



**MacEwan**  
UNIVERSITY

## **SCHOLARSHIP AT THE HEART OF THE CITY**

A Strategic Plan for Research, Scholarship, and Creative Activity  
at MacEwan University, 2017-2020

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# MACEWAN UNIVERSITY PILLARS

## STUDENTS FIRST

Focused on learner-centred teaching, student growth, opportunity and achievement.

## QUALITY EDUCATION

Excellence is achieved here by combining a first-class education with an extraordinary student experience.

## PERSONAL LEARNING EXPERIENCES

We are a welcoming, intimate and inspiring learning environment where the individual student—the whole person—thrives.

## STUDENT-ENGAGED RESEARCH

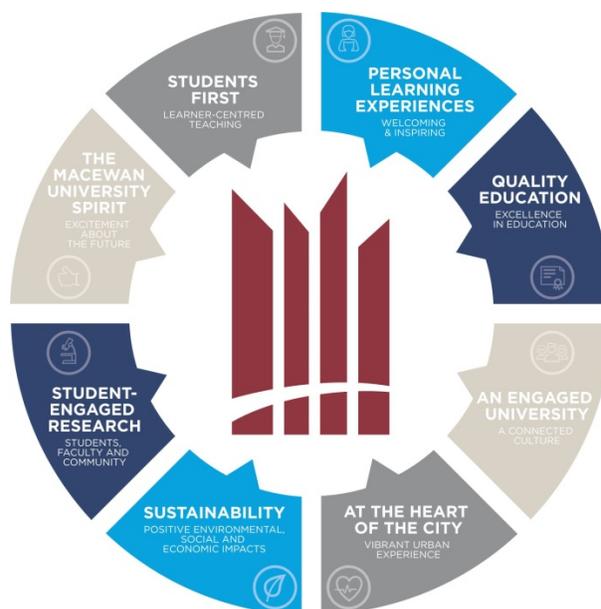
We support and foster research and innovation that engages students, faculty and the community across all our programs.

## AN ENGAGED UNIVERSITY

A “connected” culture where students, faculty, staff and the community are linked – and are collectively, collaboratively engaged in realizing their full potential.

## SUSTAINABILITY

We are committed to creative approaches to sustainability in education and campus operations – activating solutions for positive environmental, social and economic impact.



## AT THE HEART OF THE CITY

A vibrant and vital urban experience. We are a hub of creative, scholarly and cultural activity in the core of the city – building, sharing in, and contributing to its growth and prosperity.

## THE MACEWAN UNIVERSITY SPIRIT

Our youthful energy comes from a pervasive excitement about the future – about how all of us can contribute to helping the university grow and succeed.

## POSITIONING STATEMENT

MacEwan University inspires its students with a powerful combination of academic excellence and personal learning experiences. We provide a transformative education in a creative, collaborative and supportive learning environment.

We are an engaged university at the heart of the city where creativity and innovation thrive, and a unique student experience opens up diverse pathways for achievement and growth.

# MANDATE

*Approved by Grant MacEwan University Board of Governors; June 18, 2010 Board Motion: 02-06-18-2009/10;  
Approved by the Minister of Advanced Education & Technology, August 19, 2010*

Grant MacEwan University is a public, board-governed Baccalaureate and Applied Studies Institution within Alberta's post-secondary system, operating under the authority of the public colleges section of the *Post-Secondary Learning Act*. The University was officially renamed Grant MacEwan University by Order in Council on September 24, 2009.

Grant MacEwan University focuses on four primary types of programming:

- Baccalaureate degrees that prepare learners for employment and for graduate studies.
- Certificate, diploma and applied degree programs that prepare learners for entry to careers and employment and for continued study in other credential areas.
- University transfer programs that prepare learners for degree completion at other degree-granting institutions.
- Preparatory programming that prepares learners for success in further post-secondary studies.

Grant MacEwan University serves a diversity of learners in the following major areas of study: liberal arts, business/commerce, communications, education, engineering, health and human services, performing and visual arts, physical education and science. The University's innovative approaches to program delivery are designed to maximize graduates' opportunities to advance their careers and further their education.

Grant MacEwan University emphasizes a learner-centred approach to the provision of its programs and services. The University fosters student success through a focus on teaching excellence, interaction among faculty and students, flexible learning delivery and high quality student support. From prospective learners to alumni, students are provided with a wide range of services and support systems, residence and campus life activities, and intercollegiate and intramural sports programs. The University's inclusive governance structure provides many opportunities for leadership development that enable learners to develop skills to enhance their careers and future post-secondary endeavours.

Grant MacEwan University supports a culture of research, scholarship and creative activity to inform pedagogy, support economic and community development, enhance learning, create opportunities for innovation, and foster the application and creation of new knowledge. By incorporating a global focus in its research and teaching, serving a diverse range of Canadian and international faculty and students, and providing opportunities for knowledge dissemination and study abroad, the University aims to provide all researchers and learners with opportunities to develop the skills and attitudes to function successfully in an interconnected world economy and society.

Grant MacEwan University serves primarily the greater Edmonton region and northern Alberta by responding to the learning needs of business, industry, government and communities. Through distance delivery and eCampusAlberta, the University extends educational access across Canada and internationally. As a strong partner in Campus Alberta, Grant MacEwan University collaborates with stakeholders and partners to advance student mobility, conduct applied research, develop shared services and deliver continuing professional education and customized training.

## SCHOLARSHIP AT THE HEART OF THE CITY

MacEwan University is an urban and metropolitan institution. In 2009, the Board made the decision to consolidate operations in one sustainable downtown campus. In the few short years since, the social and cultural capital of the downtown region has exploded, with the addition of the Art Gallery of Alberta in 2010, Rogers Place and Ice District in 2016, and the Royal Alberta Museum in 2017.

As one of the anchor institutions in a newly revitalized urban core, MacEwan University employs over 2,000 people and educate over 19,000 students annually. In our research, scholarly, and creative activities, we collaborate and partner with all levels of government, community groups, health care organizations, businesses, and schools to address needs, develop assets and strengths, and enrich the cultural and social fabric of our city.

This Strategic Plan for Research, Scholarship, and Creative Activity at MacEwan University, 2017–2020, is a commitment by faculty to scholarship at the heart of the city, as an ‘Engaged University’—student-engaged, community-engaged, and globally-engaged—, embracing our unique identity and role as Edmonton’s only downtown University.

### STUDENT-ENGAGED

MacEwan University is a learner-centered Baccalaureate and Applied Studies Institution with a mandate to provide undergraduate teaching and student-engaged research. The expiring Strategic Plan for Research, 2012–2017, aimed to increase research productivity, among faculty and students, commensurate with the transition from college to university status, and to strengthen Research Services protocols (see Appendix B). Our success is especially apparent in our annual Research and Creative Activity Showcase and through the University’s institutional repository, Research Online @ MacEwan. In 2015–2016, MacEwan researchers secured approximately \$350,000 in Tri-Council funding and \$280,000 in provincial funding, with each project including support for students as research assistants.

This present plan for 2017–2020 seeks to build on the successes of the previous plan with an emphasis on supporting the development of a unique academic environment and strong community engagement, as set out in the University’s Integrated Strategic Plan. Critical to this objective is an integrated knowledge model, according to which research, scholarship, and creative activity support our primary mission of undergraduate teaching, that is, *knowledge creation* and *knowledge transmission* are seen as mutually supportive endeavours.

Student-engaged research and transformational learning experiences emerge and thrive especially where knowledge creation and knowledge transmission intersect. Faculty advancing their own research programs of discovery, integration, and application maintain currency in their discipline, contributing to innovative, leading-edge instruction. They seek out funding and create partnerships that often expand the classroom and involve students directly in the research process. Their passion as researchers and scholars sparks student learning and stimulates student research projects.

The scholarly teacher—as the keystone of a quality undergraduate education—is committed not only to such excellence in research but also to excellence as an educator and mentor. Consistent with our learner-centered, teaching mandate, MacEwan University will continue its long-standing commitment to supporting and disseminating pedagogical research.

By promoting and supporting both disciplinary and pedagogical research, MacEwan students will reap the benefits of scholarly teaching and meaningful student-engaged research.

## COMMUNITY-ENGAGED

As drivers of applied research within Alberta’s postsecondary framework, MacEwan University also recognizes the need to encourage community-engaged and collaborative models of scholarship to support economic and community development in Edmonton and northern Alberta. Because of our downtown location, the link between the City and our researchers is strengthening. MacEwan scientists are examining human impact on plant and animal biodiversity in urban areas.

Historians and anthropologists are preserving data and conducting research at Alberta’s mortuary sites, archives, and museums. Musicians and artists are contributing to and enhancing Edmonton’s Arts community, and engaging in participatory action research to support cultural learning and healing through music. Health and community-focused educators are developing new public policy frameworks and evidence-based practice standards in such areas as early learning, schooling, health care delivery, and policing. Business scholars are collaborating to promote innovation and Indigenous business. In the coming years, we anticipate continued benefits through our close alignment with regional social, economic, and environmental priorities.

### Shared Priorities

One of the four principles underpinning the City’s strategic plan, *The Way Ahead*, is sustainability. At MacEwan University, the Strategic Campus Sustainability Plan, 2017-2021, reflects and guides our institutional commitment to sustainability and sustainability research. In 2013-2014, 29% (equal to \$92,482) of our research funds went to sustainability research and, of that, \$10,494 went to student research and \$81,988 went to faculty. The institution is also actively developing sustainability curriculum, ensuring our students possess the training to carry on this commitment long after they graduate.

Two important realities further inform and deepen our commitment to responsive and responsible economic and community development:

First, MacEwan University is situated on Treaty Six Territory, traditional homeland of the Nehiyaw (Cree) and Métis Nation and gathering place of many Indigenous peoples including Saulteaux, Blackfoot, Dene, and Nakota Sioux. We honour and respect the rich histories, languages, and cultures of the First Nations, Métis, and Inuit who call this territory home. We are committed to implementing the Calls to Action of the Truth and Reconciliation Commission of Canada, which includes advancing understanding of reconciliation and supporting the integration of Indigenous knowledge, scholarship, and teaching methods in classrooms.

Second, MacEwan University occupies an important and spatially dramatic position in Edmonton’s urban core, literally on the tracks—the old CN rail line—that divided distressed communities from more affluent ones. Economic and asset-based community development are, therefore, integral to our mission as an anchor institution in downtown Edmonton.

At MacEwan University, our researchers are embracing the vitality of this complex urban reality to solve complex problems and to create transformational learning experiences for students—learning experiences that encourage the development of students as engaged citizens and public intellectuals, who make a positive impact. Our productive and successful faculty and students are working independently and collaboratively according to their interests and talents but our desire is the same. We are committed to building, sharing in, and contributing to the growth and prosperity of Alberta’s Capital Region.

### **Encouraging Innovation**

Edmonton is a city of animators and innovators. Edmontonians opened Canada's first food bank, built an innovative community league system, and have launched such successful businesses as BioWare, PCL, Stantec, Telus, Shaw, and Ledcor. MacEwan University is contributing to this entrepreneurial spirit. As but one example, in 2017-2018, MacEwan University is launching a new Institute for Social Innovation to foster community-engaged teaching and research opportunities related to socially innovative initiatives. A related community hub in the new Centre for Arts and Culture will contribute directly to community and economic development in the Capital Region.

## **GLOBALLY-ENGAGED**

Although engaged locally, we recognize our global interconnectedness. Edmonton is one of the most rapidly growing and ethnically diverse cities in North America. Internationalization that fosters intercultural awareness and locally embedded global citizenship is essential for maintaining and growing competitive advantage, developing best practices, and expanding opportunities for knowledge creation and transmission.

MacEwan University's Strategic Internationalization Plan, approved in 2016, lays out four goals to create a platform for academic structures and opportunities that foster global engagement, interdisciplinary collaboration, and education; connect international players around campus; and, provide internationalization at home options for all students, staff, and faculty. These goals are (1) consult university departments regarding internationalizing programs, (2) create a diverse community with opportunities for students, faculty, staff to learn and grow internationally, (3) inspire students to be engaged as global citizens, and (4) expand scholarly networks (teaching, research, service) internationally.

Currently, MacEwan University is home to two centres/institutes devoted to fostering locally embedded global citizenship:

The Ukrainian Resource and Development Centre (URDC) develops and carries out provincial, national, and international projects linking MacEwan University to the Ukrainian Canadian community and universities in Ukraine and Eastern Europe, as well as to other academic and cultural centres in Canada and abroad devoted to Ukraine. URDC continuously creates and manages projects in education, business, agriculture, health, and community development. Notable research projects and initiatives have included inclusive education for children with disabilities, support for deaf education, and the creation of a Centre for Canadian Studies at the National University Kyiv Mohyla Academy in Ukraine.

The Institute of Asia Pacific Studies (IAPS) engages in research and educational and cultural exchanges between the Asia Pacific region and Canada. Major areas of research focus include Chinese overseas direct investment in Canada and more recently, the Canada-Korea Free Trade Agreement. IAPS recently launched a new international business journal: *Asia Pacific and Globalization Review* (APGR).

Through such initiatives and support for the Strategic Internationalization Plan, our faculty, staff, and students demonstrate and embrace the value and richness of a globally-engaged perspective for research, scholarship, and creative activity.

## FIVE GOALS TO MAKE AN IMPACT

In the coming five years, Research Council and the Research Services Office will focus on five goals, and related implementation strategies, with the overarching purpose of reinforcing our emerging status as a first choice University for undergraduate student learning and research, at the heart of the city. These five goals are closely aligned with the University Pillars and the Integrated Strategic Plan:

Goals	University Pillars	Integrated Strategic Plan <sup>1</sup>
Recognize and Promote Excellence in Research and Scholarship	Student-Engaged Research At the Heart of the City The MacEwan University Spirit	B6
Provide Guidance and Opportunities for Student Research	Students First Student-Engaged Research Personal Learning Experiences	B3
Promote Evidence-based and Research-informed Teaching	Students First Quality Education Personal Learning Experiences	A12, B1
Achieve Excellence in Community-engaged Scholarship	An Engaged University Sustainability At the Heart of the City	E2, E3, E4, E5
Increase Collaborative and Interdisciplinary Research	An Engaged University Sustainability At the Heart of the City The MacEwan University Spirit	B5, E6, F1, G1

<sup>1</sup> Numbering follows MacEwan University's Integrated Strategic Plan, which is available online at <http://sites.macewan.ca/isp/>.

Through success in each of these goals, the research community at MacEwan University will act on our institutional mandate and make a positive impact as an anchor institution in Edmonton's revitalized urban core.

## GOAL 1

# Recognize and Promote Excellence in Research and Scholarship

In its evolution and development as an institution, MacEwan University has cultivated a research culture in which inquiry, discovery, and creativity are driven by our most basic human impulses to solve problems, discover new knowledge and frontiers, and express ourselves. This culture informs and enhances our ability to provide transformational learning experiences that activate and tap into the creativity and inquisitiveness of our students, and our ability to contribute to the growth, prosperity, and sustainability of our society.

Faculty, through their Departments, Schools, and Faculties, ultimately define excellence, in accordance with the Collective Agreement and discipline-specific standards. Complementing such definitions, Research Council promotes excellence by nurturing and developing the research culture, encouraging, on the one hand, discipline-specific scholarship and knowledge mobilization and, on the other, supporting and celebrating the scholarly teacher, whose contributions are most acutely realized in the success of our students and alumni.

As one measure of our commitment to excellence, from October 2011 through October 2016, Research Council and the Research Services Office awarded 340 grants, worth a total of \$1.39 million. The success rate of applicants was 85% (340/401). Dissemination and publication grants received \$488,820; project grants, \$785,583; and, strategic research grants, \$115,853. In the coming years, Research Council and the Research Services Office will continue its work across the institution to facilitate and support excellence in research.

## IMPLEMENTATION STRATEGIES

To encourage and celebrate the scholarly enterprise and creative achievement, Research Council and the Research Services Office will:

- ✓ Recognize (and promote) excellence in research and scholarship, by faculty, staff, and students, through awards, grants, and media
- ✓ Celebrate faculty and staff who mentor other faculty and students in research
- ✓ Explore innovative ways to expand and improve (or simply improve access to) research facilities and infrastructure
- ✓ Explore and if feasible, initiate an application for a Canada Research Chair
- ✓ Provide assistance for external grant applications and funding proposals
- ✓ Work across the institution to achieve and maintain a standard of research that ensures programs meet or exceed relevant accreditation standards
- ✓ Uphold and strengthen protocols ensuring sound and ethical research
- ✓ Identify, investigate, and encourage the adoption of models to improve support for faculty with intensive, externally funded research programs

## GOAL 2

# Provide Guidance and Opportunities for Student Research

In keeping with two prominent and formative University Pillars, Students First and Student-Engaged Research, MacEwan University is building a research culture that links the learning experiences of our students with the scholarly and creative activity of our faculty. Student research opportunities include participating in classroom-based inquiry and problem solving, developing and practicing research skills through innovative pedagogy, involvement and mentorship in faculty projects as research assistants (or in other roles), and designing and leading their own faculty-supervised projects. In all these cases, students are integral to the advancement of research, scholarship, and creative activity at MacEwan.

From January 2011 through March 2016, Research Council and the Research Services Office awarded 109 grants through the Undergraduate Student Research Initiative (USRI) totalling nearly \$250,000, with roughly \$40,000 allotted to dissemination grants and \$210,000 to project grants. The success rate of applicants was 55% (109/198). Since 2013, 14 of 20 NSERC Undergraduate Student Research Awards applications have received funding—a 70% success rate. In addition, students have received support as research assistants—59 on internal grants and 37 on external grants over the past five years.

Recognizing student-engaged research as a high impact educational practice central to our institutional mandate, Research Council and the Research Services Office is committed to developing student research opportunities.

## IMPLEMENTATION STRATEGIES

To encourage student-engaged and student-led research, Research Council and the Research Services Office will:

- ✓ Provide more financial support for student research projects and dissemination
- ✓ Advocate for research skills development as essential to a MacEwan education
- ✓ Encourage the development of more research-intensive classes
- ✓ Promote (and support) the creation of student-led peer review and support networks
- ✓ Catalogue a broader range of student-led research projects, including honours theses and independent studies, in collaboration with the University Library
- ✓ Highlight undergraduate research and undergraduate research opportunities at public and community events
- ✓ Invite successful alumni back as keynotes at MacEwan Student Research Day to talk about how their research experience enhanced their career and life skills

## GOAL 3

# Promote Evidence-based and Research-informed Teaching

In our Pillars and Integrated Strategic Plan, MacEwan University affirms its government mandate to provide quality, learner-centred education. Excellence as educators lies in the willingness of faculty to continue learning. In the context of higher education, this willingness is expressed through a commitment to evidence-based and research-informed teaching, or put more simply, scholarly teaching.

The importance and even primacy of disciplinary research for faculty is the essential foundation of higher education. Pedagogical research, however, helps bridge gaps between faculty and student. Such research can take a variety of forms, including discipline-based educational research (DBER) and the scholarship of teaching and learning (SoTL). DBER focuses on factors that impact learning in particular disciplines while SoTL involves systematic inquiry into the impact of specific pedagogical interventions on student learning. The scholarly teacher works to improve their teaching by drawing on this research and by gathering and reflecting on the evidence of student learning in their own classes.

MacEwan University has long supported pedagogical research and scholarly teaching. Our most recent SoTL initiative, for example, began in fall 2015 and involves collaboration between the Research Services Office and the Centre for the Advancement of Faculty Excellence (CAFÉ). A centrepiece of that collaboration is the SoTL Fellowship program. The goal of the program is to build capacity for SoTL and to further MacEwan's mandate to provide excellent undergraduate education. The program includes two annual retreats and monthly meetings and workshops facilitated by CAFÉ staff.

Research Council and the Research Services Office is committed to supporting the dissemination and integration of pedagogical research throughout the institution so that it impacts teaching. While not all faculty will engage in formal pedagogical research, all can aspire to scholarly teaching.

## IMPLEMENTATION STRATEGIES

To reinforce the inter-relatedness that exists between teaching and research and validate how research active faculty enrich learning opportunities in our classrooms, Research Council and the Research Services Office will:

- ✓ Increase support for Disciplinary-Based Educational Research (DBER) and the Scholarship of Teaching and Learning (SoTL)
- ✓ Celebrate teachers who draw on pedagogical research and who guide, train, and empower students to acquire the skills to conduct sound and ethical research
- ✓ Support, as appropriate, evidence-based pedagogical interventions that contribute to research skills development within courses or programs of study

## GOAL 4

# Achieve Excellence in Community-engaged Scholarship

MacEwan's mandate to pursue applied research, together with the commitments expressed in the University Pillars and Integrated Strategic Plan, and our reality as described in the preamble to this document, create a moral responsibility to connect, engage, and inspire.

Engagement is also a key priority of Canada's federal granting agencies: the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, and the Social Sciences and Humanities Research Council. The imperative from these agencies is to create and foster a dynamic relationship between discovery and societal impact.

At MacEwan University, we are committed to responsive and transformational community-engaged research. Our goal is not only that faculty and students are engaged in outreach and active in our community but that MacEwan University, itself, is a hub for community-based research, a place where people with diverse interests and backgrounds come together to seek and apply knowledge that contributes to growth and prosperity "for all of us" (*kîyânaw*).

## IMPLEMENTATION STRATEGIES

To achieve excellence in community-engaged research and create mutually beneficial relationships with the community, Research Council and the Research Services Office will:

- ✓ Enhance the civic contributions, public profile and reputation of MacEwan University by supporting innovative and pioneering community-engaged scholarship
- ✓ Demonstrate commitment to the social, cultural and economic advancement of the broader community, particularly Indigenous and Métis communities
- ✓ Engage industry, community and alumni networks to create and expand opportunities for student internships and fellowships
- ✓ Investigate and, as feasible, implement potential models for improving coordination and facilitation of community-engaged scholarship and outreach initiatives

## GOAL 5

# Increase Collaborative and Interdisciplinary Research

Larger in scope than community-engaged scholarship or student-engaged research, but encompassing both, collaborative and interdisciplinary research is critical to expanding and developing research excellence at learner-centered Baccalaureate and Applied Studies Institution. From March 2011 to 2016, Research Council and the Research Services Office awarded eight strategic research grants with a collaborative focus, totalling \$115,853. The successful projects attest to the ways in which collaboration can support, enhance, and expand our research, scholarship, and creative activity.

By intentionally supporting collaboration within and beyond the institution, our researchers and scholars can share their expertise and play significant roles in research projects with greater scale and complexity. At MacEwan University, research clusters and new funding envelopes, such as the strategic research grants mentioned above or a new collaborative sabbatical opportunity, can help researchers pool resources, build capacity, and cultivate areas of research excellence. External collaboration can enable access to physical, human, and information resources for research and scholarship, and open up new learning opportunities, internships, and assistantships for students.

At MacEwan University, collaboration is a key to unlocking our research potential.

## IMPLEMENTATION STRATEGIES

To increase collaborative research that creates new opportunities for faculty, staff, and students, Research Council and the Research Services Office will:

- ✓ Support collaborative multi-year research projects by providing more grants exclusively targeted to such research
- ✓ Develop and expand opportunities for collaborative research with Indigenous and Métis communities and community organizations
- ✓ Foster collaborative research opportunities with industry, business, government, and other academic and research institutions
- ✓ Create a collaborative sabbatical opportunity, such that faculty can apply jointly for a common research program
- ✓ Encourage the creation of collaborative and interdisciplinary research courses to model the importance of this practice for students
- ✓ Champion the creation of research clusters to promote collaborative research within and across disciplines
- ✓ Monitor and report on research output in the research clusters with a view to identifying emerging strengths, growth areas, and efficient allocation of resources

## **ACCOUNTABILITY AND OPERATIONAL FRAMEWORK**

This Strategic Research Plan has been recommended by Research Council and approved by Academic Governance Council (Motion XXXXX).

Our five goals, and related implementation strategies, will be operationalized through an annual business plan, developed by the Research Services Office and approved by Research Council. The first annual business plan will, among other things, establish performance metrics. In turn, these metrics will be used to track the progress of Research Council and the Research Services Offices in its efforts to meet the goals and strategies and will form the basis of annual reports to Academic Governance Council.

## **CONDITIONS FOR SUCCESS**

The success of this research plan depends on intra-institutional and community support. Through the collegial governance process, the MacEwan University community, as a whole, has assented to the goals and strategies encapsulated in this document. Collaboration is key. Research Council and the Research Services Office will work cooperatively with our many stakeholders and partners on our implementation strategies. We invite external funders and businesses to share in our vision of scholarship at the heart of the city.

# APPENDIX A: DEFINITION OF SCHOLARLY ACTIVITY (SCHOLARSHIP) AT MACEWAN UNIVERSITY

The Collective Agreement between the Board of Governors of Grant MacEwan University and the Faculty Association of Grant MacEwan University, 2017-2019, defines scholarly activity in keeping with Ernest Boyer's (*Scholarship Reconsidered*, 1990) widely used classification:

## 10.1.6 A Demonstrated Record of Scholarly Activity

- 10.1.6.1 Baccalaureate-level teaching is informed and enriched by the scholarly activity of Members. Within the University, scholarly activity takes place in the context of an institution with a strong and over-arching focus on undergraduate teaching and learning.
- 10.1.6.2 For the purposes of evaluation for continuation of a Probationary appointment, awarding of Continuing status, or promotion in rank, scholarly activity may take several forms, including:
  - (a) Scholarship of discovery: investigative inquiry that builds a distinctive body of knowledge or creativity within a field of study;
  - (b) Scholarship of integration: analytical inquiry that develops new insights and understanding as a result of bringing together and synthesizing knowledge and information from a variety of sources;
  - (c) Scholarship of application: inquiry that advances knowledge through engagement with the application of knowledge and expert practice;
  - (d) Scholarship of teaching: inquiry that supports the pedagogy of the discipline, innovation in the discipline, and the transfer of knowledge to learners;
  - (e) Scholarship of professional practice: inquiry that reflects scholarly work that faculty in professional programs undertake as being part of a practicing profession.
- 10.1.6.3 The nature of scholarly activity may vary amongst Members and across Academic Units. Despite its diverse forms, all scholarly activity must be based on a high level of professional expertise, must give evidence of originality, and must be communicated in appropriate ways so as to have impact or significance beyond the University. Such work is ideally open to critical review and evaluation by peers.
- 10.1.6.4 Dissemination may be through either traditional or electronic forms. Publication will be interpreted to include exhibitions and performances, as appropriate.
- 10.1.6.5 Work that has been peer reviewed or has received external peer recognition will normally be accorded significantly greater overall weight in the assessment and evidence of peer validation should be provided as part of a Member's dossier. Other dissemination will be considered, and weighted accordingly.
- 10.1.6.6 A Member's dossier could include a mix of peer-reviewed materials and other works. Members of an assessing committee must determine whether the documented scholarly activity meets the requirements for continuation of probation, awarding of Continuing status, or promotion.

# APPENDIX B: GOALS AND OBJECTIVES OF STRATEGIC PLAN FOR RESEARCH, 2012-2017

GOALS AND OBJECTIVES	STATUS
1. Articulate principles that drive institutional interest and commitment for research and that create a culture wherein scholarly/creative activity flourishes	
1.1. Conduct review of existing MacEwan University policies to assess adequacy of policy environment and identify future requirements	☑
1.2. Document historical allocations of Research Council internal funds	☑
1.3. Propose internal grant funding allocations and framework for the next 5 years	☑
1.4. Develop a MacEwan University position on Open Access principles of publically funded research	☑
1.5. Support and encourage faculty scholarly activity through appropriate policy communications, peer review, and recognition strategies	☑
2. Increase institutional capacity by expanding Research Services to support faculty engagement in research, scholarly and creative activity	
2.1. Continue to build and sustain infrastructure and strategic policies that increase research opportunities	☑
2.2. Deliver presentations and workshops to build capacity and stimulate faculty engagement in research and scholarship	☑
2.3. Increase/foster faculty engagement in collaborative/interdisciplinary research including community and industry partnerships	☑
2.4. Enhance communications about research opportunities such as funding and training	☑
2.5. Support the work of the Research Ethics Board and the Animal Research Ethics Board through training and professional development resources for members	☑
3. Develop an undergraduate research strategy at MacEwan University that aligns with programs of study to enrich program outcomes, creates opportunities for students to deepen their knowledge, and that mutually benefits faculty and students	
3.1. Encourage students to acquire knowledge about, and appreciation for the importance of research ethics (human and animal) across disciplines/programs	☑

3.2. Through faculty mentorship, support undergraduate student research, scholarly activity and creative activities beneficial to future career or educational pursuits	<input checked="" type="checkbox"/>
3.3. Promote undergraduate student research and scholarly achievements through showcases and other media	<input checked="" type="checkbox"/>
3.4. Inform and facilitate faculty access to information about undergraduate student research engagement opportunities such as funding sources, research assistant positions, and faculty mentorship	<input checked="" type="checkbox"/>
3.5. Establish a fund to support undergraduate student engagement in research, and scholarly and creative activities	<input checked="" type="checkbox"/>
<hr/>	
4. Support the intersection between research, scholarship, and creative activity and teaching/learning at MacEwan University	
4.1. Develop Faculty Commons' programming that provides faculty with an environment for demonstrating and discussing the intersection between research, scholarship and creative activity and teaching/learning at MacEwan University	<input checked="" type="checkbox"/>
4.2. Provide Faculty Commons programming that informs faculty on ways of implementing classroom methodologies demonstrating the intersection between research, scholarship and creative activity and teaching/learning at MacEwan University	<input checked="" type="checkbox"/>
4.3. Network with other institutions in order to further the objectives and the benefits of supporting the intersection between research, scholarship and creative activity and teaching/learning	<input checked="" type="checkbox"/>
4.4. Increase faculty engagement in research that demonstrates the intersection of research, scholarship and creative activity into teaching	<input checked="" type="checkbox"/>
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5. Develop a system of performance measurement that will assist in guiding and evaluating the process and outcomes of any scholarly activity funded by Research Council	
5.1. Develop appropriate mechanisms to collect data and track, assess, and report on the outcomes of funding administered through the Research Council	<input checked="" type="checkbox"/>
5.2. Communicate to AGC the impacts of Research Council initiatives	<input checked="" type="checkbox"/>



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