enhance supports for Faculty researchers and creators

Goal

That administrative supports and professional development for faculty and librarian researchers and creators are streamlined to facilitate research processes. This goal aligns with and expands on the BUSF priority 3.3, *Support our researchers in disseminating their research and creative and scholarly activities as part of a University-wide communications strategy*. Several systemic barriers for the success of researchers were identified during the consultation process in 2021-2022. Although many support systems are in place, a more streamlined process and greater communication of the available supports and tools were named as a priority. In addition to some new objectives, some outstanding objectives from the SRP 2017-2022 will be prioritized in the next two years. Notably, as per emerging Tri-Council requirements, Bishop's University must create and distribute a Data Management Policy for 2023.

Key objectives for 2024:

1. Expand on the Office of Research and Graduate Studies professional development program relating to researcher needs by identifying the needs that are not met;
2. Enhance faculty mentoring for research, including continued efforts to support early career researchers;
3. An analysis of the procedures with regards to human resource and financial management in research is performed and recommendations for improvement are identified;
4. Provide enhanced administrative and learning commons support for the institutional repository, open access and data management.
5. To better support research creators, the Senate Research Committee will create a separate competitive research creation fund, and will differentiate criteria for assessing research creation, travel and publication grant applications for research creators.

Key performance indicators for 2024:

- ✓ A needs assessment has been performed for faculty support in research and innovation;
- ✓ A research mentoring program for faculty is established;
- ✓ All new faculty receive an individualized onboarding module with the Office of Research and Graduate Studies to begin their research program;
- ✓ Two working groups are created to analyze and make recommendations for ways to facilitate administrative tasks in human resource management and financial management with regards to research.
- ✓ The creation and distribution of a Data Management Policy for 2023, with an accompanying toolkit;
- ✓ A separate internal competitive research creation fund has been established and SRC evaluation criteria for assessing grant applications for research creators have been tailored to the realities of these contexts.

Strategic priority area 4: Increase and diversify external research funding

Goal

Increase and diversify external funding, especially contracts with industry and government agencies, for research, innovation, and research creation by 5% by 2024 (in comparison to 2020 levels). Although we saw an increase in Tri-council funding from \$1,035,283.42 in 2017 to \$1,336,197.06 in 2022, we wish to not only continue this growth and diversify the sources of external funding but prioritize the representation of small comprehensive universities within an increasingly restrictive and regulation-heavy funding environment. This goal aligns with and expands on the Strategic Framework priority 3, but also priority 7, to *Ensure financial sustainability*.

Key objectives for 2024:

1. Attract increasing amounts of monetary support from granting programs, governments, communities, and foundations for all types of research, innovation and arts-based research creation activities;
2. Increase Bishop's involvement with advocacy initiatives focused on the needs of small, comprehensive universities at the provincial and federal levels;
3. Create a database system to document and promote the number and kind of research connections among Bishop's researchers and creators, and colleagues in other universities, including but not limited to the following:
 - Researchers obtaining adjunct status at other universities, especially research-intensive institutions, starting at l'Université de Sherbrooke, but moving well beyond;
 - Increasing the number of Bishop's researchers on Quebec-based research teams in order to apply for FRQ team research funds;
 - Increasing collaborative efforts with Maple League universities, including but not limited to common research projects among faculty and students;
 - Increasing the number of visiting researchers (international and domestic) to Bishop's and increase the number of Bishop's researchers who become visiting scholars at other universities;
 - Joint advocacy initiatives with our external partners to highlight and lobby for supporting research in small universities.

Key performance indicators for 2024:

- ✓ A 5% increase in funding for research and research creation, from all sources, including but not limited to contract research and agreements with private foundations (as compared to 2020 levels);
- ✓ A white paper naming the issues faced by small and comprehensive universities in an increasingly normative funding environment is presented, in collaboration with key partners, to provincial and federal government funding bodies;
- ✓ A functional and accessible database for recognizing research collaborations and partnerships has been established;
- ✓ A streamlined policy for visiting scholars, researchers and post-doctoral fellows has been established.

Strategic priority area 5: Increase and enhance research experiences and training for Bishop's students

Goal

Enhance the quality of available research and training opportunities for students.

As a key means to help develop students' 21st century skills and competencies, especially critical thinking, we aim to ensure that more students, undergraduate as well as graduate, are engaged directly in research activity during their time at Bishop's. The capacity for interdisciplinary research is grand at Bishop's University and embodies the liberal education model in our mission. This goal also aligns well with many strategies and tactics in the [Strategic Enrolment Management Plan](#), especially as a form of experiential learning that attracts and engages students. This goal naturally aligns with and expands on the BUSF priority 3, but also:

- Priority 2, to *Expand experiential learning*, as research is a form of experiential learning; and
- Priority 5, to *Enhance the strength, vibrancy, diversity and inclusivity of the Bishop's community*, as research programs attract a diverse pool of students internationally.

The consultations with the community in 2022 showed a great enthusiasm for the growing research mission of the university and the effect it has on the students' learning experiences. Notably, the increased integration of the graduate student population in the student experience (Student's representative council, Student clubs) as well as within the University governing structure (Graduate Studies Committee) seems to have brought greater awareness of the research mission to the community as a whole. The addition of the Graduate Entrance Scholarships in 2020 also increased support available for thesis-based students. The focus until 2024 will be to refine these efforts and evaluate need for improved access to research for undergraduates as well as the support for the graduate student experience at the University. Recent Senate approval of individualized research-based Master of Arts and Master of Sciences increase options for researchers in the arts, humanities, social sciences, and in some sciences who have not had access to graduate students on campus and will help pave the new for the creation of more sustainable graduate programs in key priority areas.

Key objectives for 2024:

1. Encourage the involvement of undergraduate and graduate in the research aspects of the collegial governance model;
2. The Office of Research and Graduate Studies, together with key internal stakeholders and the Student Representative Council, shall collaborate to formalize a transparent and equitable research employment advertising, recruiting and hiring process for student research assistants. Principles of EDI are particularly important in this objective;
3. The Senate Graduate Studies Committee shall collaborate with academic departments to develop 1-2 innovative research-based graduate programs that align with Faculty research expertise as well as student need and interest, with the goal of contributing to increasing graduate student enrollment ([see also Goal 3 in the SEM Plan](#));
4. The Office of Research and Graduate Studies will evaluate and assess the increased research opportunities for undergraduate and graduate students at Bishop's since 2017, including scholarships and bursaries available for student research and graduate studies;
5. The Office of Research and Graduate Studies and the Office of the Vice-Principal Academic and Research will work with the Advancement Office to refine the current internal financial supports available for researchers and creators, across all disciplines, for stipends to full-time research-based graduate students.

Key performance indicators for 2024:

- ✓ Via the Graduate Studies Coordinator and the Senate Graduate Studies Committee, the Office of Research and Graduate Studies will monitor and contribute to the Strategic enrollment management objectives named in the [SEM plan](#);
- ✓ Bishop's has developed a transparent and equitable research employment advertising, recruiting and hiring process for student research assistants. This process will respect established best EDI practices;
- ✓ 1-2 innovative research-based graduate programs have been established and they attract significant enrollment;
- ✓ There is an evaluation of the internal funding for full-time research-based graduate students that provides a sustainable and equitable financial offer for students and their supervisors;
- ✓ The Office of Research and Graduate Studies has a clear inventory of internal and external scholarships and bursaries available for undergraduate student research that includes an increased internal financial package;

Strategic priority area 6: Focus on the Promotion of the Research Mission and the Mobilization of Knowledge Created by Bishop's University Researchers**Goal**

The main goal remains to demonstrate to the internal Bishop's community as well as the outside world that the research done at Bishop's is not only relevant and useful, but creates long-lasting impact.

Many concrete actions and efforts were made since 2017 to increase the pride and presence of Bishop's University's research mission, both internally and externally. Namely, the internal communications with regards to research have been focused, centralized and communicated on a regular basis since at least 2020. Knowledge mobilization has been brought to the forefront by the creation of the Graduate Certificate in Knowledge Mobilization in 2020, and a membership to Research Impact Canada in 2020. However, a formalized plan was projected in the SRP 2017-2022 but was never developed. Such a plan would allow for the prioritization of greater outreach to our numerous stakeholders.

This goal naturally aligns with and expands on the BUSF priority 3.3, *Support our researchers in disseminating their research and creative and scholarly activities as part of a University-wide communications strategy*, but also contributes to BUSF priority 8, *Enhance our internal and external communications*.

Key objectives for 2024:

1. The Office of Research and Graduate Studies will work with key internal stakeholders (namely, the Senate Research Committee, the Senate Graduate Studies Committee, the Bishop's Communications Office, the Bishop's Advancement Office, research-intensive faculty members, students, etc.) to elaborate a strategy for knowledge mobilization and communication of research;
2. Perform an inventory of the activities led by the ORGS or by researchers that involve research communication and knowledge mobilization to understand where improvements can be made in the communication and celebration of the activities;
3. Increase the amount of funding for knowledge mobilization activities led by our researchers, including initiatives that are led by the institution (for example, SSRHC Connection grants, NSERC and FRQ initiatives focusing on communication and knowledge mobilization);
4. Work on a process to better recognize outstanding achievements in research through internal and external awards with the Senate Research Committee and the Graduate Studies Committee.

Key performance indicators for 2024:

- ✓ The Research Office has formalized an effective communication strategy, and plan for collaboration with the University's Communications department with a clear financial model that will sustain these efforts;
- ✓ A functional database is created to inventory efforts made by the institution and researchers with regards to knowledge mobilization activities, and external research-related communications;
- ✓ At least two external grants are awarded per year for initiatives related to research communication or knowledge mobilization;
- ✓ A process is established to regularly evaluate potential candidates for exceptional achievement and these candidates are presented for external opportunities, with at least 2 nominations led by the Senate Research Committee by 2024.

Outcomes and assessment

The University's Strategic Research Plans must be approved by the Senate and the Board of Governors. The extended Strategic Research Plan (2017-2024) will be assessed formally in 2024 as a way of laying the foundation for subsequent plans that align with the timing and priorities of the Bishop's University Strategic Framework. Included in the assessment process will be an analysis of the revenues and costs dedicated to research at Bishop's compared to Maple League universities. All stated objectives will be evaluated on an annual basis by the Vice-Principal Academic and Research. Since all components of the plan are integrated with the actions of the Senate Planning Committee and the Senate Research Committee, the functions of the Advancement and Research Offices, and the activities of various other committees (e.g. Graduate Studies, Experiential Learning) the Vice-Principal Academic and Research will be responsible for institutional coordination.

Approvals

Senate Research Committee on May 2, 2022

Approved by Senate on May 20, 2022

Approved by the Board of Governors on June 10, 2022