Strategic Research Plan 2025-2030

TABLE OF CONTENTS

The land on which St. Thomas University is located is the traditional territory of the Wolastoqiyik, Wəlastəkewiyik / Maliseet whose ancestors along with the Mi'Kmaq / Mi'kmaw and Passamaquoddy / Peskotomuhkati Tribes / Nations signed Peace and Friendship Treaties with the British Crown in the 1700s.

EXECUTIVE SUMMARY

St. Thomas University is a small, primarily undergraduate liberal arts university with an enrollment of 1700 students, offering Bachelor of Arts, Bachelor of Applied Arts, Bachelor of Education, Bachelor of Social Work, Mi'kmaq and Wolastoqey Bachelor of Social Work, and Master of Social Work degrees. Within its BA degree there is a strong representation of both social science and humanities disciplines, with more than 25 majors available (a current listing of academic departments , programs, majors, and minors is available at https://www.stu.ca/bachelorofarts).

Over the past quarter-century, St. Thomas University has greatly expanded faculty research and scholarship to complement its expertise in liberal arts pedagogy. The current 2025-2030 Strategic Research Plan aims to build on previous and existing research success, and to focus our continuing efforts to support world-class research by our dedicated faculty. This plan will aim to augment research opportunities for faculty members, as well as for our students, to encourage research productivity, and to support innovative forms of knowledge mobilization. The plan also aims to promote Equity, Diversity, and Inclusion within our research ecosystem, and to contribute to STU's response to the TRC Calls to Action.

St. Thomas University recognizes that excellence in faculty research is a key component of excellence in liberal arts education, and that high-quality research improves our society and the world.

RESEARCH AT ST. THOMAS UNIVERSITY

Known as a leader in undergraduate liberal arts education, St. Thomas University faculty members have established themselves as world-class researchers, uniquely positioned to expose our students to cutting-edge research results and to involve them in the research process. A substantial portion of STU's research activity revolves around community-engaged research with a focus on issues of social justice. Research is a key pillar of STU's institutional mandate, reflected in our recently developed St. Thomas University Strategic Plan 2025-2030 as one of the five "STU Commitments":

4. IMPACTFUL FACULTY RESEARCH AND SOCIETAL CONTRIBUTIONS. Student, alumni, and faculty success will continue to provide evidence of our outstanding scholarship. STU will be an inclusive and supportive scholarly community dedicated to research and knowledge creation that addresses issues of importance to society and produces positive changes in our local, national, and global communities.
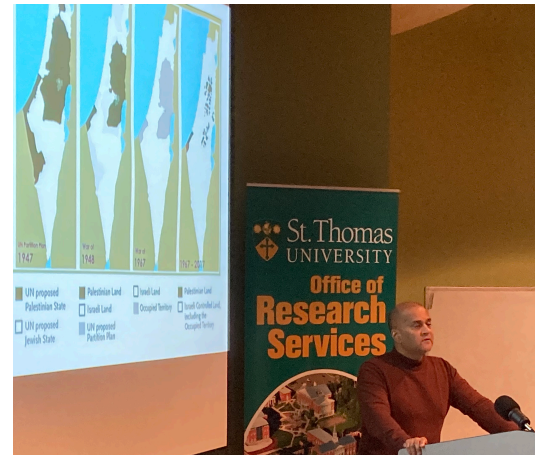
Furthermore, the Strategic Plan's "Goal #1 – Offer students a distinctive future-focused, transformative education through high standards of excellence in teaching, learning, and research" specifies the following strategy:

5. Support and promote faculty research, primarily through continuing implementation of the Strategic Research Plan, recognizing that research is an essential aspect of university scholarly life and that it contributes to cutting-edge academic programming. Connect STU's research institutes more effectively to the wider community through promotion, partnership, and engagement.

Our commitment to faculty research begins with a range of internal grants supporting research, knowledge mobilization, conference travel, conference organization, and scholarly publishing. Peer-adjudicated by the Senate Research Committee, every part-time and full-time faculty member is eligible to apply for almost $30,000 annually in grants across all funding programs. During our previous 2019-2024 Strategic Research Plan, these grants supported both emerging and established scholars from a variety of disciplines. During the period of our last Strategic Research Plan, St. Thomas University allocated almost $640,000 in internal research funding to its faculty members.


The number and value of external research grants received by STU faculty members has grown steadily in recent years. In the period covered by the previous Strategic Research Plan (2019-2024), STU researchers were awarded $2,695,000 in external research funding, with Tri-Agency funding accounting for $1,378,000. Recent research success is also reflected in the fact that the value of STU's Research Support Fund (allocated on the basis of Tri-Agency grants received) has grown every year since 2019-20. In the 2023-24 academic year, 20 STU faculty members were grantees (applicants or co-applicants) on active Tri-Agency grants.

St. Thomas University has two active Canada Research Chairs, and one provincially-funded Research Chair held that 5-year position during the period of the last Strategic Research Plan. The University has two active research centres, an Open Access Repository, and has developed a Research Data Management Institutional Strategy. During the 2024-25 academic year a faculty public lecture series and a faculty seminar series provided opportunities for knowledge mobilization. The university continues to be the institutional home of the *Journal of New Brunswick Studies/Revue d'études sur le Nouveau-Brunswick*, an online, open-access, and multidisciplinary peer-reviewed journal. Taken together, these initiatives provide a network of expertise and support in which STU faculty research can thrive.

STRATEGIC PLANNING PROCESS

St. Thomas University underwent a broad consultation process in 2024 to formulate a new University Strategic Plan, with research as one important component. Preliminary work on developing a new Strategic Research Plan began in the Office of Research Services during the 2023-24 academic year, with the Senate Research Committee overseeing a strategic planning process in 2024-25.
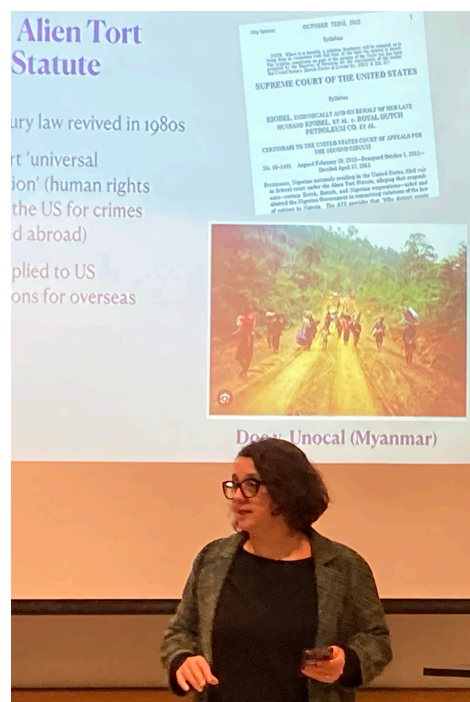
Consultations were held with academic departments and programs to help to identify research priorities and challenges, and to determine the focal research areas for the current Plan. A draft version of the Plan was circulated

to the university community for comments, suggestions, and feedback in March 2025. This feedback was used to finalize the Plan, which was passed by the St. Thomas University Senate in May 2025. The 2025-2030 Strategic Research Plan was developed to be consistent with the University's Strategic Plan and to advance its priorities.

St. Thomas University's Senate Research Committee and Office of Research Services will measure progress towards the goals of the 2025-2030 Strategic Research Plan by examining key performance indicators and timeframes, making necessary adjustments, and reporting regularly to Senate.

EQUITY, DIVERSITY, INCLUSION, AND ACCESSIBILITY

St. Thomas University has committed itself to achieving high standards in equity, diversity, inclusion, and accessibility for all members of our community, in line with our long-standing dedication to social justice. The cultivation of research excellence is no exception, and STU will ensure that all research activities are conducted in accordance with accepted standards for EDIA.

During the life of this Strategic Research Plan we will develop our first EDI Action Plan for the Canada Research Chairs Program, which will identify and address any systemic barriers pertaining to research, for our Chairs specifically but also for all faculty researchers. We recognize that equal opportunities, a diverse range of perspectives, and an inclusive and accessible research environment create the conditions for the excellence in research for which we strive.

INDIGENOUS RECONCILIATION

The St. Thomas University Strategic Plan 2025-2030 identifies Tetpawtihkene/Ilsu'teka'tiqw —"A New Path. A Shared Vision. A New Direction"—as a primary commitment for the University in recognizing the importance and contribution of the Indigenous members of our scholarly community. The Strategic Plan also notes that responding to the Truth and Reconciliation Commission's Calls to Action is an important institutional priority and responsibility, and that "it is our intention to be a leader in reconciliation through education, dialogue, and collective action."

To contribute to these goals, STU will work to ensure that Indigenous perspectives, methodologies, and values are supported in the research enterprise wherever possible. This includes respecting and implementing the principles of Indigenous data governance including the CARE Principles for Indigenous Data Governance (Collective Benefit, Authority to Control, Responsibility, and Ethics) and the First Nations Principles of OCAP (Ownership, Control, Access, and Possession).
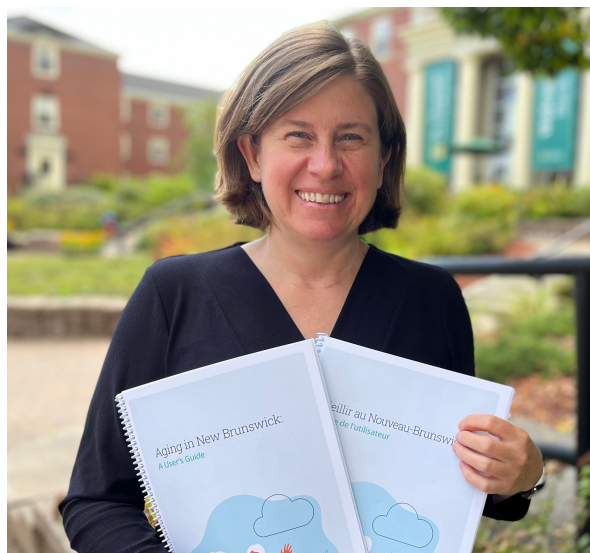
FOCAL RESEARCH AREAS

St. Thomas University is dedicated to supporting the research interests and activities of all of its faculty members, regardless of research topic or disciplinary background. However, our community has identified a set of focal research areas (along with related thematic areas) that represent existing and emerging research strengths within our scholarly community. These will be particularly important areas of growth over the life of the current Plan.

1. Global and Transnational Studies
  · **Colonialism and Its Legacies**
  · **International Relations**
  · **Migration and Diaspora**

STU's faculty members have long-standing expertise in the broad area of Global and Transnational Studies, from disciplinary perspectives including Sociology, History, Political Science, Romance Languages, and Anthropology. The University currently hosts a Tier II Canada Research Chair in Global and Transnational Studies who has substantially developed capacity in this focal research area. One major focus of faculty research is on the topic of Colonialism and Its Legacies, examining the historical, economic, and cultural contexts the colonial and post-colonial eras, both worldwide and in the specific context of Canada and its First Nations peoples. A number of faculty researchers conduct very well-regarded research on topics pertaining to International Relations, especially in relation to political economy and understanding Canada's place in the world. Understanding the global movements of people and challenges faced by migrant populations is the subject of leading research on Migration and Diaspora.

2. Health, Wellness and Aging
- **Physical Culture and Social Life**
- **Cognition, Memory, and Mind**
- **Genders, Sexualities, and Intersectionalities**

The research area of Health, Wellness, and Aging encompasses a wide range of research in Psychology, Sociology, Gerontology, and Anthropology, and has become an important institutional focus. STU hosts a Tier II Canada Research Chair in Physical Culture and Social Life, anchoring research on the critical analysis of sport and aging. The topic of Cognition, Memory, and Mind includes work in experimental psychology that adds an important scientific component to our traditional liberal arts focus. Interdisciplinary research on Genders, Sexualities, and Intersectionalities builds on a strong foundation of work on gender studies at STU to investigate a variety of intersectional social identities.

3. Scholarship on Teaching and Learning
- **Educational Research, Pedagogy, and Interdisciplinary Collaboration**
- **Digital Learning and Learner-Centred Pedagogies**
- **Teaching and Learning in the Liberal Arts**

With an institutional focus on undergraduate education and a dedicated School of Education, Scholarship on Teaching and Learning is both a disciplinary and an interdisciplinary endeavour. STU researchers in our School of Education are experts in Educational Research, Pedagogy, and Interdisciplinary Collaboration, including literacy and language acquisition, curriculum design, and international education. A special focus on researching teaching methods includes work on Digital Learning and Learner-Centred Pedagogies. A growing number of faculty members from all disciplinary backgrounds are devoting considerable research time to the topic of Teaching and Learning in the Liberal Arts, contributing to STU's important position in this sector.

4. Social Justice and Ethical Practice
- **Human Rights**
- **Sustainability and Environmental Justice**
- **Indigenous Rights and Indigenous Knowledges**

The broad theme of Social Justice and Ethical Practice has been part of STU's institutional mandate for decades, informing research, teaching, service, and professional development, and is informed by a variety of disciplinary approaches. Many STU faculty members conduct research on some aspect of Human Rights, considered from legal, historical, and socio-cultural perspectives, and the university is home to the Atlantic Human Rights Centre. An emerging area of research expertise is Sustainability and Environmental Justice, examining the social contexts of energy transitions, food security, and attitudes to climate change. Our commitment to social justice and reconciliation informs research on Indigenous Rights and Indigenous Knowledges, both globally and in the context of Canada's first peoples.

5. Philosophical, Textual, and Political Traditions
- **Philosophical Analysis**
- **Narrative, Literary, and Linguistic Studies**
- **Liberal Democracy in Theory and Practice**

With a grounding in the liberal arts, a concentration of faculty research is oriented toward the broad area of Philosophical, Textual, and Political Traditions, especially but not exclusively those of the European intellectual tradition. Philosophical Analysis is the exclusive focus of numerous faculty research programs, and meaningfully informs faculty research also outside of the discipline of Philosophy. The broad theme of Narrative, Literary, and Linguistic Studies includes the study of the texts of a wide range of literary traditions, as well as non-textual narratives; the Centre for Interdisciplinary Studies in Narrative (CIRN) plays a key role in this latter area. STU's long-term commitment to political philosophy informs faculty research on the theme of Liberal Democracy in Theory and Practice, including faculty from a number of departments and programs.

6. Public Policy and Social Action
- **Social Policy and Community-Engaged Research**
- **New Brunswick and Atlantic Studies**
- **Public Humanities**

Ensuring that faculty research has a positive impact on society is a focus of the current Strategic Research Plan, as well as previous SRPs, and reflects an institutional focus on Public Policy and Social Action. Some of our most impactful research projects are on topics pertaining to Social Policy and Community-Engaged Research, where STU faculty researchers partner with public sector entities to investigate matters of pressing societal concern. This focal research area is also reflected in research on New Brunswick and Atlantic Studies, much of which is published in STU's *Journal of New Brunswick Studies / Revue d'études sur le Nouveau-Brunswick*. STU faculty members are also increasingly engaged in scholarship in the Public Humanities, demonstrating the continuing importance of liberal arts scholarship in a rapidly-changing society.

7. Creative Arts and Culture
- **Research-Based Creation**
- **The Arts in Society**
- **Digital Media**

A significant amount of research at STU is in the broad area of Creative Arts and Culture, which is firmly entrenched in our liberal arts foundation. We recognize the growing importance of Research-Based Creation in music, visual arts, theatre, and creative writing, combining creative and academic research practices. More broadly, researchers in both the social sciences and humanities are investigating the important role of The Arts in Society and the social and cultural significance of human creative endeavours. An important emerging area includes research on Digital Media, which will continue to grow with new technological developments.

CANADA RESEARCH CHAIRS

STU will deploy its allocated Chairs strategically to enhance research activities and outputs in one or more of our focal research areas, and to attract or retain internationally-recognized scholars who will provide leadership in those areas. The University is committed to meeting equity targets established in coordination with the Canada Research Chairs Program, which include maintaining our historical standard of gender parity in CRC nominations. Two new CRC nominations are anticipated during the active life of this Plan. We will use the 2025-2030 Strategic Research Plan to guide considerations for future nominations and a hybrid approach to the proportions of internal and external nominations, based on available resources and emerging research priorities.

Current Tier II CRC Appointments at St. Thomas University

CRC Title	Focal Research Area	Council Pool	Date Range	Status
Global and Transnational Studies	Global and Transnational Studies	SSHRC	07/2021 – 06/2026	Second term
Physical Culture and Social Life	Health, Wellness, and Aging	SSHRC	08/2024 – 07/2029	Second term
TBD	TBD	SSHRC	07/2026 – 06/2031	Anticipated first term
TBD	TBD	SSHRC	08/2029 – 07/2034	Anticipated first term

When a chair is becoming vacant, the Vice-President (Academic and Research) consults with senior academic leadership on the process to be used to fill the vacancy, including whether the vacancy will be filled through an internal or external appointment, depending on available resources and an assessment of faculty recruitment and retention needs. In certain cases, the VPAR issues a call for proposals to our academic community to designate a thematic research area for this Chair allocation; proposals must indicate which focal research area the proposed Chair will align with, and how this proposed Chair will advance both the Strategic Research Plan and the University's equity goals. In other cases, where a decision has been made for an internal appointment, an open recruitment process may be initiated for applicants from any field of research; applicants will have to indicate how their proposed research area aligns with the focal research areas of this Strategic Research Plan and the University's equity goals. In either case, proposals will be reviewed by an internal selection committee chaired by the Associate Vice-President (Research), who will make a recommendation to the VPAR.

RESEARCH CENTRES

St. Thomas University currently has two active research centres: The Centre for Interdisciplinary Research on Narrative, and the Atlantic Human Rights Centre. Both of these centres are very active on campus with a variety of research activities and events, and both are open to faculty members from across campus. Research centres at STU are governed by a policy overseen by the STU Senate, which includes guidelines on their establishment, reporting and review, and composition. The University will continue to encourage faculty colleagues collaborating on any thematic research area to consider the establishment of a research centre as one available tool to achieve collective research goals.

GOALS AND OBJECTIVES

The following goals and objectives have been devised by the University's Senate Research Committee and approved by the University Senate. The Office of the Associate Vice-President (Research), in consultation with the Senate Research Committee, is responsible for assessing and reviewing the University's progress toward these goals through quarterly reports to the Office of the Vice-President (Academic & Research).

St. Thomas University is committed to Equity, Diversity, and Inclusion as outlined by the Canada Research Chairs program. To this end it closely monitors its CRC allocation and aims to meet its equity targets, as established by the Canada Research Chairs Program by following the CRC program's directions regarding CRC hiring practices. Progress on this front is monitored by the Associate Vice-President through reports to the Vice-President (Academic & Research).

Three overarching goals inform this Strategic Research Plan and will guide its implementation:
1. Developing Research Excellence
2. Effective Knowledge Mobilization
3. Nurturing Talent

Each of these overarching goals has a range of specific objectives and strategies.

1. Developing Research Excellence

Excellence in research and scholarship is an essential element of a high-quality undergraduate education, as our students will benefit from insights and expertise generated through their professors' engagement in the research process that permeate their teaching. As such, there is no conflict between the roles of "researcher" and "teacher," as they are mutually reinforcing. St. Thomas University's unique position as an exclusively liberal arts university that places a high priority on critical thinking and socially-engaged scholarship enables our faculty research to have a particularly important impact on our society. In the face of climate change, domestic and international conflict, wealth inequality, and unpredictable technological changes, there is more need now than ever for the critical insights of the social sciences and humanities, and these are grounded in our distinctive research interests and approaches.

Objective 1.1: To augment our research capacity in all areas of scholarship, with a particular focus on the identified focal research areas.

- Strategy 1.1.1: Continue to provide a range of internal funding programs for research, with a particular emphasis on projects tied to future external funding applications.
- Strategy 1.1.2: Increase the number of research grant applications made to research programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).
- Strategy 1.1.3: Achieve a consistent Research Support Fund (RSF) allocation of $175,000 per year.
- Strategy 1.1.4: Develop and support thematic and interdisciplinary "research clusters" of faculty members working on similar topics, to encourage collaboration in the research enterprise.
- Strategy 1.1.5: Establish an internal panel of faculty peer reviewers with experience in attracting external funding to support colleagues applying for external research grants.

Objective 1.2: To develop a culture of research excellence.

- Strategy 1.2.1: Recognize that the principles of equity, diversity, inclusion, accessibility, and Indigenous reconciliation are essential to achieving research excellence, and ensure that these principles are applied in all areas of research support.
- Strategy 1.2.2: Develop effective means to draw attention to faculty research activities and achievements in the University's public-facing promotional and recruitment materials.
- Strategy 1.2.3: Celebrate faculty research achievements through regular events, including but not limited to book launches.
- Strategy 1.2.4: Maintain a regular series of faculty public lectures and seminars to provide a forum for faculty researchers to share their results and interpretations.
- Strategy 1.2.5: Publicize, support, and enforce regulations concerning research ethics, the responsible conduct of research, and the financial administration of research grants.

- Strategy 1.2.6: Strengthen and extend interdisciplinary, inter-institutional, and community research partnerships.
- Strategy 1.2.7: Develop high-quality practices in research grant management, tracking, and reporting.

2. Effective Knowledge Mobilization

As defined by SSHRC, knowledge mobilization "is an umbrella term encompassing a wide range of activities relating to the production and use of research results, including knowledge synthesis, dissemination, transfer, exchange, and co-creation or co-production by researchers and knowledge users." The ultimate success of any research endeavour is partially a function of how broadly and effectively research results are communicated with intended audiences. We must think carefully about to whom our research should be communicated, how to best accomplish this communication, and how the process of research design should be constructed with knowledge users in mind. Therefore, we have identified goals and strategies that will guide knowledge mobilization at STU over the next five years.

Objective 2.1: To adopt best practices in knowledge mobilization, as appropriate for particular disciplines and styles of research.
- Strategy 2.1.1: Continue to provide a range of internal funding programs for knowledge mobilization, with a particular emphasis on projects tied to future external funding applications.
- Strategy 2.1.2: Increase the number of grant applications made to knowledge mobilization programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).

- Strategy 2.1.3: Develop effective means to highlight faculty research achievements in the University's public-facing promotional and recruitment materials.
- Strategy 2.1.4: Maintain a regular series of faculty public lectures and seminars to provide a forum for faculty researchers to share their results and interpretations.
- Strategy 2.1.5: Establish a St. Thomas University Research Data Repository to allow for the secure storage of data, and for data sharing where appropriate.
- Strategy 2.1.6: Continue to develop and add content to the St. Thomas University Open Access Repository to represent the research output of STU faculty members, allowing public access to the results of our publicly-funded research projects.

Objective 2.2: To strengthen and extend interdisciplinary, inter-institutional, and community research partnerships.

- Strategy 2.2.1: Increase the number of grant applications made to partnership programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).
- Strategy 2.2.2: Where appropriate, develop community research partnerships as the first stage of the research process, to enable community members to collaboratively contribute to research design with research users in mind.
- Strategy 2.2.3: Support STU knowledge mobilization initiatives that contribute to research-related dialogues provincially, regionally, nationally, and internationally.
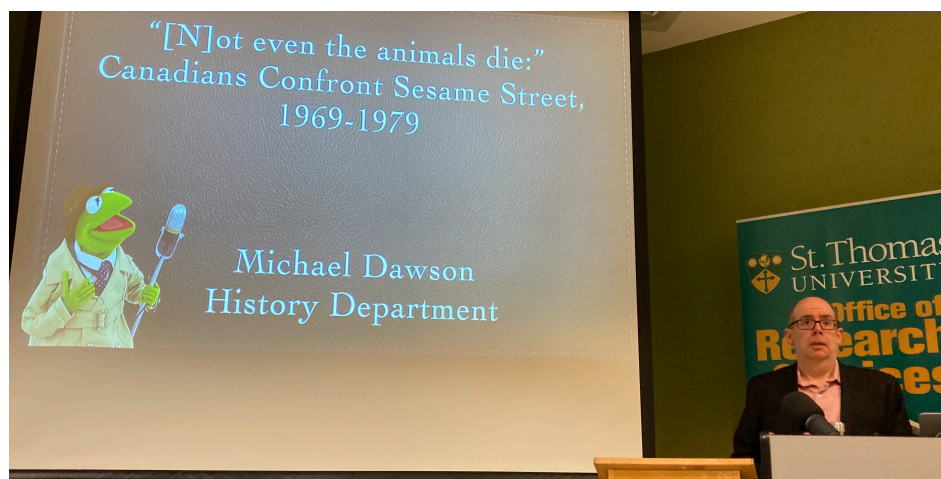
3. Nurturing Talent

Our most important research-related resource is our people, from our most senior Emeritus Professors to our first-year students. For students, participation in research is an essential part of their liberal education, as it enables the cultivation of critical, analytical, and writing skills. In this sense, it is possible and indeed important to integrate our pedagogical and research goals to the greatest extent possible. Mentoring and professional development for faculty is another high-level goal. A very high proportion of STU faculty hold terminal research degrees in their fields, and we must make special efforts to ensure that we provide the opportunities necessary for them to achieve their research-related career goals, whether that be to receive a large multi-year research grant, or to submit a journal article for peer review.

Objective 3.1: To provide mentorship and professional development opportunities for all faculty members, regardless of career stage.
- Strategy 3.1.1: Deliver research-related professional development workshops on topics like external grant applications, research data management, research ethics, knowledge mobilization, community-engaged research, research software, and other topics of professional interest.
- Strategy 3.1.2: Establish a research mentoring program for early career researchers.
- Strategy 3.1.3: Organize regular writing retreats for faculty members.

Objective 3.2: To expand opportunities for STU students to participate in research projects and to develop research skills.
- Strategy 3.2.1: Provide funded opportunities for student research internships.
- Strategy 3.2.2: Wherever possible and appropriate, explore how to integrate research activities across the curriculum.
- Strategy 3.2.3: Maintain and expand the Student Research & Ideas Fair as the University's leading forum for the presentation of student research.

- Strategy 3.2.4: Develop resources to support students presenting the results of their research at academic conferences.
- Strategy 3.2.5: Develop high-quality metrics for tracking student participation and success in research (employment as RAs, success in obtaining CGS-M awards, etc.).

CONCLUSION

St. Thomas University is at an important juncture in its institutional history, as we re-examine the place of the liberal arts in the 21st century. Research, "an undertaking intended to extend knowledge through a disciplined inquiry and/or systematic investigation" (TCPS 2 2022), is an essential component of our journey as we move into the future. The development of our seven focal research areas will ensure that all STU faculty members are able to see their scholarly work reflected in the University's institutional mission. Through our efforts in developing research excellence, effective knowledge mobilization, and nurturing talent, we will build on past research successes and lay the groundwork for a future in which research is a keystone of life and work at St. Thomas University.

Implementation Plan

Goal #1 – Developing Research Excellence

Objective 1.1: To augment our research capacity in all areas of scholarship, with a particular focus on the identified focal research areas.

Strategy 1.1.1: Continue to provide a range of internal funding programs for research, with a particular emphasis on projects tied to future external funding applications.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Careful stewarding of the University's General Research Fund and regular program review, will ensure that funding programs are correctly aligned with faculty research needs.	Internal funding programs will provide 100% support for certain projects, or "pilot" funding for the initial phases of projects that will ultimately require external support. The university should explore additional internal funding programs to provide additional time for research.	Senate Research Committee, AVP Research, VP (Advancement & Alumni Affairs)	ongoing	$50,000 per annum from FT and PT collective agreements; SSHRC Institutional Grant for SSHRC Explore Grants; philanthropic funding	Maintaining existing programs and developing new ones as required; continuing to receive the SSHRC Institutional Grant; replace the $500,000 Harrison McCain Research Fund used from 2019-2025.

Strategy 1.1.2: Increase the number of grant applications made to research programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Increase the number of faculty applications to Tri-Agency research programs.	External funding supports larger-scale research goals, augmenting STU's research capacity.	AVP Research, Research Services Officer	By the 2027-28 academic year.	N/A	Average 3-4 SSHRC Insight Grant applications and 4-5 SSHRC Insight Development Grant applications per year.

Strategy 1.1.3: Achieve a consistent Research Support Fund (RSF) allocation of $175,000 per year.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Increasing our RSF allocation results in more resources to support the research enterprise.	Increasing the number of Tri-Agency grant applications (Strategy 1.1.2) will result in more applications being funded (even if the success rate does not change), and hence an increase in the RSF. Given current rates of growth and a modest increase in the number of annual applications, a gradual increase in RSF to $175,000 should be achievable.	AVP Research, Research Services Officer, Senate Research Committee	By the 2029-30 academic year.	Consider how the allocation of internal research funding may be used to incentivize additional applications for Tri-Agency grants.	Annual increases in STU's RSF allocation, until a sustainable $175,000 per year is achieved.

Strategy 1.1.4: Develop and support thematic and interdisciplinary "research clusters" of faculty members working on similar topics, to encourage collaboration in the research enterprise.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Identify which interdisciplinary themes are of interest to faculty members, and find ways to develop and support these.	Faculty may feel "isolated" in relation to their research. By creating thematic "communities of research practice" colleagues will be able to support each other in developing research capacity.	AVP Research, Senate Research Committee	ongoing	ORS budget can be used to facilitate regular meetings of faculty members to develop research clusters.	Develop 6-10 thematic research clusters by 2029-30, ensuring that they provide the opportunity to meet regularly, exchange ideas, and develop collaborative projects.
Strategy 1.1.5: Establish an internal panel of faculty peer reviewers with experience in attracting external funding to support colleagues applying for external research grants					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
An internal panel of peer reviewers will provide rigorous peer review before grant applications are submitted. At least a dozen STU faculty members have been members of SSHRC adjudication committees, and even more have acted as external reviewers, who may be available as internal peer reviewers.	Pre-submission peer review will enable applicants to improve their applications, increase success rates, and augment research capacity.	AVP Research, Senate Research Committee, individual faculty colleagues	By the 2026-27 academic year.	N/A	All Tri-Agency grant applications will receive at least one internal peer review prior to submission.
Objective 1.2: To develop a culture of research excellence.					
Strategy 1.2.1: Recognize that the principles of equity, diversity, inclusion, accessibility, and Indigenous reconciliation are essential to achieving research excellence, and ensure that these principles are applied in all areas of research support.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
EDIA and Indigenous reconciliation principles and best practices will be "built-in" to research processes wherever possible and appropriate	EDIA and Indigenous reconciliation principles and practices are inherently valuable for university research excellence and talent development. A diversity of perspectives and experiences allows for theoretical, methodological, and analytical rigour, and ensuring that no faculty researchers experience systemic barriers creates a research context allowing for full participation.	AVP Research, Senate Research Committee	By the 2027-28 academic year.	Resources will be required for training in best practices. Internal funding programs may need to be designed specifically to cultivate research capacity for colleagues who have experienced systemic barriers in the past.	All internal funding programs and processes will have been examined with an "EDIA lens"; all members of the SRC will have received EDIA training.

Strategy 1.2.2: Develop effective means to draw attention to faculty research activities and achievements in the University's public-facing promotional and recruitment materials.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The University will explore how increased attention to faculty research may be an asset in recruiting new students, retaining existing students, and engaging stakeholders, alumni, potential donors, and government.	STU faculty members have demonstrated excellence in research through grants, publications, and publicly-engaged research projects. Featuring these achievements in public-facing recruitment and promotional materials will add an additional component in raising STU's profile.	AVP Research, AVP Enrolment Management, Director of Student Recruitment, Director of Communications	ongoing	Staff resources in ORS and Communications to co-create faculty research profiles and success stories.	Increase the number of longer-form faculty research profiles *Connections* magazine; increase the number of faculty research stories on the "News" section of the STU website; average two faculty research profile stories on the ORS Blog in each of the fall and winter semesters.

Strategy 1.2.3: Celebrate faculty research achievements through regular events, including but not limited to book launches.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Recognizing faculty research achievements will ensure that the University community is aware of the latest developments in faculty research.	An important facet of developing a culture of research excellence is for researchers to know that the results of their efforts are known to and appreciated by their colleagues.	AVP Research, Research Coordinator	ongoing	ORS budget resources for hosting and catering events.	All faculty members publishing books will have them recognized with a book launch; other forms of knowledge dissemination will be celebrated that currently are not (i.e., scholarly articles).

Strategy 1.2.4: Maintain a regular series of faculty public lectures and seminars to provide a forum for faculty researchers to share their results and interpretations.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Faculty lectures and seminars provide the opportunity for faculty researchers to share the results of their scholarly work.	A culture of research excellence requires that research activity and dissemination is a regular part of campus life.	AVP Research	ongoing	ORS budget resources for advertising lectures and seminars.	Regular fall and winter seminar series (5-6 papers per semester); regular public lecture series (3-4 lectures per semester).

Strategy 1.2.5: Publicize, support, and enforce regulations concerning research ethics, the responsible conduct of research, and the financial administration of research grants.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
This will ensure that all research conduct at STU conforms to best practices in research administration.	A culture of research excellence is also a culture of research responsibility, in which all researchers are aware of and knowledgeable about all relevant regulatory frameworks.	AVP Research, Research Services Officer, Research Coordinator, Senate Research Committee	By 2026-27 academic year.	N/A	Annual presentations/ workshops for faculty on research ethics, RCR, and financial administration; Faculty Research Handbook regularly updated and distributed to all faculty members.

Strategy 1.2.6: Strengthen and extend interdisciplinary, inter-institutional, and community research partnerships.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Where appropriate, this will allow STU research initiatives to grow in scope by identifying relevant partners outside of individual disciplines and outside of STU as an institution.	For some kinds of research, research partnerships are an essential element of a successful initiative, whether to extend expertise or to define research goals in close collaboration with stakeholders in the community.	AVP Research, Senate Research Committee	By 2026-27 academic year.	Internal and external grants.	All research initiatives will be examined to determine if there is potential for interdisciplinary, inter-institutional, or community partnerships; STU researchers will submit at least one SSHRC Partnership Engage or Partnership Development Grant application per year.

Strategy 1.2.7: Develop high-quality practices in research grant management, tracking, and reporting.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The existing ORS FileMaker database will be completed, and new options for grant management systems will be explored.	Effective grant management systems will allow existing grants to be managed appropriately, and for the entire "life cycle" of the grant (from inception to application to award to final reporting) to be improved.	AVP Research, Research Services Officer, Research Coordinator, Financial Services	By 2026-27 academic year.	ORS budget to maintain existing FileMaker database; new allocations from the RSF to obtain a new grant management system (if this is deemed affordable and appropriate).	All faculty profiles in ORS FileMaker database will be updated; existing processes for expenditure tracking will be improved (especially aligning ORS and Financial Services records).

Goal #2 – Effective Knowledge Mobilization

Objective 2.1: To adopt best practices in knowledge mobilization, as appropriate for particular disciplines and styles of research.

Strategy 2.1.1: Continue to provide a range of internal funding programs for knowledge mobilization, with a particular emphasis on projects tied to future external funding applications.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The Senate Research Committee currently manages internal funding programs for Knowledge Mobilization Grants, Conference Travel Grants, and Scholarly Book/Article Publication Grants.	Different forms of internal funding for different types of knowledge mobilization ensures that the results of STU faculty research reach the widest possible audiences.	AVP Research, Research Services Officer, Senate Research Committee	ongoing	$50,000 per annum from FT and PT collective agreements; funding from the SSHRC Institutional Grant for SSHRC Exchange Grants; philanthropic funding	Maintaining existing programs and developing new ones, as required; continuing to receive the SSHRC Institutional Grant every three years; finding funds to replace the $500,000 Harrison McCain Research Fund used from 2019-2025.

Strategy 2.1.2: Increase the number of grant applications made to knowledge mobilization programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Increasing the number of applications prepared by faculty members will ultimately result in an increase in the number of Tri-Agency grants received.	External funding provides opportunities to implement longer-term and larger-scale knowledge mobilization goals, augmenting STU's research capacity.	AVP Research, Research Services Officer	ongoing	N/A	STU should average 3 SSHRC Connection Grant applications per year.

Strategy 2.1.3: Develop effective means to highlight faculty research achievements in the University's public-facing promotional and recruitment materials.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The University will explore how increased attention to faculty research may be an asset in recruiting new students, retaining existing students, and engaging stakeholders, alumni, potential donors, and government.	STU faculty members have demonstrated excellence in research through grants, publications, and publicly-engaged research projects. Featuring these achievements in public-facing recruitment and promotional materials will add an additional component in raising STU's profile.	AVP Research, AVP Enrolment Management, Director of Student Recruitment, Director of Communications	ongoing	Staff resources in ORS and Communications to co-create faculty research profiles and success stories.	Increase the number of longer-form faculty research profiles *Connections* magazine; increase the number of faculty research stories on the "News" section of the STU website; average two faculty research profile stories on the ORS Blog in each of the fall and winter semesters.

Strategy 2.1.4: Maintain a regular series of faculty public lectures and seminars to provide a forum for faculty researchers to share their results and interpretations.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Faculty lectures and seminars provide the opportunity for faculty researchers to share the results of their scholarly work.	A culture of research excellence requires that research activity and dissemination is a regular part of campus life.	AVP Research	ongoing	ORS budget resources for advertising lectures and seminars.	Regular fall and winter seminar series (5-6 papers per semester); regular public lecture series (3-4 lectures per semester).

Strategy 2.1.5: Establish a St. Thomas University Research Data Repository to allow for the secure storage of data, and for data sharing where appropriate.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
An established research data repository will allow the results of faculty research to be made available to the broader scholarly community, where appropriate.	Where appropriate, the deposit of research data in a secure repository will conform to Tri-Agency requirements, as well as the best practices of Open Science.	AVP Research, Research Coordinator	By 2026-27 academic year.	Funds from STU's RSF allocation will be used to establish a research data repository through a national repository.	All faculty members will be able to meet Tri-Agency data deposit requirements through an established STU research data repository.

Strategy 2.1.6: Continue to develop and add content to the St. Thomas University Open Access Repository to represent the research output of STU faculty members, allowing public access to the results of our publicly-funded research projects.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The STU Open Access Repository (STUOAR) is an indexed repository for STU faculty research publications.	STU faculty members making full use of STUOAR conforms with Tri-Agency requirements, and ensures that the results of STU research activity are widely available to the academic community and the general public.	AVP Research, Research Coordinator	By 2026-27 academic year.	Dedicated funds from STU's RSF allocation will continue to be used to maintain STUOAR, currently hosted by Atmire.	All faculty members will have a profile on STUOAR, with a representative sample of publications posted.

Objective 2.2: To strengthen and extend interdisciplinary, inter-institutional, and community research partnerships.

Strategy 2.2.1: Increase the number of grant applications made to partnership programs of the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes for Health Research (CIHR).

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Increasing the number of applications prepared by faculty members will ultimately result in an increase in the number of Tri-Agency grants received.	External funding provides opportunities to implement longer-term and larger-scale research partnership goals, augmenting STU's research capacity.	AVP Research, Research Services Officer	ongoing	N/A	STU should average 1 SSHRC Partnership Engage Grant or Partnership Development application per year.

Strategy 2.2.2: Where appropriate, develop community research partnerships as the *first stage* of the research process, to enable community members to collaboratively contribute to research design with research users in mind.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Co-developing research projects with community stakeholders at the outset of the research process recognizes the importance in community-based research of stakeholder input.	Community-engaged research is an important facet of a wide range of faculty research projects at St. Thomas University. Seeking meaningful input from stakeholders in the research design phase will ensure that community research partnerships are developed with sound fundamentals.	AVP Research, Research Services Officer	ongoing	Internal and external research partnership funding.	New community-based research projects will be assessed in relation to potential stakeholders and how they can be involved in research project design.

Strategy 2.2.3: Support STU knowledge mobilization initiatives that contribute to research-related dialogues provincially, regionally, nationally, and internationally.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
This will ensure that STU faculty researchers are able to contribute to the broader research context outside of our university.	As research projects enter the knowledge mobilization phase, researchers will be supported to identify relevant, topical research-related dialogues so that their work can achieve the highest possible impact.	AVP Research, Research Services Officer	ongoing	Internal and external knowledge mobilization funding.	Internally- and externally-funded research projects will be assessed for future scope of knowledge mobilization; all researchers will be supported in outreach for their research to reach knowledge users.

Goal #3 – Nurturing Talent

Objective 3.1: To provide mentorship and professional development opportunities for all faculty members, regardless of career stage.

Strategy 3.1.1: Deliver research-related professional development workshops on topics like external grant applications, research data management, research ethics, knowledge mobilization, community-engaged research, research software, and other topics of professional interest.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
In the context of a teaching-intensive university, this will provide opportunities for faculty researchers to upgrade their research skills in emerging areas like research data management, media training and public outreach, and other research-related professional development.	In a rapidly-changing national research environment, new policy areas will require faculty researchers to develop and enhance research skills. Topical research workshops will ensure that opportunities exist for faculty professional development.	AVP Research, Research Services Officer, Research Coordinator	ongoing	ORS budget for catering and ancillary costs.	At least two research-related professional development workshops per semester.

Strategy 3.1.2: Establish a research mentoring program for early career researchers.

Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
A centralized program of mentoring for early career researchers will allow them to establish short-, medium-, and long-term research goals.	All faculty researchers in the early-career stage will be paired with a later-career faculty mentor who can provide insights into tenure and promotion requirements, the academic publishing system, external grant systems, and how best to achieve a balance between research, teaching, and service.	AVP Research, Senate Research Committee	ongoing	N/A	All STU early career researchers will have been paired with a later-career mentor.

Strategy 3.1.3: Organize regular writing retreats for faculty members.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
This will ensure that time and space are set aside for scholarly writing as a regular feature of academic life.	Writing retreats support productivity and faculty morale. Supporting faculty writing goals is essential for nurturing faculty research talent.	AVP Research	ongoing	ORS budget for catering.	Four writing retreats per year.
Objective 3.2: To expand opportunities for STU students to participate in research projects and to develop research skills.					
Strategy 3.2.1: Provide funded opportunities for student research internships.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Student research internships provide opportunities for student skills development and employment, and support faculty research.	St. Thomas University provides opportunities for students to experience the research process, gain transferrable skills, and position themselves for graduate study.	AVP Research, Senate Research Committee	ongoing	Funding from the General Research Fund; new philanthropic funding.	A program for funding student research internships will be developed to replace the Harrison McCain Foundation funding used in 2019-2025.
Strategy 3.2.2: Wherever possible and appropriate, explore how to integrate research activities across the curriculum.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Provide support for faculty members already integrating research into courses, and develop ways to encourage research-curriculum integration.	Not all courses will have the potential for integrating research activities, but where appropriate this can enhance the student experience.	AVP Research, Deans, Department Chairs	By 2027-28 academic year.	N/A	All existing courses that include research activities will be identified; support will be offered to all faculty members wishing to augment.
Strategy 3.2.3: Maintain and expand the Student Research & Ideas Fair as the University's leading forum for the presentation of student research.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
The Student Research & Ideas Fair allows for STU students to experience conference-style presentation of the results of their research activities.	The SRIF provides a unique opportunity for students to work closely with faculty mentors to learn key skills in knowledge mobilization.	AVP Research, Research Coordinator	ongoing	ORS budget resources for organization and catering.	3-5% of the student body will participate in the SRIF every year.
Strategy 3.2.4: Develop resources to support students presenting the results of their research at academic conferences.					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
Advanced students will have opportunities to present the results of their own research outside of the STU community at regional and national conferences.	STU's small size allows for a high degree of personal mentorship for students by STU faculty members. Internal resources will allow for student research mentees to achieve a key goal of knowledge mobilization.	AVP Research, Senate Research Committee	ongoing	Funding from the General Research Fund; new philanthropic funding.	A new program for funding student research conference travel will be developed to replace the Harrison McCain Foundation funding available during 2019-2025.

Strategy 3.2.5: Develop high-quality metrics for tracking student participation and success in research (employment as RAs, success in obtaining CGS-M awards, etc.).					
Operational Tactic	Key Functions & Process	People	Timing	Resources	Measurement
This will allow the University to better understand student research success and enable program enhancements.	Currently, student participation and success in research is tracked in relation to payroll, as well as anecdotal evidence. The development of high-quality metrics will allow the University to better understand and develop this important facet of student life.	AVP Research, Research Services Officer, Research Coordinator	By the 2026-27 academic year.	N/A	A database detailing student involvement and success in research will be developed and maintained.