

BISHOP'S UNIVERSITY STRATEGIC RESEARCH PLAN 2024-28

Plan for Foundation Year 2024-25



MAY 2024

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Land Acknowledgment

Nestled between the Alsigtegw (Saint-François River) and surrounding farmland on ancestral Ndakina territory (Eastern Townships), of the W8banaki just outside of Kchi nikitawtegw (Sherbrooke), Quebec, is the land we are fortunate enough to be learning, working, playing, and growing together on. These lands in which Bishop's University is located on is the Traditional and Unceded territory of the Abenaki people.

INTRODUCTION

Research is fundamental to Bishop's University's mandate. Bishop's researchers contribute to discovery, innovation and the generation of new knowledge, which is effectively mobilized to relevant communities, partners and end users. By continuing to enhance Bishop's research activity and scholarly reputation, the University and its research community contribute to innovation and the economic development of the region, province, and country.

Opportunities to succeed in research and creative scholarship are critical to our ability to recruit and retain exceptional faculty and students. Not only are research excellence and effective teaching inherently linked but they allow us to offer frequent and quality research experiences to our students. Our integrated model of research and teaching is highly experiential, personalized, and effective in producing well-trained graduates who excel in the next stages of their career, graduate studies, or research training.

This Strategic Research Plan recognizes that there are many different approaches to research and creative activity. Some research is highly creative, some is incremental. Some researchers work alone, while others work in teams or in small collaborations on campus, in the field, with communities, and/or at other universities in Canada and worldwide. Some researchers pursue pure knowledge creation, while others apply themselves to addressing current and future challenges at the global, national, or local level. Some research programs require performance, laboratory space, and equipment; others require access to field locations near and far; all require access to information resources and administrative or technical support. This Strategic Research Plan further recognizes that certain research programs provide opportunities for graduate degree programs. Regardless of discipline, subject matter, or resource requirements and use, all research and creative activities are valued and contribute to our collective knowledge and development.

Vision, mission, and values of Bishop's University

The Vision, Mission and Values of Bishop's University serve as a backdrop for this Strategic Research Plan. 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

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-Centered

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 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.

Scope and Vision of the Strategic Research Plan

Scope of the Strategic Research Plan (2024-28) and the Foundation Year Plan (2024-25)

This document sets an overall vision for research at Bishop's University and identifies eleven Strategic Priorities, each with their own key actions for 2024-25 specifically and key performance indicators across 2024-28 as a whole. Many units of the University contribute to research and research promotion and dissemination in a variety of ways. This Strategic Research Plan aims to harness research potential, fully realizing the various units' contributions to research and the actualization of research synergies between Faculty, Librarians, graduate and undergraduate students, and the whole of the Bishop's community. The eleven Strategic Priorities are linked to maximize synergy and outcomes with resources.

This plan both continues the core elements of its predecessor and lays the groundwork for a new, long-term vision for research at Bishop's. It establishes the broad strategic priorities for the next four years (2024-28) and clarifies the work that will be done in particular during its foundation year (2024-25). While not all the key actions identified for 2025 will necessarily be completed by then, they make clear the immediate direction of work. This recognizes that during 2024 the University will be preparing and adopting a new Strategic Framework for the institution as a whole; our new research strategy must therefore retain the flexibility to align with that new institutional framework.

Vision for the Strategic Research Plan

Consistent with the values of Bishop's University (see "Excellence"), the promotion of research excellence is the core of the vision guiding this Strategic Research Plan. The very existence of Bishop's University in the current post-secondary landscape – from local to international – hinges on its innovation in research and creativity. By identifying research as an institutional priority, improving research support and communications, and breaking down barriers to participation, this Strategic Research Plan brings the whole Bishop's community (Faculty, Librarians, Staff, Administration) into this process.

Bishop's University will therefore continue to build and enhance an environment that supports peer-reviewed scholarly research and creative activity. In doing so, we will be committed (i) to achieving excellence in all our research and creative practices, (ii) to supporting all our researchers and students in the pursuit and dissemination of new knowledge and creative activity, and (iii) to developing the next generation of researchers, creative artists, and leaders, always in alignment with our university's mission to champion equity, diversity and inclusion.

Research excellence is defined for the Bishop's community according to established criteria in our respective academic communities and embraces the sustained output of high-quality outcomes in the forms appropriate to our respective disciplines. This includes but is not limited

to the accepted standards of publications, conference presentations, research seminars, and creative art exhibits, as well as seeking measurable impacts, knowledge dissemination and the sharing, supervision and examination of our students' work, both graduate and undergraduate.

More specific indicators of excellent research activity will include, but are not limited to:

- impactful research output as appropriate to the discipline
- external research funding
- research-based graduate programs
- invited contributions to conferences and workshops
- invited research seminars in other institutions by our Faculty, Postdoctoral Fellows, and graduate students
- bibliometrics and other tools to assess research in agreement with the San Francisco Declaration on Research Assessment (DORA)
- service on the selection panels of funding agencies grants' competitions and major prizes
- service on graduate examination committees of other institutions
- refereeing for high-quality journals
- service on the editorial boards of high-quality journals.

From the operational point of view this Strategic Research Plan aims to support all researchers within the Bishop's community. We will rationalize and optimize the use of the resources available or foreseeable for research, as well as leverage existing and emerging research towards new heights and research funding. In this regard, Bishop's already provides a range of support to all researchers, including access to professional development funds, support for conference travel, regular sabbatical leaves to support research, the ability to apply for course releases to support specific research projects, access to start-up funds for new faculty members, and guaranteed course releases for faculty who win significant grants from recognized funding agencies.

The training of future researchers is a priority for all universities and all research funding agencies. Undergraduate and graduate students will be meaningfully mentored and engaged in research of all kinds. Involving students in research, with a Faculty mentor or with student colleagues, is a form of experiential learning, one of the University's key strategic goals. We aim to ensure that research and creative scholarship are part of every student's experience at our University and are an integral role of our Faculty members, Librarians, and Staff.

This Strategic Research Plan continues the clear commitment of previous plans to promote the Equity, Diversity and Inclusion mission of the University as an overarching guiding principle. Providing a safe, equitable, inclusive, and unbiased space for research to grow and expand in a way respectful of the communities and territories in which our researchers work will guide the priorities 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”.¹ Most notably, the Charter aims to “engage in meaningful, respectful and continuous dialogue and collaboration with First Nations, Inuit and Métis Peoples”.

¹https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions-Charter_Dimensions-Charte_eng.asp

STRATEGIC PRIORITY 1: Support, enhance, and develop established Strategic Areas and emergent areas of research

Goal: To strengthen the University's research capacity and output by supporting and expanding established key strategic research areas that align with both current and emerging cultural, economic, political, scientific, societal, and technological trends.

Civic and Community Engagement in Multigenerational Contexts

Researchers in this group partner with community organizations and work within intergenerational partnerships to produce scholarship that advances community-identified research agendas. This research group includes faculty across disciplines, with expertise in arts, humanities, business, social sciences, and natural sciences. This research prioritizes questions and designs aimed at creating more equitable communities and offers opportunities to people who are furthest from them. Currently, this group includes a Canada Research Chair in Youth Development. This group integrates research with knowledge mobilization and engages in academic activities that 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.

Astrophysics

Members of the Astrophysics group have established internal and external collaborations and benefit from Postdoctoral Fellows in the Department of Physics & Astronomy. Members, collaborators, and their graduate students combine their expertise to tackle some of the fundamental questions in both physics and astronomy. Currently, this group includes two Canada Research Chairs in Exoplanetary Astrophysics and in Multi-Messenger Astrophysics, respectively. A key focus of this group is leading the development of next-generation telescope facilities, especially for exoplanet and gravitational wave science.

Indigeneity and Race Research

The Indigeneity and Race Research Axis addresses questions relative to self-identification, representation, 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 many members in the departments of Sociology, History, English, and the School of Education, this research group currently includes a Canada Research Chair in Digital Indigeneities. This Team's objectives align with Bishop's ongoing efforts relating to reconciliation with indigenous communities in Canada.

Integrated Plurilingual Teaching and Learning

This research program aims to advance theory and practice of critical plurilingual pedagogies in these aspects: 1) explore contextualized practices and conditions that support instructors' cross-

language and curricular efforts in developing integrated pedagogies that harness students' plurilingual, pluricultural and pluriliterate resources for complex, critical learning; 2) develop process- and learning-oriented assessment frameworks and methods that embrace dynamic language use and distributed expertise afforded by technologies in physical and virtual spaces; and 3) promote instructor training to foster global-local perspectives and intercultural reflexivity to meet the growingly connected, super-diverse classroom realities. Currently this group includes a Canada Research Chair in Plurilingual Integrated Teaching and Learning.

Key actions for 2024-2025:

1. The Office of Research & Graduate Studies will work with Information Technology Services to create or license a research database system to document in detail all publications, external research funding, and other research and creative outcomes by Bishop's University researchers. The information in the database will be available to interested internal stakeholders.
2. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, in collaboration with the Senate Research Committee and the Office of Research & Graduate Studies, will continually monitor the research output and the available research expertise at Bishop's University to review the performance of our existing strategic research areas and to identify emerging strengths that could be developed into new strategic research areas in the future.
3. The Associate Vice-Principal Research will analyse the use of research space and infrastructure and collaborate with the Senate Research Space Committee and the Office of Research & Graduate Studies to allocate it to support strategic research areas and to emerging areas of research strength.

Key performance indicators for 2024-28:

1. The University has implemented an effective model for recording the full range of research outputs, external funding and other research and creative activities. The information from this system serves as the sole official source of university data for all internal processes regarding research activity.
2. The Senate Research Space Committee maintains a comprehensive and up-to-date inventory of research space and infrastructure, which is used to support an annual analysis by the Associate Vice-Principal Research of current and future needs.

STRATEGIC PRIORITY 2: Recognize and value all excellent research at Bishop's University

Goal: That Bishop's University values all forms of productive research and creative activities, including all its active researchers working within or outside of the identified Strategic Areas.

Notwithstanding the choice of Strategic Areas, the promotion of research excellence, and the value and importance of external funding, are valued at Bishop's for all forms of productive research and creative activities. Research must be inclusive of all active researchers working in priority research areas, individually, in teams, with external or internal collaborators or funding. As a liberal arts university, Bishop's University is naturally suited for inter-disciplinary and multi-disciplinary research. Opportunities to develop and grow inter-disciplinary and multi-disciplinary research must be explored systematically, including in relation to graduate studies (see Strategic Priority 7).

Key actions for 2024-2025:

1. The Office of Research & Graduate Studies, in collaboration with the Associate Vice-Principal Research and the Senate Research Committee, will establish and conduct an annual census of all external funding, publications and other research and creative outputs by the Bishop's community. This census will be available to other interested units of the University, including Communications, the Alumni Relations & Philanthropy Office, Recruitment.
2. The Vice-Principal Academic & Research and the Academic Deans will review the annual reports of each academic department to identify and promote emerging and existing research (in alignment with Strategic Priority 8).
3. In consultation with the Academic Deans, academic departments will monitor new or emerging research areas in their disciplines in view of planning for emerging Strategic Areas at Bishop's, including for future Canada Research Chairs.
4. The Dean of the Williams School of Business, supported by the Vice Principal Academic and Research and the Associate Vice Principal Research, to continue to Cultivate a culture of impactful research across the business school to meet AACSB standards.

Key performance indicators for 2024-28:

1. Annual submission to Senate by the Associate Vice-Principal Research of a census of research activity by the Bishop's community.
2. Annual submission to Senate by the Associate Vice-Principal Research of a comparative analysis of the percentage of yearly internal funding (including Research & Creativity Grants, Publication Grants, Travel Grants, Startup Grants, course relief for research) allocated to researchers within and outside the Strategic Areas. Whenever possible, the

overall research output per internal funding dollar is analyzed and compared with that for external funding.

3. Evaluations of the potential impact on emerging research areas and Strategic Areas are included in all departmental submissions to the Senate Planning Committee for new full-time faculty positions.
4. Successful completion of the Initial Self-Evaluation Report (iSER) by 2027 with positive feedback on research impact.

STRATEGIC PRIORITY 3: 100% of the Bishop's University community supports research by 2028

Goal: 100% of Bishop's University Faculty, students, Librarians, Staff, and Administration support or facilitate research as needed and as appropriate to their responsibilities.

Research is an ecosystem and requires the support of the entire University community. Researchers work with both internal and external stakeholders including students, colleagues, research personnel, Postdoctoral Fellows, visitors, administrative and technical staff, Librarians, administrators, funding agencies, government, industry, the press, and many external bodies. Research enhances the experience of our undergraduate and graduate students and, often, our teaching. Excellent research and innovation constitute a primary goal of the mission of Bishop's University and are essential for every university.

Systemic and internal barriers can detract from the overall quality and potential of research. Best practices, functionality, streamlined processes, efficient workflow, and effective communication between the University's units are a priority for a healthy research ecosystem. Research will therefore be supported throughout the University in a comprehensive, holistic, and coordinated way to enable research and the University to flourish. The Bishop's community values research and creative activities as essential components of the University's life and mission and will include research support and facilitation, as appropriate to their role, in their normal activities. The valuing of research at Bishop's University will enable researchers to increase the time devoted to research and its dissemination, as well as research excellence. The vision of this goal consists of *shifting practices*, thus reinforcing the research culture.

Key actions for 2024-2025:

1. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, in collaboration with the Senate Research Committee and the Office of Research & Graduate Studies, will produce an initial analysis and set of draft proposals for specific measures that will help to streamline administrative procedures and communication between departments and offices, increase timely and efficient support to researchers (whether administrative, financial or technical), and reduce Human Resources processing times for research personnel including Research Assistants, Postdoctoral Fellows, and Visiting Scholars.

2. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, in collaboration with the Office of Research & Graduate Studies, will work with the Research Ethics Board to optimize its processes.
3. Academic Deans will ensure the inclusion of the consideration of the Strategic Research Plan in hiring competitions for new faculty, in alignment with their responsibility under the Statutes of the University for the supervision and administration of research activities within their respective units.
4. The Office of Research & Graduate Studies and the Senate Research Committee will develop a formal proposal for supporting the professional development of Bishop's researchers in regards to core research activity skills, such as the preparation of external grant applications; effective graduate supervision; the incorporation of EDI principles; impactful knowledge mobilization; copyright rules and procedures; peer review and refereeing, etc.
5. The Associate Vice-Principal Research and the Office of Research & Graduate Studies, in consultation with the Academic Deans, will develop and trial research mentoring programs appropriate to their respective disciplines, available to all interested researchers. The programs will include the collaboration of senior faculty members with track records of research excellence; service with recognized funding agencies; supervision of Postdoctoral Fellows, graduate/undergraduate students and other research personnel; and/or the management of research groups or centres.
6. The Office of Research and Graduate Studies launches and coordinates a 'brown bag' lunchtime series of presentations by Bishop's researchers regarding their current and future research projects.
7. The Bishop's University Library will continue to support all researchers through building its collections in a way that meets the research needs of both faculty and students.
8. The Bishop's University Library, in collaboration with the Office of Research & Graduate Studies and the Associate Vice-Principal Research, will maintain and further develop the University's Data Management Plan.
9. The Office of Research and Graduate Studies will maintain a full complement of staff, able to institute the University procedures and practices for research support, and to maintain all necessary databases and systems for University research activity.

Key performance indicators for 2024-28:

1. Administrative, logistical and technical support is provided promptly and efficiently to researchers by all units of the University (including the Office of Research & Graduate Studies, the Communication Office, Human Resources, Information Technology Services, and Buildings & Grounds). The time spent by researchers on administration and logistics is minimized, while needed training (with external grant application, communication plans, media training, graduate supervision, knowledge mobilization, etc.) is provided.
2. Existing software essential for research is supported by Information Technology Services for Bishop's researchers. The University seeks to procure additional software where feasible.

3. Academic Deans oversee the implementation of high-quality research as a critical criterion in the hiring of new Faculty; they discuss realistic research prospects at Bishop's with candidates during the hiring process.
4. Research mentoring programs are available for all academic areas of the University, coordinated by the Office of Research & Graduate Studies and the Associate Vice-Principal Research. These programs promote research and creative activities and the dissemination of research results and facilitate external funding applications. Volunteer service by Faculty members in mentorship programs is acknowledged and valued by the University.
5. Research features prominently in the agendas of departmental and Faculty meetings and support for research is recognized as part of the responsibilities of the Bishop's University's members where appropriate.
6. The Bishop's University Library enhances the management and curation of our institutional and data repositories and provides guidance in the management of research data, open access publishing, and other open science initiatives, such that researchers have a means by which they can archive and share the data they collect/produce, and disseminate the results of their research both locally and internationally.
7. The Vice Principal Academic & Research and the Associate Vice-Principal Research, in collaboration with Bishop's University Library, the Office of Research & Graduate Studies and the Senate Research Committee, ensures that the University maintains its compliance with all existing institutional requirements regarding research policies, and anticipates potential future actions (e.g., data management, open access, research evaluation indicators, funding agency reporting, etc.).
8. The Associate Vice-Principal Research and the Office of Research & Graduate Studies and the Associate Vice-Principal Research conduct surveys of the Bishop's research community in 2026 and 2028 in order to assess the implementation of the goals of Strategic Priority 3.

STRATEGIC PRIORITY 4: Increase the number of research chairs and their support

Goal: Bishop's University provides continual support for Canada Research Chairs and for other research chairs and increases their number.

Bishop's University currently hosts Canada Research Chairs and other research chairs. More non-CRC research chairs are needed to fully develop our research potential. The possibility of funding these other chairs through endowments will be explored with the Alumni Relations & Philanthropy Office. The Canada Research Chairs and the Canada Excellence Research Chairs are tools to attract or retain excellent researchers at Bishop's.

The University will support its research chairs by providing enhanced administrative staff time, timely external communication (e.g., press release) of impactful research findings, media training, fast and reliable support of research personnel and students by Human Resources and Information Technology Services, and other applicable measures to facilitate the University's chairs' research and its impact.

Canada Research Chairs (CRC) Program

The Canada Research Chairs Program stands at the centre of a national strategy to make Canada one of the world's leading countries in research and development. All participating 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. The current CRCs at Bishop's are:

- Tier 2 Canada Research Chair in Youth Development
- Tier 2 Canada Research Chair in Exoplanet Astrophysics
- Tier 2 Canada Research Chair in Multi-Messenger Astrophysics
- Tier 2 Canada Research Chair in Plurilingual Integrated Teaching and Learning
- Tier 2 Canada Research Chair in Digital Indigeneities

The effort to organize the CRC Program at Bishop's University made in previous Strategic Research Plans will be continued. Management of the allocation of chairs is the responsibility of the Vice-Principal Academic & Research who makes the final decision on allocations. The Vice-Principal Academic & Research invites submissions for new or replacement Chairs and consults widely before making decisions. An advisory committee is created by the Vice-Principal Academic & Research to allocate a Chair position in a particular research area. The advisory committee is composed of the Associate Vice-Principal Research, the Academic Deans, and the Director of the Office of Research & Graduate Studies. The following factors figure in the decision-making process: the importance and impact of the proposed research in the Canadian and international contexts; the university's strategic research areas (as articulated in this Strategic Research Plan); the nature and size of academic departments; priorities for faculty renewal and replacement;

and Bishop's equity targets with regards to the CRC program requirements. This information guides the selection in terms of where to strategically deploy chair allocations.

Originally, Bishop's University hosted only one Tier 1 CRC (equivalent to two Tier 2 CRCs). Currently, Bishop's hosts only Tier 2 CRCs with the intent of maximizing the number of CRCs present. However, at the end of their five-year mandate (renewable once), these CRCs cannot move into Tier 1 CRC positions, as is common in other universities. The value of hosting only Tier 2 (versus Tier 1) CRCs may be re-evaluated in the future.

Canada Excellence Research Chairs (CERC) Program

Bishop's University has been allotted one Canada Excellence Research Chair (CERC). The Vice-Principal Academic & Research, with the same advisory committee allocating the CRCs, will allocate the available CERC position and recruit, together with the relevant academic unit, so as to maximize the quality of research and the profile of the University, following best EDI practices, and using the criteria above developed for the CRCs' selection. Administrative and technical support will be provided to the incoming CERC.

Key actions for 2024-2025:

1. The Vice-Principal Academic & Research and the Associate Vice-Principal Research will assemble a task force to search for a new Canada Excellence Research Chair, with a proposal for a new CERC to be ready for submission in fall 2026.
2. The Associate Vice-Principal Research and the Office of Research & Graduate Studies will develop a proposal for a mentorship program specifically designed to support the University's research chairs.
3. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, supported by the Office of Research & Graduate Studies, will meet to review with the Alumni Relations & Philanthropy Office current or future possible avenues for private donor funding to support new research chairs, whether in the Strategic Areas or emergent areas.

Key performance indicators for 2024-28:

1. Bishop's University hosts its first Canada Excellence Research Chair.
2. The Vice-Principal Academic & Research and the Associate Vice-Principal Research maintain a plan for the next generation of CRCs at Bishop's University. This includes informed consideration of the strategic value to Bishop's of Tier 2 vs Tier 1 CRCs.
3. Each established and emerging priority area includes at least one CRC, CERC, or research chair funded by another source.
4. Each CRC CERC, or research chair funded by another source is associated with an existing or planned graduate study program (see Priority 7).
5. The University explicitly includes consideration of the funding of further research chairs within its endowment priority plan.

6. Each research chair has a clear mentorship plan and support system in place, with defined research space and infrastructure as required.

STRATEGIC PRIORITY 5: Increase and diversify external research funding

Goal: Increase external funding for research, innovation, and research creation by 15% by 2028 (in comparison with 2024 levels), including contracts with industry and the federal and Quebec governments.

Bishop's needs to expand its external funding to be competitive with small universities in Quebec. Diversifying external funding by seeking more government and industry contracts needs to be explored further. An important element of this goal involves the building of research networks and collaborations, including through hosting visiting scholars at Bishop's if and where funding is available and supporting Bishop's researchers to be visiting scholars at other universities. This also reinforces the visibility of research at Bishop's (see Strategic Priority 8).

Key actions for 2024-2025:

1. The Associate Vice-Principal Research to identify and make available specialized training to personnel of the Office of Research & Graduate Studies and the members of the Senate Research Committee that develops the university's capacity to win external research funding.
2. New research mentorship programs (see Strategic Priority 3) include a specific focus on how to obtain external funding.
3. The Office of Research & Graduate Studies will develop a mechanism for regular communication to Bishop's researchers of available grants, including information available on grant rules and deadlines and support available for applications.
4. The Office of Research & Graduate Studies will benchmark the success rate of Bishop's researchers in the grant competitions of the major funding agencies with those of small Canadian universities in the same evaluation groups and the same applicant category (both established and early career researcher). The Senate will consider and adopt updated university policies drafted by the Senate Research Committee regarding Adjunct Professors, Visiting Scholars and Postdoctoral Fellows.

Key performance indicators for 2024-28:

1. Bishop's researchers have attracted 15% more funding in comparison to 2024 from granting programs, contracts, governments, communities, and foundations for all types of research, innovation, and arts-based research activities.
2. A functional database tracking external funding obtained by Bishop's researchers has been established and is available to all stakeholders (see Strategic Priority 1) .
3. The number of visiting researchers (international and domestic) at Bishop's and the number of Bishop's researchers who become visiting scholars at other universities has increased. As a result of achieving these key objectives, the visibility of Bishop's University will be increased, in agreement with Strategic Priority 8.

STRATEGIC PRIORITY 6: Allocate internal funding to increase the quality and quantity of research

Goal: Ensure equitable internal funding based on evidence of research excellence.

The allocation of internal research funding at Bishop's (including Research & Creative Activity Grants, Travel Grants, Publication Grants, Startup Grants, and course relief for research) will become more consistent from year to year and higher standards will be introduced that are comparable with, or better than, those existing at other small Quebec and Canadian universities. The allocation of internal research funding will be evidence-based and will prioritize research excellence. In addition, internal funding will support the establishment of research programs by new Faculty and Librarians, or by those returning to research after an interruption and those showing substantial promise. Successful production of research output will be monitored by the Office of Research & Graduate Studies.

Given that the internal financial support for research at Bishop's University is quite modest, it is valuable to explore with the Alumni Relations & Philanthropy the possibilities for endowments to fund research.

Key actions for 2024-2025:

1. The Senate Research Committee will review its regulations and practices for allocating internal funding based on evidence of research excellence and will seek to mirror procedures common to major funding agencies where appropriate.
2. The Senate Research Committee, in collaboration with the Bishop's University Library, will maintain a guide for Bishop's researchers regarding predatory publishing.

Key performance indicators for 2024-28:

1. The Senate Research Committee maintains an updated set of regulations, practices, forms, and implementations that reflect the goal of supporting evidence-based research excellence.
2. 90% of internal funding will have generated research/creative activity output of good quality and quantity (as appropriate to the discipline) within two years of award, as measured by final reports, bibliometrics, journal impact factors, or other indicators appropriate to the discipline.
3. The average quality of internally funded research proposals is higher compared to 2024, as measured by research output one year after completion of the grant.
4. Predatory publishing is considered unacceptable by Bishop's researchers and has all but disappeared.

STRATEGIC PRIORITY 7: Increase and enhance research experiences and training for Bishop's students

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

As a key way to help developing our students' twenty-first century skills and competencies, especially critical thinking and problem-solving, we aim to ensure that more undergraduate students are engaged directly in research during their time at Bishop's and we aim to enhance the quality and quantity of research and training opportunities available to them. There is great enthusiasm for the research of the University and the effect it has on the students' learning experiences, but our undergraduates' access to research is still too limited to meet the demand. Tools to increase student research and research-based experiential learning that can be enhanced include: undergraduate (predominantly summer) research funded by our researchers; volunteer student research; research-based experiential learning; the integration of the graduate student population in the student experience (Student's Representative Council, Student Clubs, International Student Services); the Graduate Studies Committee; Graduate Scholarships; original Honours theses; departmental research seminars; exposure to international and national Postdoctoral Fellows, Visiting Scholars, and collaborators; supervision by research Adjunct Professors; participation to summer schools, conferences and workshops and volunteering in their organization at Bishop's; training for graduate school applications; and participation in Research Week.

Research-based graduate programs are completely dependent on the research existing at Bishop's University; students in these programs benefit the research directly, and indirectly by enhancing the Bishop's researchers' chances of external funding. Likewise, external funding supports graduate (as well as undergraduate) students financially. The connection between graduate studies and inter-/multi-disciplinary research is still largely underdeveloped and will be explored systematically.

There are opportunities to improve the mentorship quality of research-based graduate students by specific training of potential graduate supervisors. All graduate students can benefit of the values of Bishop's University through targeted training in presentation skills, discipline-specific writing, entrepreneurship, knowledge mobilization, or science outreach.

Key actions for 2024-2025:

1. The Vice-Principal Academic & Research and the Associate Vice-Principal Research will collaborate with the Senate Research Committee to ensure that the University discussions regarding the new institutional Strategic Framework situate research at the centre of undergraduate education and not in opposition to it.
2. The Office of Research & Graduate Studies, together with key Bishop's stakeholders and the Student Representative Council, will collaborate to develop a transparent and

equitable research employment advertising, recruiting, and hiring process for student research assistants.

3. Led by the Associate Vice-Principal Research, the Graduate Studies Committee will collaborate with academic departments and the Academic Deans to identify and develop proposals for up to two possible new, 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. Any proposals will ensure that they present a model that is financially viable and sustainable in the existing University financial context. Special attention will be given to exploring interdisciplinary research for graduate students.
4. The Office of Research & Graduate Studies will create and maintain a registry of research opportunities available to undergraduate and graduate students at Bishop's, including scholarships and bursaries available for student research and graduate studies.
5. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, supported by the Office of Research & Graduate Studies, will meet to review with the Alumni Relations & Philanthropy Office current or future possible avenues for private donor funding to support stipends and scholarships for full-time research-based graduate students, plus named summer research assistantships for undergraduates.
6. The Vice-Principal Academic & Research will examine and report on whether the existing funding for conference travel grants for research-based graduate students can be increased.
7. The Graduate Studies Committee, in collaboration with the Office of Research & Graduate Studies and the relevant academic departments, will report on the possibility of creating an internal program for training graduate students in presentation skills (particularly conference presentation), manuscript writing and dissemination, tutoring, entrepreneurship, knowledge mobilization, science outreach, and other research-related skills.

Key performance indicators for 2024-28:

1. 15% of curricular (i.e., for credit) Experiential Learning will be research-based, on a university-wide average.
2. Research opportunities available to Bishop's students will be advertised better through Career Services, Experiential Learning, and other appropriate channels. Research assistant opportunities (including NSERC's University Student Research Awards) will be advertised and allocated as early as possible, with results available in January or February, when possible, to maximize the undergraduate students' planning and participation in research.
3. The number of hours of undergraduate research assistantship per year at Bishop's (tracked by contracts in the Office of Research & Graduate Studies) will increase by 20% (compared to 2024).
4. One or two new research-based graduate programs have been established and attract significant enrollment.

5. The Office of Research & Graduate Studies has an up-to-date inventory of internal and external scholarships and bursaries available for undergraduate student research.

STRATEGIC PRIORITY 8: Enhance the visibility of Bishop's research and of its researchers

Goal: A plan will exist and be operational to nominate excellent Bishop's researchers for relevant prizes, to enable them to serve on high-level government and Tri-Agency adjudication panels, and to promote Bishop's research to the public.

Research enhances the visibility of a university, but making research visible is a task and requires time, resources, and planning. The visibility of an institution in the public domain is enhanced when its excellent researchers receive significant prizes or serve on the grant selection committees of federal funding agencies, or the selection committees of major prizes (these agencies invite excellent researchers from small universities to ensure equity, diversity, and inclusion in the selection or granting process). Bishop's University gains in reputation from having competent researchers participate in these time-consuming, and often difficult, adjudications. Bishop's University will seek ways to enable its best researchers to serve on such high-profile external committees and/or will acknowledge their contribution to the reputation of the University through evaluation and other internal processes. Likewise, the organization of reputable conferences and workshops at Bishop's, and a healthy flux of research Visiting Scholars, increase its visibility and reputation.

Key actions for 2024-2025:

1. The Associate Vice-Principal Research and the Office of Research and Graduate Studies will work with the Communications Office to increase the media coverage of research done at Bishop's University. This will include maintaining membership in *The Conversation Canada* and promoting its use by Faculty; drafting and issuing timely press releases and other media releases of research news; facilitating interviews; and providing media and knowledge mobilization training.
2. The Associate Vice-Principal Research and the Office of Research & Graduate Studies will develop an inventory of and plan for spaces and opportunities to showcase the production of Bishop's researchers and creators, including Research Week, Library Commons shows, public talks, Art Gallery shows, Humanities Week, concerts, etc.
3. The Associate Vice-Principal Research and the Office of Research & Graduate Studies will promote the organization of conferences and workshops (on campus and online), and the visits of research Visiting Scholars at Bishop's University, in collaboration with Conference Services, Human Resources, Information Technology Services, and Faculty volunteers as organizers.
4. The Associate Vice-Principal Research, the Office of Research & Graduate Studies, and the Senate Research Committee will examine the mechanism to support a - yearly plan for the nomination of excellent researchers for regional, national, and international prizes, awards, and memberships in professional and learned societies.

5. The Vice-Principal Academic & Research and the Associate Vice-Principal Research will examine ways to reward researchers, and/or create time, for service in the selection panels of national granting agencies and high-level prizes or awards.

Key performance indicators for 2024-28:

1. Promoting the knowledge mobilization and outreach of Bishop's researchers is an identified and universally supported University priority. Bishop's researchers support the University's outreach by identifying problems of interest to the community and, whenever possible, engaging the community in that research, including traditional knowledge holders.
2. Periodic media and knowledge mobilization training is made available to Faculty, Postdoctoral Fellows, and research students by the Office of Research & Graduate Studies, in collaboration with relevant academic departments.
3. The Communications Office and the Office of Research & Graduate Studies work for the timely press release of the most impactful research findings or creations. Non-technical dissemination and outreach has increased with respect to 2024 levels, as tracked by the Annual Reports of Departments and Faculties.
4. Two substantive academic conferences or workshops are hosted every year at Bishop's (on campus or online).
5. Bishop's hosts at least ten Visiting Scholars per year.
6. Service to the funding agencies and high-quality selection panels is valued and rewarded in tangible ways in the communication and evaluation processes at Bishop's University.
7. Bishop's University hosts research groups connected to our Strategic Areas and to other areas that promote collaborative disciplinary and inter-disciplinary research and enhance networking and infrastructure.
8. Bishop's University researchers are members of many international, national, and regional collaborations.
9. Bishop's University researchers participate in large-scale multi-university consortia.

STRATEGIC PRIORITY 9: Develop a Postdoctoral Fellowship model

Goal: Develop a model to fund Postdoctoral Fellowships at Bishop's University.

Postdoctoral Fellows are workhorses of research, yet their number at Bishop's University is very small. Currently, Postdoctoral Fellows at Bishop's University are funded by researchers' grants or self-funded. Developing Postdoctoral Fellowships and increasing the number of Postdoctoral Fellows will be a powerful way to increase research at Bishop's.

Key actions for 2024-2025:

1. The Vice-Principal Academic & Research and the Associate Vice-Principal Research, supported by the Office of Research & Graduate Studies, will meet to review with the Alumni Relations & Philanthropy Office current or future possible avenues for private donor funding to support a University strategy for Postdoctoral Fellowships. This might include establishing a fully-funded named two-year Postdoctoral Fellowship or a named Postdoctoral Fellowship 50%-funded by endowments and requiring matching funds by Bishop's researchers.
2. The Associate Vice-Principal Research and the Office of Research and Graduate Studies will examine the existing processes involved in appointing and supporting Postdoctoral Fellows at Bishop's and will draft proposals where these processes can be made more efficient and effective.

Key performance indicators for 2024-28:

1. The creation of a University strategy for Postdoctoral Fellowships.
2. Successful creation of one named Postdoctoral Fellowship, supported by some level of endowment funding.

STRATEGIC PRIORITY 10: Research Centres

Research centres provide a collaborative environment for researchers to work together on interdisciplinary projects, attract external funding, and enhance the institution's research profile. Prioritizing the development and growth of research centres can lead to increased research productivity, innovation, and impact.

Goal: By 2028, Bishop's University aims to establish at least one new interdisciplinary research centre focused on addressing pressing societal challenges and fostering collaboration among researchers. The research centres will serve as hubs for innovative research, knowledge exchange, and external partnerships, contributing to the institution's research excellence and impact.

Key actions for 2024-2025:

1. The Senate Research Committee will develop and put to the Senate for consideration and approval a comprehensive policy outlining the purpose and scope, criteria for establishment, governance structures, funding mechanisms, reporting requirements and the procedures and guidelines for establishing research centres within the institution. The policy will ensure transparency, consistency, and accountability in the creation and management of research centres, aligning them with the institution's strategic goals and priorities.
2. The Vice Principal Academic & Research and the Associate Vice-Principal Research will examine and report on the possibilities of providing seed funding and other resources to support the development and growth of research centres, including infrastructure, equipment, and administrative support.
3. The Office of Research and Graduate Studies will collaborate with the Academic Deans to encourage the participation of graduate students and early-career researchers in their respective disciplines in available research centre projects, as means to support their professional development.

Key performance indicators for 2024-28:

1. Bishop's will have two established and well-functioning research centres in place (disciplinary or interdisciplinary in focus).
2. A Senate Policy regarding research centres will be established.

STRATEGIC PRIORITY 11: Equity, Diversity, and Inclusion

Promoting equity, diversity, and inclusion in research is essential for creating a supportive and inclusive research environment and aligns with Tri-Council requirements. Ensuring diversity in research teams leads to a broader range of perspectives, ideas, and approaches, ultimately enhancing the quality and impact of research outcomes. Implementing policies and practices that support equity, diversity, and inclusion in research helps address systemic barriers and promotes a more inclusive research culture. Promoting equity, diversity, and inclusion in research not only fosters a supportive and inclusive environment but also serves as a critical step in both disrupting and addressing the inequities and harms that research may inadvertently perpetuate. By actively incorporating diverse perspectives and voices into research teams and processes, and by critically examining and reflecting on common research assumptions and approaches, we can begin to uncover and rectify biases and blind spots that may exist within current methodologies and frameworks.

Goal: By 2028, Bishop's University is committed to enhancing equity, diversity, and inclusion in research by increasing the representation of underrepresented groups in research activities and leadership roles. The goal is to create a more inclusive research environment through targeted recruitment strategies, mentorship programs, and training initiatives that promote cultural competence and awareness.

Key actions for 2024-2025:

1. The Office of Research & Graduate Studies in conjunction with the Equity Diversity and Inclusion department will create and implement at least one annual training program and workshop on unconscious bias, cultural competence, and inclusive practices for researchers, staff, and students to promote a more inclusive research environment.
2. The Office of Research & Graduate Studies in collaboration with the Senate Research Committee will draft a proposal to establish a mentorship program to support underrepresented groups in research and provide opportunities for networking and career development.
3. The Vice-Principal Academic and Research, in collaboration with the Senate Research Committee will examine and report on recruitment and retention strategies to increase diversity among research teams within the institution.
4. The Vice-Principal Academic and Research, in conjunction with Human Resources and Equity Diversity and Inclusion department, will examine and report on institutional policies and practices to identify and address barriers to equity, diversity, and inclusion in research.

Key performance indicators for 2024-28:

1. The Office of Research & Graduate Studies offers annual EDI-specific training programs and workshops that are available to all Bishop's researchers.

2. The university has established mentorship programs to support underrepresented groups in research and clear recruitment and retention strategies to increase diversity among research teams. The effectiveness of these programs is reviewed on an annual basis.
3. Research collaborations with external organizations and community partners promote diversity and inclusion in research initiatives and outreach activities.

Outcomes and assessment

Progress on the implementation of this 2024-28 Strategic Research Plan will be monitored informally on a monthly basis by the Office of Research & Graduate Studies and the Associate Vice-Principal Research. This Strategic Research Plan will be revisited at the latest in December 2025 to harmonize it with other Strategic Plans of the University that will be in place by then. The modified 2025-28 plan will then be assessed formally in 2028 as a way of laying the foundation for subsequent developments aligned 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 with other small universities in Quebec. All stated objectives will be evaluated on an annual basis by the Vice-Principal Academic & Research and the Associate Vice-Principal 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 Alumni Relations & Philanthropy Office, the Office of Research & Graduate Studies, and the activities of various other committees (e.g., Graduate Studies Committee, Experiential Learning Committee), the Vice-Principal Academic & Research or designate will be responsible for institutional coordination.

Planning and approval process

The 2024-28 Strategic Research Plan was developed by the Senate Research Committee, formed by five full-time Faculty members across disciplines representing the five faculties of Bishop's University (Social Sciences, Humanities, Natural Sciences & Mathematics, Education, and the Williams School of Business), a Librarian, a graduate and an undergraduate student representative, the Director of the Office of Research & Graduate Studies, and the *Interim* Associate Vice-Principal Research. Faculty members at large provided input into this Strategic Research Plan in winter 2024 by completing a survey. The results of the survey, together with the 2023 Annual Reports of Departments and Faculties and a census of external funding provided by the Office of Research & Graduate Studies, informed the development of this document. This Strategic Research Plan was endorsed by the Senate Research Committee, approved by the Academic Senate and the Board of Governors of Bishop's University.

Approved by the Senate Research Committee on May 8, 2024

Approved by Academic Senate of Bishop's University on May 17, 2024

Approved by the Board of Governors of Bishop's University on June 14, 2024.