



Strategic Research Plan (2023 – 2028)

Roadmap to Research Excellence



**Office of the Vice-President,
Academic and Research
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1 Executive Summary

Research is a central mandate of the University of Prince Edward Island (UPEI). It includes the full range of intellectual, scholarly and creative endeavours that focus on the discovery, integration, dissemination and application of new knowledge. This Research Strategic Plan (2023 – 2028) identifies the vision, priorities and action plan to build upon UPEI’s reputation of research excellence.

The research plan aims to achieve specific objectives to reach its strategic goals. Among the key objectives, UPEI will leverage its existing strengths and support new emerging areas of research. It will promote Equity, Diversity and Inclusion (EDI) within these research programs, while advancing the principles of reconciliation as outlined in the TRC *Calls to Action*. The research plan fosters multidisciplinary, interdisciplinary and transdisciplinary work that crosses the traditional boundaries of disciplines. Furthermore, it aims to recognize and celebrate the successes of researchers through awards and communications of success stories.

In order to reach these objectives, the University will pursue new opportunities and resources to support the growth of research activities. Additional support for graduate students through fellowships will be developed to increase the training of highly qualified personnel and support faculty competitiveness in tri-council grant competitions. New resources will be developed to increase the number of research chair positions. Also, more active participation of undergraduate students in research activities will be pursued. This strategic plan outlines several other goals and action items to increase the research intensiveness at UPEI and the University’s profile and prominence, locally, nationally and internationally.

The land on which the UPEI community gathers is the traditional and ancestral territory of the Mi’kmaq People. We acknowledge the original custodians of this land and give thanks to the Elders – those in the spirit world who came before us and gave us the teachings of life; those here today, who preserve stories and traditions and guide us as knowledge keepers; and those who are Elders in the making.

2 Introduction

UPEI has a strong reputation for research and scholarly work that makes a positive impact on society toward global challenges. The exploration and discovery of new knowledge is a core mandate of the University. UPEI's research activities contribute tangible outcomes of benefit to the province. Often the research is conducted in collaboration with local community partners. Through these activities, UPEI researchers are developing innovative solutions to challenges facing the province and world. One of the key outcomes of UPEI's research is the training of graduate students. These graduates are well positioned to become academic, scientific, community, and artistic leaders in their chosen fields of study.

Over the past few decades, over \$300M has been invested into research infrastructure at the University, including facilities, equipment, laboratories, and software. More recently, UPEI has established 8 Research Chairs and 9 Research Institutes, and Centres, which serve as active research hubs on campus. Some centres include numerous research groups, for example, UPEI's Centre for Veterinary Epidemiologic Research has 7 research groups.

Academic programs and graduate student opportunities have expanded significantly in recent years. In the past two decades, seven new Faculties / Schools have been established, including Business; Climate Change and Adaptation; Graduate Studies; Indigenous Knowledge, Education, Research and Applied Studies (IKERAS); Mathematical and Computational Sciences; Medicine (in progress); Nursing; and Sustainable Design Engineering.

Over this same period, UPEI researchers have secured over \$85M in external research funding and authored over 8,000 peer-reviewed publications in journals, conferences and books. Over 530 dissertations / theses by graduate students have been documented in IslandScholar. The University supports and celebrates these achievements of researchers, both as individual scholars and multi-researcher teams. This past record of research funding and investment in research infrastructure, along with the creation of several new Faculties / Schools, places UPEI in a solid position to continue this upward momentum as a nationally respected research institution. This plan aims to develop appropriate measures of research impact to track key performance indicators on overall research intensity at the University.

This Strategic Research Plan is aligned with UPEI's Strategic Plan [1] and builds on the University's previous research strategy [2, 3]. It incorporates fundamental core values of the University including: equity, diversity and inclusion (EDI); advancing Indigenous reconciliation; and sustainability, for example, in values expressed through the UN's Sustainable Development Goals. Both fundamental and applied research studies are embraced, as performed individually by a single researcher, and/or as a collaborative team. As a term used throughout this strategic plan, research will refer broadly to encompass a full range of intellectual, scholarly and creative work. This discovery, integration, interpretation and application of knowledge is often conducted in partnership with community organizations and industry.

UPEI pursues research excellence across a range of disciplines. This Strategic Research Plan identifies a cluster of five existing signature areas of research, as well as new emerging priority areas. The University is committed to the development of new resources in these areas, as well as

across the broad range of disciplines including those which lie outside one of the signature areas. Graduate students and post-doctoral fellows are key contributors for this research environment to flourish. The University aims to strengthen graduate student education by pursuing additional resources, such as graduate student fellowships.

3 Strategic Planning Process

A strategic planning process was conducted during 2021-22 with participation and consultation with faculty, staff, students and external partner organizations. UPEI's Research Advisory Committee (RAC) collected input and developed this Strategic Research Plan. The RAC developed goals and priorities of the strategic plan, as well as the framework, from which input from faculties was used to establish specific action items, performance indicators and partners.

Consultation sessions with individual faculties and students were held throughout the 2022 Winter and Spring semesters. The sessions collected feedback on research priorities and action items for the University. The information was compiled by the Associate Vice-President (Research) and Dean of Graduate Studies and discussed with RAC for the development of this roadmap towards the stated goals and priorities.

Some faculties formed subgroups to develop reports from their specific academic units. Each of these subgroups followed a similar format and they were integrated within the overall strategic plan by the RAC. After the discipline and overall reports were completed, feedback was obtained by all of the stakeholders who contributed to the planning process. Communication occurred afterwards through the development process in meetings with RAC and Deans Council. During this process, draft versions of the strategic plan were circulated for feedback. From these planning documents, an implementation plan was created.

The Strategic Research Plan was developed to be consistent with UPEI's Strategic Plan. The key priorities were shaped by the University's frameworks related to research, for example, through its connections with teaching, learning and public engagement. In this way, the strategic research plan was developed to meet the goals set forth by UPEI's broader objectives.

UPEI aims to measure its progress towards the strategic research plan by reporting periodically on key performance indicators. Progress reports will highlight the achievements and areas of improvement. These reports will also identify new opportunities and challenges to be addressed. The performance indicators will be examined and necessary changes will be implemented, in order to achieve the objectives. Throughout these processes, faculty, staff and representatives from student bodies will be consulted for feedback on progress in the strategic plan.

4 Research Vision and Mission

The University of Prince Edward Island offers a comprehensive range of academic programs with a vision of becoming a leading research institution nationally when compared with other universities of comparable size. This vision and mission of the University's research mandate are summarized below.

Vision The University of Prince Edward Island will be one of the most distinguished research universities nationally, when compared with other universities of comparable size, while fulfilling its special obligation to PEI as the only university in the province. In pursuing this objective, UPEI will foster the principles of equity, diversity, inclusion, and Indigenous reconciliation.

Mission UPEI is dedicated to the highest quality of intellectual, scholarly and creative endeavours that focus on the discovery, integration, interpretation and application of new knowledge. This research aims to make a positive impact on society, locally, nationally and internationally.

As part of this vision and mission, UPEI will cultivate a climate of research excellence that enables leading-edge research to flourish. It aims to be recognized for its impact, regionally, nationally and internationally. As stated in its vision, it will foster the principles of equity, diversity, and inclusion in all aspects of its research mandate. The University will exemplify best practices in research communication, knowledge dissemination, and knowledge utilization.

5 Signature Areas of Research Excellence

Thematic areas of existing strength in research at UPEI were identified during the development of this strategic plan and labelled as signature areas of research excellence. Although signature areas emerged from the consultation processes, UPEI supports the full range of research programs across the University, including those which may not fall directly within one of the identified signature areas.

When the range of existing research programs at UPEI was closely examined, a cluster of five signature areas emerged: 1) *Humanity, Justice and Organizations*; 2) *Environmental Stewardship*; 3) *Healthy Communities*; 4) *Healthy Animals*; and 5) *Sustainable Development*. Within each signature area, and at their intersections, researchers are working individually and in collaborative teams to address challenges of community and global significance. Examples of specific research fields within each signature area are listed below.

- 1) *Humanity, Justice and Organizations* – Social Justice; Indigenous Studies; Humanity, Arts and Ideas; Community and Culture; Economics, Entrepreneurship and Innovation; Business Management; Educational Studies.
- 2) *Environmental Stewardship* – Climate Change; Wildlife Conservation; Environmental Sciences; Macromolecular and Molecular Sciences; Biophysical / Chemical Sciences; Aquatic Health Sciences.
- 3) *Healthy Communities* – Applied Human Sciences; Human Medicine, Nursing and Human Development; Nutrition; Public and Occupational Health Studies; Clinical Psychology and Mental Health; Preventative Health Management.
- 4) *Healthy Animals* – Veterinary Medicine; Aquaculture Health Sciences; Veterinary Epidemiology (Terrestrial and Aquatic Animals); Animal Welfare; Models of Disease;

Diagnostic Test Evaluation; Treatment Trials; Health Management.

- 5) *Sustainable Development* – Sustainable Design Engineering; Sustainable Agriculture; Advanced Materials and Energy Systems; Sustainable Livestock Management; Clean Technology.

The complexity of issues and research questions often require insight and understanding from a breadth of disciplines. Viewpoints which are based on disciplinary-based approaches are fundamental to the pursuit of new knowledge. They contribute new insight and understanding when applied in an interdisciplinary, multidisciplinary or transdisciplinary context. Other themes of research excellence at UPEI, included in the above list, but which cross the boundaries of multiple signature areas, include: *Bioscience*; *Island Studies*; *Data Science*; and *One Health*.

Across several of these above areas, UPEI researchers are engaged in the scholarship of teaching and learning. The Internal Scholarship of Teaching and Learning Grant (SoTL) program is an example where faculty members in all disciplines bring research into the classroom and collaborate with colleagues in other disciplines.

The thematic areas of research strength at UPEI are characterized by outcomes of beneficial impact on local communities, regionally, across Canada, and internationally. The research activities often involve collaborative team-building that benefits UPEI as a whole, not only in research programs, but also in the development of academic programs that span multiple disciplines. As research programs grow at UPEI, it is anticipated that these signature areas will continue to develop, evolve, mature, and transform. New clusters of excellence will emerge and existing groups will reorganize or transition into new areas.

6 Emerging Priority Areas

UPEI plans to launch a new Faculty of Medicine in 2024 in partnership with Memorial University of Newfoundland, including a new medical building on its north campus. The building includes significant space which will support Medicine and other connected UPEI programs including the Doctor of Psychology, Paramedicine, Nursing, Veterinary Medicine, Nurse Practitioner and Doctor of Applied Health programs.

There are several innovative aspects to the medical program that will be introduced. Medical education involves experiential learning in third year clerkship, senior rotations and post-graduate residencies. Together with the Medical Society of PEI, Health PEI, the PEI Department of Health and Wellness and Memorial University, UPEI aims to integrate these medical learners into the overall health care system. Alongside these developments, medical research will become a significant emerging area of strength at the University.

Other emerging priority areas of research at UPEI have been identified in the University's strategic summary for the Canada Research Chair (CRC) program [4]. UPEI currently holds two active CRCs: 1) CRC in *Geospatial Humanities*; and 2) CRC in *Veterinary Social Epidemiology*. Three additional CRC positions under development include the following priority areas: 1) *Climate Change and Adaptation*; 2) *Biomedical Genomic Engineering*; and 3) *Business Analytics*.

These emerging areas build upon existing research collaborations or networks led by UPEI. The Applied Communications, Leadership and Culture program is home to the CRC Chair in Geospatial Humanities. This research theme and strategic focus at UPEI are increasing the understanding of physical transformations of place and their social impacts. It provides the foundation for better land-use planning, resource co-management, and risk management in PEI.

The Atlantic Veterinary College (AVC) is one of only five veterinary colleges in Canada. The CRC in Veterinary Social Epidemiology combines social science, veterinary epidemiology, and animal welfare research to bring new best-practice advancements in animal care.

The recently formed Faculty of Sustainable Design Engineering (FSDE) at UPEI has established active research collaborations with the AVC. This partnership has developed a veterinary medicine strength for engineering devices, methods, and processes. This interdisciplinary partnership forms a strategic theme of a CRC in Genomic Biomedical Engineering.

The School of Climate Change and Adaptation is focusing on sustainable agriculture and conducting multi-disciplinary research that combines Climate Change, Humanities and Sustainable Design Engineering. The CRC in Climate Change and Adaptation will further strengthen this key strategic area of research at UPEI.

Combining business data and artificial intelligence with analytics is creating a strategic intersection of business and computer science research. A future Canada Research Chair has been identified in this emerging area.

Further existing strengths at UPEI offer unique collaboration opportunities with these above themes. For example, PEI's geographical position within the hurricane belt has significant repercussions for insurance coverage and health impact, as assessed by methods in Actuarial Science like Predictive Analytics. These synergistic connections with Actuarial Science offer a broader scope of impact in Climate Change by considering the financial implications through risk underwriting and claims projections, as well as in Health studies through collaboration with the new medical program in areas such as pandemics and health trends.

These focus areas of emerging research excellence build on UPEI's strength in collaborative teamwork and an interdisciplinary approach to research and outreach within the community. The CRC focus areas were purposefully built because they lend themselves well to expanding UPEI's collaborations and partnerships.

7 Strategic Objectives

Based on the consultation sessions throughout the Winter and Summer 2022 semesters, three recurring themes or pillars emerged from participants in the sessions (see Figure 1):

- 1) fostering and celebrating research excellence;
- 2) developing talent for impactful research; and

3) strengthening outreach and community partnerships.

Figure 1 illustrates how these three themes are closely interconnected with each other. UPEI aims to provide a supportive environment that fosters research excellence, both for individual researchers and collaborative multidisciplinary teams.



Figure 1: Strategic pillars with associated strategic priorities

Specific goals and objectives to reach the desired outcomes of these strategic pillars will be detailed further in this section below. Responsible individuals for each of these goals are summarized in Appendix A – Implementation Plan. Further operational details of how each objective is achieved will be developed collaboratively among the various individuals assigned to each goal in Appendix A.

One of the key outcomes of this research is the development of talent through the training of highly qualified personnel. The University aims to recruit and retain top graduate students and other researchers by providing exceptional learning opportunities and competitive funding packages. Often this research will have meaningful collaborations with community organizations, government agencies, businesses and/or industry partners. This strategic plan aims to strengthen these partnerships for the benefit of society, environment, health care and/or economic development in the province.

7.1 Fostering and Celebrating Research Excellence

Today, more than ever before, research in many fields is a collaborative activity that transcends geographic barriers and crosses disciplinary boundaries. It often engages community partners, government, and the private sector. Building more meaningful links between the social, natural and health sciences, and the humanities, increases the impact of research when addressing global challenges. Both fundamental and applied studies are important as both have meaningful roles with respect to short- and long-term perspectives.

Disciplinary expertise that researchers and scholars bring to collaborative work is fundamental to its success. Both disciplinary depth and an ability to embrace the knowledge spanning across different disciplines are required. The University is committed to fostering, supporting, and enhancing multidisciplinary (multiple disciplines examining the same problem separately), interdisciplinary (multiple disciplines examining the same problem together), and transdisciplinary (multiple disciplines examining the same problem together at the same time / space / population) approaches. This range of research, scholarship, discovery and innovation is balanced with a commitment to discipline specific approaches.

Goal

1. Increase research capacity with a focus on UPEI's cluster of five signature areas.

Objectives

- i) Develop the human, physical and financial resources to increase the University's participation and success rates in grant competitions and research chair positions.
- ii) Hold regular theme-based forums to foster collaboration among interdisciplinary, multidisciplinary and transdisciplinary research teams.
- iii) Develop a pool of funds for course releases to support research programs with graduate students, honours students and directed studies courses.
- iv) Establish appropriate measures of research impact to track key performance indicators on overall research intensity at the University.
- v) Ensure there are sufficient library collections and research tools to support new research areas.

Goal

2. Promote an inclusive climate of research excellence that effectively supports, values and celebrates the achievements of researchers.

Objectives

- i) Embrace the principles of equity, diversity, inclusion, and Indigenous reconciliation as core values of an environment supporting research excellence.
- ii) Broaden publicly celebrated research awards for faculty members, and undergraduate and graduate students, across UPEI and within faculties / schools.
- iii) Establish a University awards committee that seeks and nominates candidates for national and international awards.

- iv) Continually streamline and improve the efficiency and effectiveness of research administrative processes for research and graduate studies.
- v) Provide training resources to support researchers engaged in partnerships with Indigenous communities.

Goal

- 3. Raise the profile and visibility of research excellence at the University, nationally and internationally.

Objectives

- i) Expand methods for disseminating information on research activities including through IslandScholar so that achievements are communicated broadly by the University.
- ii) Enhance communications and stories of UPEI research accomplishments to be featured in local, national and international media venues.
- iii) Hold public lecture series including broader participation from the general public.
- iv) Encourage timely submissions to IslandScholar to ensure all UPEI scholarship is captured, discoverable, and disseminated.
- v) Develop resources to increase open access for peer-reviewed publications.

7.2 Developing Talent for Impactful Research

As mentioned earlier, research is central to the University’s mission of discovery of new knowledge and preparing students for future success. Participation in research immerses a student in exciting activities of creativity and innovation – a place where people, ideas, concepts and discoveries mix, and where new knowledge and understanding emerge.

University research provides a unique learning experience for students. Research by faculty members adds a new element to their teaching and provides students with the most current and innovative thinking within their field of study. The originality of these ideas and discoveries fosters a lifelong passion for knowledge.

Research and teaching are closely interconnected. Each activity enhances the other. Engagement in research and scholarship cultivates greater interest in the subject and brings the latest advances in the field to students. Research results also provide instructors with the most up-to-date information for teaching. Conversely, teaching provides researchers with a detailed understanding of gaps in knowledge that require further research.

UPEI aims to closely align teaching and research together in a mutually supportive manner. It

seeks to enhance teaching and learning, both inside and outside the classroom, by providing and promoting an environment rich in research and creativity. Continuing to seek diverse and innovative strategies that integrate teaching within research will further enhance the quality of the learning experience for students.

Opportunities for graduate students serve an important role in enhancing the University's research capacity. In the past decade, UPEI has significantly expanded its suite of graduate programs. New programs have effectively served the needs of graduate students and expanded the University's research capabilities. Graduates of Master's and doctoral programs have gained valuable skills to become successful innovators, scholars, entrepreneurs and leaders in their chosen fields of study. This strategic plan aims to continue building on this positive momentum by further engagement of undergraduate students in research activities, as well as growth of graduate student programs and enrolments.

Goal

1. Expand the opportunities and participation of undergraduate students in research activities led by faculty members.

Objectives

- i) Implement a "student as scholar" model that incorporates student research opportunities in the undergraduate curriculum.
- ii) Develop the resources needed to engage more undergraduate students in research project activities in most research programs of faculty members by 2028.

Undergraduate students have a significant role in many faculty led research programs at UPEI. New and expanded programs to engage more undergraduate students include, but are not limited to, summer research assistantships, course projects that involve a research component, and directed studies courses on selected topics related to research programs at the University.

Goal

2. Strengthen graduate programs and recruit and retain top graduate students.

Objectives

- i) Substantially increase the thesis-based graduate student enrolment by 2028.
- ii) Restructure and expand the Faculty of Graduate Studies to increase graduate student admissions, establish consistency of regulations, enhance graduate student support services, and reduce administrative workloads and duplication in units.
- iii) Increase and broaden the scope of fellowship support to attract and retain outstanding graduate students and support faculty competitiveness for external grants.

iv) Create opportunities for graduate student supervision by all eligible faculty members.

One possible mechanism in objective (iv) would be the development of an interdisciplinary graduate program across units where thesis-based graduate programs currently don't exist. Disciplinary research specialization would still be possible for a student taking common interdisciplinary graduate courses (e.g., methodology course(s), interdisciplinary research course, research seminar course) in addition to a directed studies course which can be discipline-focused. Interdisciplinary research skills and the ability to work with interdisciplinary teams are increasingly valued in the work-force [5].

7.3 Strengthening Outreach and Partnerships

UPEI research programs have made a positive impact on the social, economic, health and environmental well-being of the province. Over the last two decades, UPEI established over 185 meaningful partnerships with industry, not-for-profit organizations, and government / public sector entities. In addition, during this period, UPEI filed 29 patents and 11 licenses with both for-profit and not-for-profit groups to advance new technologies developed at UPEI. It also contributed to the creation of 10 spin-off companies. These examples have demonstrated the valuable contributions of UPEI researchers to the province and beyond.

The University holds a unique role in examining critical questions, developing practical knowledge, and nurturing society's future leaders. In this Strategic Research Plan, the UN's Sustainable Development Goals will serve as a helpful guide for research that considers the ethical and intellectual responsibilities toward global challenges of sustainable development, climate change and social justice. The research involves productive engagement with an informed public culture – a culture in which people evaluate, critique, and propose new ideas. In this public dialogue, it is important that research and scholarship are widely disseminated through a variety of media, including open access publications.

Research-informed decision-making in all areas of policy and practice is essential to the health and betterment of society. As new technologies emerge, their impact on society broadens. Local communities, governments, and the voluntary (not-for-profit) sector rely on UPEI to address these and other societal issues. Researchers at UPEI are well positioned to serve as subject matter experts in this capacity. In pursuing this research in partnership with these organizations, UPEI underscores its importance to society.

Also there is a close connection between advances in new knowledge at UPEI, training of skilled research leaders of tomorrow, and economic growth. This connection is symbiotic, wherein the use of new knowledge serves both the public good, while in the private sector, it leads to economic growth and an improved quality of life through social and cultural enrichment. These societal benefits often lead to more support from organizations to create advanced research facilities, strengthen graduate programs, and pursue other emerging areas of research.

As the province's only university, UPEI leads this intellectual discovery through research and scholarly activity. This will enable the province to develop sustainable communities, initiate new

economic and social developments, and enrich PEI's culture. Accordingly, this strategic plan proposes the following strategic priorities for research outreach and partnerships.

Goal

1. Expand engagement among the internal University community and external partnerships that contribute to research and strengthen academic programs.

Objectives

- i) Create or expand internal collaborative events such as a faculty colloquia series, research day(s) with student poster sessions, and symposia on thematic areas of research.
- ii) Enhance outreach and public engagement through industry / community days and others that increase the awareness of research activities at UPEI.
- iii) Increase collaborations with the public and private sector including through research projects, entrepreneurship, commercialization and knowledge transfer.

In order to strengthen industry and other community partnerships, UPEI will host community engagement sessions to better understand the strategic problems that partners are trying to solve in the development of their own research plans. As the studies typically are longer-term endeavors, developing this partnership mindset with key stakeholders to foresee future challenges will aide in the interest and engagement of the various research approaches.

8 Conclusions

The University of Prince Edward Island has a proud tradition of excellence in research that has made impactful contributions to society and the province, as well as nationally and internationally. This Strategic Research Plan has identified the key priorities, goals and action items for the continued growth of research intensiveness at UPEI from 2023 to 2028. It aims to build on UPEI's existing strengths and seize new future opportunities. The recommendations in this plan will allow the University to enhance its national reputation and visibility as one of the most distinguished research universities in Canada, when compared with other institutions of comparable size. The strategic plan aims to raise UPEI's profile by leveraging world-class research and facilities for national leadership in strategic areas of strength.

This Strategic Research Plan is a five-year plan from 2023 to 2028. Progress towards the objectives will be tracked and presented in periodic progress reports. One of the objectives of the strategic plan involved measures of research impact to track key performance indicators (KPIs) on overall research intensity at the University. Progress reports will include quantitative data that tracks these indicators over time. UPEI's Research Advisory Committee will serve an important role in these progress reports, tracking of KPIs, and how they might connect to national and international rankings of research at universities of comparable size to UPEI.

9 Acknowledgements

Consultation with faculties, students and external organizations was held throughout the winter and summer months of 2022 to collect feedback and input on the challenges and opportunities of research at UPEI. The contributions of faculty and staff members, Deans Council, RAC, and external partners, through written input, committees, participation at meetings, or otherwise, is gratefully acknowledged. Special thanks to Dr. Rabin Bissessur, Interim Associate Vice-President (Research) and Dean of Graduate Studies, for his leadership throughout the consultation and planning process.

10 References

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11 Appendix – Implementation Plan

	RAC	VPAR / AVPR	Researchers	Deans / Chairs	Mar / Comm	Library	President
1. Fostering and Celebrating Research Excellence							
1.1 Increase research capacity with a focus on UPEI’s cluster of five signature areas.							
1.1.1 Develop the human, physical and financial resources to increase the University’s participation and success rates in grant competitions and research chair positions.		■	■	■ ■			■
1.1.2 Hold regular theme-based forums to foster collaboration among interdisciplinary, multidisciplinary and transdisciplinary research teams.		■ ■	■	■		■	
1.1.3 Develop a pool of funds for course releases to support research programs with graduate students, honours students and directed studies courses.		■ ■	■	■			
1.1.4 Establish appropriate measures of research impact to track key performance indicators on overall research intensity at the University.	■	■ ■	■	■		■	■
1.1.5 Ensure there are sufficient library collections and research tools to support new research areas.		■ ■				■	
1.2 Promote an inclusive climate of research excellence that effectively supports, values and celebrates the achievements of researchers.							
1.2.1 Embrace the principles of equity, diversity, inclusion, and Indigenous reconciliation as core values of an environment supporting research excellence.		■ ■		■			■
1.2.2 Broaden publicly celebrated research awards for faculty members, and undergraduate and graduate students, across UPEI and within faculties / schools.		■ ■		■	■		■
1.2.3 Establish a University awards committee that seeks and nominates candidates for national and international awards.	■	■ ■		■			
1.2.4 Restructure and expand the Faculty of Graduate Studies to increase graduate student admissions, establish consistency of regulations, enhance graduate student support services, and reduce administrative workloads and duplication in units.		■ ■					
1.2.5 Provide training resources to support researchers engaged in		■ ■	■	■			

partnerships with Indigenous communities.							
1.3 Raise the profile and visibility of research excellence at the University, nationally and internationally.							
1.3.1 Expand methods for disseminating information on research activities including through IslandScholar so that achievements are communicated broadly by the University.	■	■ ■	■	■	■	■	
1.3.2 Enhance communications and stories of UPEI research accomplishments to be featured in local, national and international media venues.		■	■	■	■ ■		
1.3.3 Hold public lecture series including broader participation from the general public.		■ ■	■		■		
1.3.4 Encourage timely submissions to IslandScholar to ensure all UPEI scholarship is captured, discoverable, and disseminated.		■ ■	■	■	■	■	
1.3.5 Develop resources to increase open access for peer-reviewed publications.		■ ■	■	■			
2. Developing Talent for Impactful Research							
2.1 Expand the opportunities and participation of undergraduate students in research activities led by faculty members.							
2.1.1 Implement a “student as scholar” model that incorporates student research opportunities in the undergraduate curriculum.		■	■	■ ■		■	
2.1.2 Develop the resources needed to engage more undergraduate students in research project activities in most research programs of faculty members by 2028.		■ ■	■	■		■	
2.2 Strengthen graduate programs and recruit and retain top graduate students.							
2.2.1 Substantially increase the thesis-based graduate student enrolment by 2028.		■ ■	■	■			■
2.2.2 Expand the Faculty of Graduate Studies to increase graduate student admissions, harmonize regulations, and reduce administrative workloads and duplication among units.	■	■ ■		■			■
2.2.3 Increase and broaden the scope of fellowship support to attract and retain outstanding graduate students and support faculty competitiveness for external grants.		■ ■					■
2.2.4 Create opportunities for graduate student supervision by all eligible faculty members.		■ ■	■	■		■	■
3. Strengthening Outreach and Partnerships							
3.1 Expand engagement among the internal University community and external partnerships that contribute to research and strengthen academic programs.							

3.1.1 Create or expand internal collaborative events such as a faculty colloquia series, research day(s) with student poster sessions, and symposia on thematic areas of research.	■	■ ■	■	■	■	■	
3.1.2 Enhance outreach and public engagement through industry / community days and others that increase the awareness of research activities at UPEI.	■	■ ■	■	■	■	■	
3.1.3 Increase collaborations with the public and private sector including through research projects, entrepreneurship, commercialization and knowledge transfer.		■	■	■ ■			■

■ ■ - indicates primary responsibility for implementation

■ - involved in implementation