Cape Breton University STRATEGIC RESEARCH PLAN 2020 - 2025







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MESSAGE FROM THE PRESIDENT

Since the launch of Cape Breton University's five-year strategic plan in 2018, much has been accomplished by our University community. One major milestone was the launch of our Academic Plan: "Transformation through Inquiry," which outlines concrete actions that we will take over the next five years. I am so pleased to now add Cape Breton University's Strategic Research Plan to the list of key priorities completed.

Thoughtfully guided by the mission, vision, values, and strategic directions articulated in the University's overall Strategic Plan, the Strategic Research Plan is focused on the fundamental commitment of research and scholarship that underwrites so much of what CBU stands for: the pursuit of knowledge, and the just sharing of that knowledge.

Preparing a strategic research plan is an opportunity for a university to reflect on its research strengths, gather its resources and chart an ambitious and forward-thinking path to research success. Our plan, presented here, was developed in the CBU way, through collaboration. It supports directions that resonate with researchers, but also invites new collaborations, questions, and applications.

With collaborative, consultative and focused strategic, academic and research plans in place, Cape Breton University is on its way to becoming one of the most innovative post-secondary institutions in the country. We are committed to being world-class, and the establishment and implementation of this Plan is an important part of delivering on that commitment.

Congratulations to all those involved, particularly Dr. Tanya Brann-Barrett who led the process. I look forward to all that is to come.

Yours very truly,

Dil C. Digulf

David C. Dingwall

SPECIAL STATEMENT: RESEARCH IN THE TIME OF PANDEMIC

At the time of writing this, the Province of Nova Scotia is under a Public Health State of Emergency due to the global pandemic of coronavirus, COVID-19.

The whole world has been unsettled, and our regular processes and routines have been altered, from the very major down to some very minor protocols. Higher education, like all other sectors, has been greatly affected, and with that, the research environment.

It is difficult to plan for the future during a time of crisis; however, it is also a necessity and, in some ways, a relief to be focusing on the future. As an organization committed to education, scholarship, and research, we are witnessing the great need for skilled experts to help tackle the crisis, and to help us manage the fall-out in just, healthy, and prosperous ways. The Strategic Research Plan, which began before this process, will continue as is. We cannot know exactly what impacts the pandemic will have on the research environment over the next months or year, but for now, with labs shuttered, libraries closed, and in-person and field research suspended, we feel it keenly.

CBU is committed to helping our researchers answer the call of COVID-19 research needs from across disciplines. Many funding agencies have launched grants aimed at COVID-19 research, and CBU has been responding rapidly and nimbly, making use of our small size and tight internal networks to put in strong applications. We are answering the call for now, and will continue to do so in the same collaborative, responsive and resilient manner.



VISION STATEMENT

Research is what animates us. The curiosity and intellectual lives of our researchers is what makes CBU an exciting and compelling institution. The "CBU 2025" Strategic Research Plan is the institutional expression of this curiosity and drive. This plan harnesses some of our strongest research directions and identifies clear priorities to shape and drive decision-making over the next five years. The goal is to ensure that the university has the means to foster research seamlessly and the directive to promote research with pride. We want to welcome new faculty into a robust research culture, nurture the careers of existing researchers, and support the advancement of seasoned scholars. The plan necessitates that we identify priority infrastructure, themes and approaches. At the same time, we need to hold tight to the primary value of academic freedom.

Our size is our strength. We are small enough to reach across campus to share an idea, or lend a hand, but we are big enough to see across our Island and beyond, gathering the best ideas and bringing them home. Some of our work requires high inputs of funding, some requires tireless community consultation, still other requires quiet study and reflection. All research matters.

Cape Breton University fosters research excellence. We raise awareness of CBU's commitment to respect and the benefits of equity, diversity and inclusion in research environment. We remain rooted in Cape Breton and connected to the world. CBU will be known as a university of discovery, impact, and world-class expertise regionally, nationally, and globally.



"BETTER TOGETHER" CBU'S COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Rooted in Unama'ki, connected to the world, Cape Breton University envisions a rich research culture that champions equity, diversity and helps create a truly inclusive place to work, study and research. Our pursuit of excellence in research is guided by the knowledge that identity is complex, and the belief that diversity and inclusion support academic excellence by inspiring innovation, increasing collaboration, improving learning, and advancing research. A signatory to the Dimensions Charter, CBU is committed to these principals and associated practices that will further strengthen its research activities. We believe that success in our equity, diversity and inclusion efforts will make us more resilient, innovative, and strengthen the impact of research in our communities – we are better together.

CBU's commitment to strengthening efforts related to equity, diversity and inclusion involve internal reflection, increasing awareness, building capacity and promoting policy supported by a community of scholarship. CBU's five-year Strategic Research Plan prioritizes:

- expanding research initiatives that include data collection and analysis relevant to equity, diversity and inclusion;
- identifying and removing internal barriers to recruitment, retention and career advancement in research environment;
- · providing opportunities to learn about and reflect on cultural competencies; and
- valuing diversity in scholarship, multiplicity of perspectives/experiences, and methodological approaches to research undertaken at CBU.



CBU IN SYNC: THE STRATEGIC PLAN, THE ACADEMIC PLAN AND THE STRATEGIC RESEARCH PLAN

The Strategic Planning process in 2018 revitalized community spirit and sent a resounding message of support and investment from all over Cape Breton Island. The Strategic Plan charted an ambitious plan forward for the university. It is built upon five strategic directions: Invest in Our Students, Champion the Island's Prosperity, Indigenize the L'nu Way, Globalize with a Difference, and Empower Faculty and Staff.

The Academic Plan built on the groundwork started by the Strategic Plan and added layers of in-depth School- and Departmental-level consultation, including institution-wide "bootcamps" to garner ideas and feedback. The result is a Plan united around the idea of "Transformation through Inquiry."

The Strategic Research Plan is informed by the previous CBU Research and Commercialization Plan. It connects with the Strategic Plan and the Academic Plan in important ways and underscores an institution-wide commitment to both fundamental and applied research, as well as to the ongoing community connections that are the hallmark of so much of CBU's research.

The SRP invites CBU researchers to imagine new avenues of pursuit and collaboration, while reaffirming our strengths. The SRP empowers staff and faculty to see how we can work intentionally to celebrate our strong and equitable research culture, and to push forward to achieve our best potential.





INVEST IN OUR STUDENTS

ENRICHING THE LIVING AND LEARNING EXPERIENCE

(CBU 2020-2025 Academic Plan: 4.3 increasing opportunities for student experience in research)

2025 Student Research Strategy

- Unique world-class opportunities for undergraduate and graduate students to contribute to research.
- Student Research support through the Undergraduate Student Research Awards, Indigenous Undergraduate Student Research Awards and Graduate Student Research Fellowships.
- Research-based graduate programming and Interdisciplinary Research Networks to attract and retain graduate students.



CHAMPION THE ISLAND'S PROSPERITY

WORKING TO BOLSTER THE OVERALL HEALTH AND DEVELOPMENT OF CAPE BRETON ISLAND

(CBU 2020-2025 Academic Plan: 3.2 committing to new programs in areas of external need and internal expertise – health, tourism, cultural & heritage, science-based innovation, and entrepreneurship)

2025 Institutional Knowledge Mobilization Strategy

- Contribute to health and holistic wellbeing of Cape Breton communities through meaningful research.
- · Community-led research translating into social and economic benefits locally.
- Research partnerships with local businesses, industry, government, community organizations.
- Research that answers local questions.
- Representing the Island at research tables nationally.



INDIGENIZE THE L'NU WAY

"WE ARE ALL TREATY PEOPLE" - BUILDING ON OUR PAST AND EMBRACING NEW RESPONSIBILITIES

(CBU 2020-2025 Academic Plan: 3.6 strengthening bridging and in-community programs in L'nu communities)

2025 Institutional Equity, Diversity and Inclusion in Research Strategy

- Indigenous-led research inquiry; conditions and space that allow Indigenous knowledge and practice to thrive.
- Respect and promote Indigenous worldviews, methodologies and ways of knowing.
- Inspire our faculty and encourage research that furthers the broader CBU objective of "Indigenizing the L'nu way."
- Longstanding research partnerships with Indigenous community members that span disciplines.

GLOBALIZE WITH A DIFFERENCE

EMBRACING DIFFERENCES AND LEARNING FROM EACH OTHER

(CBU 2020-2025 Academic Plan: 4.2 strengthening our reputation in key areas of research, scholarship, and professional & artistic practice)

2025 International Student Research Strategy (under 2025 Student Research Strategy)

- Apply our existing research expertise and strengths to research with a global-focus; global-reach and social impact.
- International collaborations and participation in global research programs and initiatives.
- Learning to capitalize on the research talent and experience represented by international students.
- Attracting researchers globally.

EMPOWER FACULTY AND STAFF

ENABLING EMPLOYEES TO FLOURISH

(CBU 2020-2025 Academic Plan: 4.1 assisting our CBU researchers in developing vibrant programs of research)

Champion equity, diversity and inclusion in research under 2025 Institutional Equity, Diversity and Inclusion in Research Strategy

- Remove systemic barriers to recruitment, retention and promotion of researchers.
- · Celebrate and promote research across all disciplines.
- Respect for research practices and scholarship outputs outside of the mainstream/conventional disciplinary forms.
- Research supports and strong internal research funding.
- Support Scholarship of Teaching and Learning (SoTL) with a fund for pedagogical inquiry and innovation.







STRATEGIC PLANNING PROCESS

In November 2019, the Research Committee of Senate asked a sub-group of its members--with support from the Office of Research and Graduate Studies-- to serve as a Strategic Research Planning group. This group began their work by combing through the scores of notes generated through two years' worth of consultation with the CBU community and the community-at-large throughout the Strategic Planning, the Academic Planning, and the ORGS Quality Assurance processes. We focused on insights regarding research at CBU at present, as well as ideas and recommendations for moving forward. This group also reviewed the completed Strategic and Academic plans as well as the previous Strategic Research, Commercialization, and Innovation Plan 2014-19. From this work we developed a draft of Strategic Research Priorities for CBU. We also recommended the creation of strategic research clusters in areas of research deemed a strength or emerging strength at our institution. We created a Strategic Research Planning Consultation document that contained the priorities as well as the proposed clusters/networks.

All CBU employees were invited to review this document and asked to respond to an in-depth survey as a way of offering input and feedback. That feedback allowed the creation of a more developed draft Strategic Research Plan. The draft was circulated among employees once again, providing the basis for virtual focus groups with key research groups, stakeholders, students, and committees. These discussions allowed for further input to be considered in creation of the final research plan. Before it was approved by Senate, it was presented at the April 2020 Senate meeting for further feedback and consultation. After incorporating feedback received during this forum, the Research Committee presented the Strategic Research Plan to Senate for final approval in June 2020.



PART 1: STRATEGIC RESEARCH PRIORITIES

"CBU 2025"

CREATIVE APPROACHES TO COMPLEX PROBLEMS

Apply our existing research expertise and strengths to address complex global problems and have lasting social impact. Through leadership, innovation, and the commitment to equity, diversity and inclusion, we will foster research that sparks positive change.

BUILD INSPIRING RESEARCH INFRASTRUCTURE

Support our existing research facilities and invest in core research infrastructure needed to grow. Enhance our ability to support large-scale cutting-edge research by developing collaborative research infrastructure initiatives provincially and nationally.

UPLIFT RESILIENT RESEARCH NETWORKS

Strengthen our support for partnered research, community-engaged research, L'nu-led research, and for our Research Centres and Institutes through the creation of Research Networks. Empower our faculty, researchers and students to pursue meaningful and diverse research engagements, partnerships and collaborations locally and globally.

2025 STUDENT RESEARCH OPPORTUNITIES

Create 2025 student research positions (including graduate student internships and fellowships) by 2025. Demonstrate our commitment to the undergraduate student research experience, and expand our ability to train and mentor graduate students as well. Capitalize on the existing talent and research experience of international students. Empower all our students to make the links between classroom learning, the research experience, and approaching complex questions.

CREATIVE APPROACHES TO COMPLEX PROBLEMS

Apply our existing research expertise and strengths to address complex global problems and have lasting social impact. Through leadership, innovation, and the commitment to equity, diversity and inclusion, we will foster research that sparks positive change. Cape Breton Island is a unique place with a storied history of L'nu culture, European settlement, de-industrialization and its aftermaths, all set against striking landscapes and waterways.

Target: Social Impact

Led by a commitment to equity, diversity, and inclusion, and rooted in our history of community development, we will mobilize our knowledge for greater benefits to society. Our research is attuned to the questions that communities want addressed, and we work in partnership to develop research that both services social goals and benefits scholarship. We are closely tied to life on this Island, but our researchers have both global outlook and global reach.

Initiatives/Actions

- 1. Continue to utilize the SSHRC Institutional Grant to support the University Research Chairs program
- 2. Develop a Research Communications Plan (policy)
- 3. Establish a Community & Industry Research Advisory Process
- 4. Recognize and communicate excellence in community-engaged research by establishing a new annual award: Community-Engaged Research Champion
- 5. Support poverty-alleviation research in Cape Breton

Measures of Progress

- Uptake in CBU's research stories by provincial and national papers and influential media sites
- Greater sense of CBU's research impact at the local level
- Successful application of the next SSHRC Institutional Grant towards the University Research Chair program
- A completed Research Communication Strategy
- · Have in place a Community & Industry Research Advisory Process
- Marked improvements in poverty measures in Cape Breton

Target: Research Quality

We value discovery-based research and its applications. Fundamental discovery research provides knowledge to apply; innovations in technology advance fundamental research. We embrace a broad range of research practice, from research-creation that explores research questions through artistic practice and application, as well as traditional forms of scholarship. We support a broad definition of research at its highest quality.

Initiatives/Actions

- 1. Establish a support program for CBU researchers through all stages of their research careers
- 2. Develop definitions and understandings of non-standard research (including, for example, research-creation, applied research, community-paired research)
- 3. Improve our research grant application workshops and mentorship initiatives
- 4. Establish a research communication skills mentorship program and research writing groups

Measures of Progress

- Establish CBU as one of the top 20 research active undergraduate universities in Canada (CBU was 22nd in 2018)
- Be recognized for equity, diversity and inclusion in the research enterprise
- Increase quality and number of our publication outputs, including the numbers of creative licences, open access resources and e-publishing
- · Increase success rate in research grant funding nationally
- Developed education opportunities and a working group on non-standard research

Target: Research Leadership

We will encourage and help develop Research Leaders from across all disciplines. We will ensure ongoing support for existing and recognized Research Leaders. We will become a small university with a reputation for productive and dynamic interdisciplinary and transdisciplinary research, attracting talented researchers with diverse backgrounds in broad research disciplines.

Initiatives/Actions

- 1. Establish a scaffold to support researchers at all stages in their careers
- 2. Support researchers through the Research, Innovation, Scholarship and Exploration (RISE) internal research funding program
- 3. Attracting/retaining talented researchers with diverse backgrounds in broad research disciplines
- 4. Establish a research mentorship program
- 5. Support Scholarship of Teaching and Learning (SoTL) with a fund for pedagogical inquiry and innovation
- 6. Support established scholars to develop lasting international collaborations and partnerships

Measures of Progress

- Increased sense of recognition and celebration amongst CBU researchers
- Nationally known for research
- Increased number of faculty applying for RISE
- Development of a Scholarship of Teaching and Learning fund
- Increase success rate in the external Research Awards Nominations and Research Career Achievements Awards

BUILD INSPIRING RESEARCH INFRASTRUCTURE

Support our existing research facilities and invest in core research infrastructure needed to grow. Enhance our ability to support large-scale cutting-edge research by developing collaborative research infrastructure initiatives provincially and nationally.

Target: Infrastructure Support

Adopt an infrastructure strategy for sustainable Infrastructure Funding allocation to maximize research performance across all disciplines and in the priority areas.

Initiatives/Actions

- 1. Develop Research Infrastructure Strategy to support high level research across all disciplines and in the priority areas
- 2. Build a new academic and research-focused building
- 3. Develop a database of our research facilities and scientific equipment
- 4. Create partnerships to enable collaborative research infrastructure initiatives off-campus

Measures of Progress

- · Investments and improvements to research infrastructure to support and advance high-quality research
- Creation of a strategy for sustainable research infrastructure capacity building and management
- New community partnerships lead to utilization of off-campus resources to access high-end research facilities

Target: Digital Technology Capacity

We will lead strong initiatives to support Digital Technology development and digital capacity-building to support research and digital scholarship. This will build upon existing capacity in this area across several CFI-funded labs in the digital humanities and areas of growth in machine-learning, Artificial Intelligence, and big data. We will harness these shared strengths in research interests and methodologies to grow our digital technology capacity.

Initiatives/Actions

- 1. Support capacity-building for digital technology and infrastructure for research at CBU
- 2. Develop administrative and technical support for digital research infrastructure
- 3. Establish a Digital Technology working group to develop the digital strategy for CBU, prioritize initiatives and work more closely with IT, faculty, the Library, the Mi'kmaq Resource Centre, the Beaton Institute, the Art Gallery, and the Learning Commons, to ensure a collaborative approach to develop broad digital literacy and digital technologies across campus
- 4. Develop 2025 Institutional Digital Strategy for CBU

Measures of Progress

- · Improvements in digital technology and infrastructure capacity building
- Completed strategy

Target: Library+ as Research Engine

Support the transformation of Cape Breton University's library and related resources into modern academic library with high quality resources and infrastructure to support world-class research. The Beaton Institute, the Mi'kmaq Resource Centre, and the CBU Art Gallery are important repositories for research production, collection, and inspiration. We are committed to research excellence and promote the need for transparency, innovation and responsible management and sharing of research data.

Initiatives/Actions:

- 1. Develop an institutional Research Data Management Policy
- 2. Strengthen administrative and technical support for digital literacy
- 3. Support the development of the digital technology working group to support CBU's digital initiatives, direction and staffing
- 4. Support ethical data collection and management through the REB and the Mi'kmaw Ethics Watch

Measures of Progress

- Modernized roles and function of the CBU Library+ in the digital research landscape
- Implemented the Research Data Management Policy for CBU, based on the Tri-Agency requirements
- Established best practices in data management for faculty and students

UPLIFT RESILIENT RESEARCH NETWORKS

Strengthen our support for partnered research, community-engaged research, L'nu-led research, and for our Research Centres and Institutes through the creation of Research Networks. Empower our faculty, researchers and students to pursue meaningful and diverse research engagements, partnerships and collaborations locally and globally.

TARGET: EMPOWER INTERNAL CONNECTIONS

Initiatives/Actions

Develop CBU Collaborative Research Networks (See Below, Part Two)

Target: Focused Partnerships

building on our strong track-record of advanced research-based commercialization and industrial partnership, we will strengthen our position as a leader in innovative and transformative partnerships locally and internationally. Our vision of partnership-building includes reciprocal models, such as the development of capacity in non-profits and community groups through research.

Initiatives/Actions

- 1. Develop a database of our experts, our research strengths and faculty expertise to better advertise our skills to the community and enable effective community, industry, government and other external connections
- 2. Create conditions and research spaces that will allow Indigenous knowledge and practice to thrive
- 3. Nurture and support partnerships with cultural and creative industries
- 4. Develop processes of support for academic Centres, Institutes, or similar bodies
- 5. Develop policies and guidelines to support advanced research commercialization, intellectual property and partnership agreements

Measures of Progress

- Strengthened relationships with Indigenous community members and developed respectful research partnerships that benefit those communities
- Created strong resilient network of community, industry and government research partners
- Updated Research Commercialization and Innovation Processes and Policies
- Updated Research Centres and Institutes Policy
- Increased business funding for fundamental and applied research
- Increased number of industry-partnered projects, partnership agreements
- Took influential role in supporting start-ups and spin-off companies

Target: Community Engagement

we will take a strong leadership role in local and regional research networks, solving community-led complex problems locally with global impact. The local community was instrumental in the origin of our institution and continues to have a significant impact on our programming and research interests. Repositories like the Beaton Institute and the Mi'kmaq Resource Centre are significant anchors in community-based research data management plans.

Initiatives/Actions

- 1. Support research collaboration with community organizations and participate in projects led by local groups and associations
- 2. Coordinate community-building events (on and off campus) to build opportunities for meaningful research engagements, partnerships and collaborations
- 3. Leverage our student projects to foster meaningful community connections
- 4. Have in place a Community & Industry Research Advisory Process
- 5. Establish an Indigenous Research Fellow

Measures of Progress

- Organized events and research presentations and outreach initiatives in community settings
- Growth in the community collaborations
- · Local social and economic benefits
- · An increase in the student community based projects



2025 STUDENT RESEARCH OPPORTUNITIES

Train and prepare 2025 student researchers by 2025. Demonstrate our commitment to the undergraduate student research experience, and expand our ability to train and mentor graduate students as well. Capitalize on the existing talent and research experience of international students. Empower all our students to make the links between classroom learning, the research experience, and approaching complex questions.

Target: Undergraduate Research

recognize outstanding scholarship of undergraduate student researchers – our scholars of tomorrow – and empower students to pursue the scholarship of discovery, the scholarship of integration, and the scholarship of engagement though research that has long-lasting social impact in their communities.

Initiatives/Actions

- Develop database of up-to-date research opportunities through myCBU.ca portal with access for all students and faculty and research leads to ensure effective communication and better connection between students and research opportunities
- 2. Connect student researchers to the needs in the community through community partnerships and research collaborations
- 3. Establish a modest Undergraduate Research Travel Award for undergraduate students

Measures of Progress

- Have mentored and trained 2025 student researchers over the 2020-2025 period
- Achieved diversity amongst student researchers and increased participation from equity-seeking groups
- Have an efficiently running and maintained database of student research opportunities students can easily
- · Growth in community collaborations with student researchers
- Recognize faculty who demonstrate dedication and leadership in undergraduate supervision

Target: Graduate+ Research

Focused on creating relevant, progressive, and innovative research opportunities for graduate students and post-doctoral researchers. Committed to high-quality, accessible and inclusive scholarship; innovative research; and a vibrant, multicultural future for the Island. This level of research capacity is key to supporting senior researchers.

Initiatives/Actions

- 1. Develop graduate programming in areas of research strength
- 2. Establish a modest Graduate Research Travel Award for graduate students
- 3. Leverage the Research Networks to attract and retain graduate and post-graduate students
- 4. Support visiting scholars and student or postdoctoral researchers through networking opportunities
- 5. Lend support to student research events

Measures of Progress

- Achieved diversity amongst student researchers and increased participation from equity-seeking groups
- · Have had two successful intakes of a new graduate or post-graduate program
- Increased numbers of graduate student researchers at CBU; particularly, increased numbers of graduate student researchers from equity-seeking groups
- Increased numbers of international student scholarships and awards that support visiting graduate student researchers at CBU
- Recognize faculty who demonstrate dedication and leadership in undergraduate and graduate supervision

PART 2: CBU COLLABORATIVE RESEARCH NETWORKS

The CBU Collaborative Research Networks initiative is a systematic way to focus our research supports, refine our expertise, and promote and attract our areas of strength. Each Network will build on existing expertise, including research Chairs, Research Centres, active Working Groups, experts and knowledge-holders, grants-holders, and scholars. These Networks identify CBU's areas of research strength and ambition. The Networks offer a way to guide and concentrate our research supports. The Networks will be able to apply for the seed fund to create opportunities for cross-school and university-wide collaboration in course and program development (Academic Plan 3.1.1 & 3.1.3). Together, the Networks will: attract faculty, students, graduate students, and post-doctoral researchers; support teaching/programming; attract funding; and inspire the ramping-up of individual research programs and ideas.

These Networks overlap and cross-pollinate in more ways than can be imagined or described in this document. Overlaps in interests and approaches will help to form new constellations of research across the Networks as well. The goal is not to be prescriptive, but rather provocative. Certain core principles, such as a commitment to community-led research, and respectful research that serves L'nu communities, undergirds much of the research momentum in these Networks.

We must note, too, that the identification of strategic priority research themes should in no way interfere with a faculty member's ability to choose what to study. The aim of a concept designation is to recognize areas of strength and emerging capacity and to identify areas that are likely to have significant activity in the near future. CBU remains committed to supporting academic freedom and the research that engenders.



Purpose:

the Networks provide some structure and momentum to encourage and enable faculty across Schools and disciplines to connect on research questions and projects. These Networks will be well-primed to address urgent research questions, apply for grants across agencies, respond to community research needs, and make significant contributions to their fields. These networks will be anchored by the experience and expertise by named Chairs, past Chair holders, and scholars who have made significant publication or leadership roles in their fields.

Process:

In addition to the Networks defined below, CBU Research Groups may apply to become Networks through the VPA.

Supports:

by organizing research into Networks, CBU will better be able to target and streamline its research supports. Communications and Network dedicated web-presence will be key to maintaining the outward face of the Networks and promoting them nationally and to global partners.

Goals:

the Networks will broadcast CBU's research expertise externally; this will facilitate the establishment of research partnerships, and will help attract and secure graduate students. CBU's research profile will continue to grow.

Structure:

Networks will be connected to the ORGS for supports such as some communications, organization, and to inform about targeted funding opportunities. The CBU Collaborative Networks will house formal Research Groups, often centred around a researcher's Chair, community-connected project, major grant, industry partnership, etc. They will also act as loose networks for researchers not within formal groups to connect, celebrate research, share ideas, provide mentorship, and collaborate on opportunities.

Measures of Progress:

By the 2025, the CBU Collaborative Research Networks

- are rooted locally, operating with their own momentum and encompass strong community connections.
- grow into transdisciplinary research hubs supporting diverse groups of researchers and community organizations addressing complex local questions from diverse interdisciplinary perspectives.
- are supporting intentionally equitable, diverse, inclusive and translational world-class research challenging complex global questions with social impact.
- are fostering major grant applications and are successfully leading high quality research with social impact.
- are gaining recognition regionally, nationally, and internationally.
- are successful in attracting graduate and post-graduate students.



CBU COLLABORATIVE RESEARCH NETWORKS



COMMUNITY-ENGAGED | TRANS-DISCIPLINARY | CROSS-SECTORAL | DIGITAL | RESPECTFUL

CBU COLLABORATIVE NETWORK IN CULTURE AND COMMUNITY

An exploration of culture, the arts, and community resilience; Cape Breton is our Living Cultural Laboratory.

Existing strengths and resources:

a. Research Chairs:

- Tier 2 Canada Research Chair in Musical Traditions
- Tier 2 Canada Research Chair in Post-Industrial Communities
- SSHRC Exchange University Research Chair in Social Sciences and the Humanities Theatre for Social Change

b. Research Infrastructure/Facilities:

- Beaton Institute
- Boardmore Playhouse
- CFI Funded Lab: Centre for Sound Communities
- CFI Funded Lab: The Rotary Music Performance Room & Digitization Lab

COMMUNITY ECONOMIES & ECOLOGIES

Using the lens of community to examine the intersect of social, economic, cultural, and environmental health. Existing strengths and resources:

a. Research Chairs:

- Tier 2 Canada Research Chair in Sport Coaching and Adult Learning
- Tier 2 Canada Research Chair in Social Enterprise and Inclusive Markets
- Tier 2 Canada Research Chair in Post-Industrial Communities
- Tier 2 Canada Research Chair in Healthy Environments and Communities
- Tier 2 Canada Research Chair in Musical Traditions
- Purdy Crawford Chair in Aboriginal Business Studies
- Viola Desmond Chair in Social Justice at Cape Breton University
- SSHRC Exchange University Research Chair in Social Determinants of Health
- SSHRC Exchange University Research Chair in Social Sciences and the Humanities Food Security

b. Research Infrastructure/Facilities:

- CFI Funded Lab: Building Resilience: Community Engaged Research Lab
- Tompkins Institute
- CFI Funded Lab: Centre for Sound Communities

Institutes:

- World Tourism Institute
- Key MOUs
- MOU with Angelus Silesius University

ECOLOGIES, ENVIRONMENT & SUSTAINABILITY

Research in this network spans our expertise from Indigenous-led community ecology projects, to community-engaged food security research, water remediation, and green chemistry. With the ocean and the Bras d'Or Lakes as our laboratories, eco-research at CBU complements the work of the Verschuren Centre for Sustainability in Energy and the Environment.

Existing strengths and resources:

a. Research Chairs:

- Tier 2 Canada Research Chair in Healthy Environments and Communities
- Cape Breton University Chair in Marine Ecosystem Research
- · Farley Mowat Chair in Environment at Cape Breton University
- Cape Breton University Research Chair in Science and Technology
- SSHRC Exchange University Research Chair in Social Sciences and the Humanities Food Security

b. Research Infrastructure/Facilities:

- Verschuren Centre for Sustainability in Energy and the Environment
- CFI Funded Lab: Microbiology Research Laboratory for Antibacterial study and Biomass Conversion
- MOU with Parks Canada
- CFI Funded Lab: Centre for Sound Communities

SUSTAINABLE HEALTH AND WELLNESS

A holistic understanding of health and wellness supported by research in the sciences, health sciences, sports and recreation, community studies, and L'nu ways.

Existing strengths and resources:

a. Research Chairs:

- Tier 2 Canada Research Chair in Healthy Environments and Communities
- Tier 2 Canada Research Chair in Sport Coaching and Adult Learning
- CBU Research Chair in Science and Technology Teaching Chair in Indigenizing University Teaching
 and Learning
- SSHRC Exchange University Research Chair in Social Determinants of Health
- SSHRC Exchange University Research Chair in Social Sciences and the Humanities Food Security
- SSHRC Exchange University Research Chair in Social Sciences and the Humanities Theatre for Social Change

b. Research Infrastructure/Facilities:

- · Cape Breton Centre for Health, Wellbeing and Extended Learning
- CFI Funded Lab: Community Active Sport Training and Learning (CoASTaL) Lab
- CFI Funded Lab: Developmental Social Neuroscience Lab
- CFI Funded Lab: Centre for Sound Communities

INDIGENOUS WELLNESS AND L'NU RESEARCH

An L'nu-led holistic, two-eyed-seeing approach to understanding Unama'ki and beyond. CBU builds on a 40-year history of education, research, and community-connectedness to create vibrant research partnerships engaged across disciplines, from aquaculture, to health, tourism, and the arts. Inspired by the five Mi'kmaq communities' leadership in sustainable development and community adaptations, research in areas of Indigenous wellness will continue to be a hallmark of CBU. Existing strengths and resources:

a. Research Chairs:

- Purdy Crawford Chair in Aboriginal Business Studies
- · Cape Breton University Teaching Chair in Indigenizing University Teaching and Learning
- · Cape Breton University Chair in Marine Ecosystem Research

b. Research Infrastructure/Facilities:

- Unama'ki College at Cape Breton University
- · Verschuren Centre for Sustainability in Energy and the Environment
- CFI Funded Lab: Centre for Sound Communities

c. Research Resources:

- Indigenous Research Fellow
- Unama'ki Research Hub
- Mi'kmaq Resource Centre
- Kji-keptin Alexander Denny L'nui'sultimkeweyo'kuom (Mi'kmaq Language Lab)
- Mi'kmaw Ethics Watch

RESEARCH IN SCIENCE AND ENGINEERING

This Network encompasses diverse research in physical sciences and mathematics. This area represents a long-held undercurrent of expertise at CBU that both connects deeply with the thematic-based Networks above, but also pursues fundamental research not well-captured by the other Networks.

Existing strengths and resources:

a. Grants Holders in physical science disciplines, and mathematics: including but not limited to NSERC, Federal and Provincial governments, as well as industry

b. Research Infrastructure/Facilities:

- CFI Funded Spaces
- · Computing and digital facilities

c. Research Resources:

Science Atlantic, supporting & promoting undergraduate research

EMERGING RESEARCH NETWORK IN DATA AND DIGITAL RESEARCH

To build on our theoretical and application-oriented research capacity to continue to contribute to fields of Data Analytics, Digital Humanities, Digital Technologies, Business Analytics, AI and Machine Learning. Much of this research is expected to cross-over into other Networks as well; regardless, this could provide a space for researchers across Networks to join to discuss particular aspects of their work.

Existing strengths and resources:

a. Research Chairs:

- Tier 2 Canada Research Chair in Musical Traditions
- Tier 2 Canada Research Chair in Post-Industrial Communities

b. Research Infrastructure/Facilities:

- CFI Funded Lab: The Rotary Music Performance Room & Digitization Lab
- CFI Funded Lab: Centre for Sound Communities

Cape Breton University STRATEGIC RESEARCH PLAN 2020 - 2025



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