



EMILY CARR
UNIVERSITY
of Art + Design

STRATEGIC RESEARCH PLAN 2023-2028



Emily Carr University is situated on
unceded, traditional, and ancestral
x^wməθk^wəy'əm (Musqueam), Skwxwú7mesh
Úxwumixw (Squamish), and səl'ilwətaʔt
(Tsleil-Waututh) territories.

In a Good Way

Principles Guiding Indigenous Research Ethics at Emily Carr University

Emily Carr University Research Ethics Board (ECU-REB) supports respectful Indigenous research practices. We acknowledge that unethical research practices and cultural appropriation have caused direct harm to Indigenous people and communities, and distrust of university-based research. We want to move forward to create something better, and we want Indigenous research to be conducted in a good way. Indigenous research ethics reviews at Emily Carr are done respectfully, honouring the complexity and diversity of Nation-specific protocols, ways of knowing, being, and making.

Inspired by Coast Salish potlatch, the ECU-REB invites those impacted by research to be heard. It honours ethics review and guidance from Indigenous communities, collectives and organizations. Research conducted on Indigenous knowledge, territories, topics, and with Indigenous people and communities may involve rights holders, accountabilities, risks, and benefits that are specific to communities, territories, and traditions.

The board is committed to Indigenous research expertise in all reviews involving Indigenous content or peoples. The ECU-REB follows guidance provided by First Nations Governance Council's (FNIGC) OCAP® principles for data management (ownership, control, access, and possession), BC Declaration of the Rights of Indigenous Peoples Act (DRIPA), United Nations Declaration on the Rights of Indigenous People (UNDRIP), the Truth and Reconciliation Commission (TRC) of Canada's Final Report, trauma-informed research guidelines, as well as the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS2) Chapter 9 "Research Involving the First Nations, Inuit and Métis Peoples of Canada", among others.

The ECU-REB acknowledges and thanks the committee of members who took on the drafting and revisions to this statement. They included, Dr. Mimi Gellman, Aaron Nelson-Moody (Squamish), Nick Conbere, Martin Rose, Ana Diab, and Coordinator, Lois Klassen. (2022)

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Introduction

As one of the most research-intensive art and design universities in Canada, Emily Carr University of Art + Design connects art, media, and design practices with some of the most pressing questions of our time. At ECU, we believe that our research can help to transform the world, build healthier and more vibrant futures, and cultivate cultural resilience throughout our local and global communities.

The 2023-28 Strategic Research Plan provides a framework for the growth and development of a rich array of research activity across the university. It reflects the priorities of ECU's research community for research excellence, emergent practice-based research, and impactful cross-sectoral collaboration. While this document cannot highlight the full range of research, critical and creative practice, and innovation created by our research community, students, and staff, it builds upon these successes towards a new cartography of the principles and priorities that will drive our research community into the next stage of growth and excellence.

The plan identifies new Guiding Principles, Research Themes, and Strategic Objectives aimed at increasing our community's capacity for engaging in research, exploring innovative and dynamic research programs, and advancing our efforts to build stronger training opportunities, partnerships, and innovation pathways. This Strategic Research Plan outlines our priorities and the actions we will take to achieve these goals over the next five years and aligns with the Canada Research Chair program's requirements for strategic research plans.¹

¹ "Instructions: Strategic Research Plans," Canada Research Chairs, last modified August 20, 2013, <https://www.chairs-chaires.gc.ca/program-programme/instructions-eng.aspx>.

Context of Research at ECU

As an art and design university with a dedicated focus on training emerging creative practitioners across a range of disciplines, our 2023-28 Strategic Research Plan serves as a roadmap for further developing and more robustly supporting research activities across our community and training and mentoring students and highly qualified personnel.

Given the unique the nature of practice-based art and design education and research, we know that research-creation in visual arts, media arts, sound arts, and design respond to the complexities of the communities we work with at local, national, and international scales. In turn, we work to promote research activities that demonstrate the impact and social significance of art and design scholarship in ways that are most relevant and responsive to the communities, stakeholders, and knowledges involved.

The 2023-28 Strategic Plan reaffirms ECU's commitment to research, prioritizes the development of high impact research, and training and mentoring students and highly qualified personnel (HQP). Our plan also aims to articulate the specific forms of research-creation activities, initiatives, and ambitions that unfold within the context of our university, and provides a framework for supporting, developing, and enhancing these activities.

Our researchers secure a wide variety of local, provincial, and national funds, such as the Canada Foundation for Innovation, SSHRC, NSERC, NRC IRAP, the Canada Council for the Arts, Creative BC, Western Economic Diversification, Vancouver Foundation, MITACS, Centre for Aging and Brain Health Innovation, and other foundations and industry partners. Through these funds, our researchers embark on ambitious research trajectories and disseminate their work and projects through a range of international, national, and regional publications, exhibitions, presentations, papers, workshops, and partnerships.

ECU also has a long history and reputation of enabling meaningful community engagement regionally, nationally, and internationally. Our research builds and nurtures a culture of engagement between the university and the diverse communities it serves. Through knowledge dissemination and community partnerships, researchers at ECU are making a difference in local communities through collaboration that develops understandings of social issues and inspires action for positive change through sustainable and culturally appropriate practices.

Through initiatives that focus on community-engaged research, ECU also supports critical interdisciplinary projects that build new kinds of opportunities for relationship-building, collaboration, and knowledge creation. Developing deeper connections and relationships between campus and community stakeholders also positions us to advance community-identified research goals (i.e. based on our collective challenges, priorities, and values). Doing so allows ECU to play a meaningful, sustainable role across industries, communities, and disciplines.

Our Strategic Research Plan also identifies new opportunities and pathways to increase research participation across our academic community to bring together disciplinary expertise that realizes new, ambitious collaborations and cross-disciplinary insights and innovations. The plan highlights opportunities for:

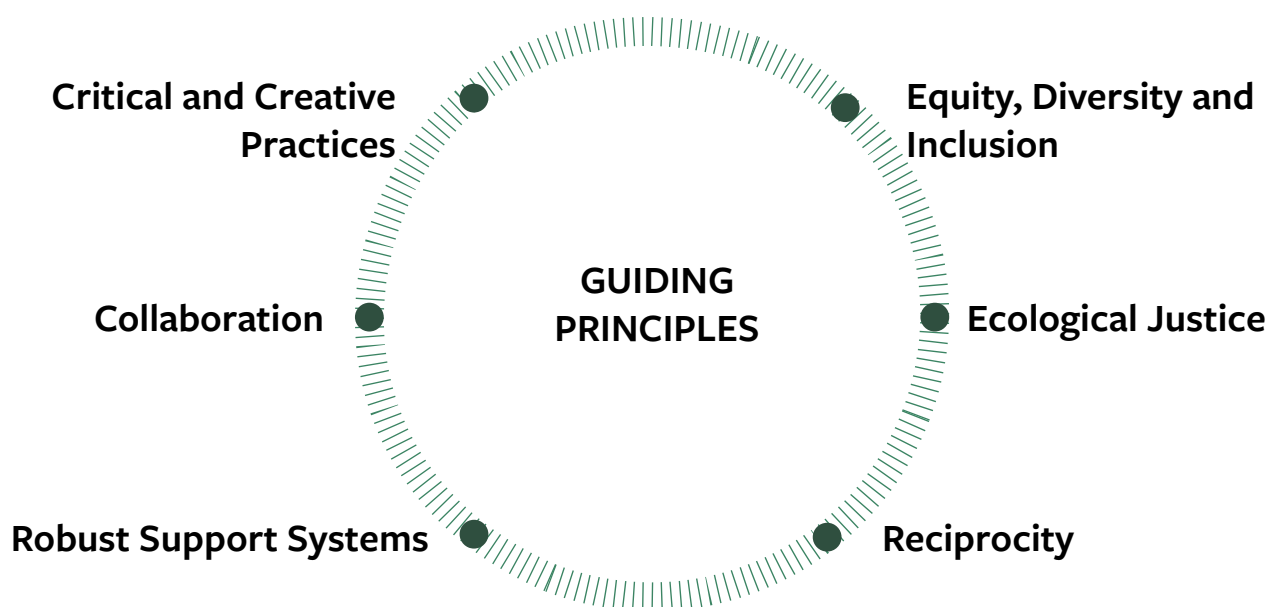
- Strategic development and growth of research and research training;
- Highlighting those areas of research in which the university intends to deploy Canada Research Chairs and/or research infrastructure support;
- Planning inter-institutional and inter-sectoral collaborations;
- Assessing our success in meeting the objectives established by the plan.

Above all, the 2023-28 Strategic Research Plan demonstrates ECU's commitment to fostering research that truly aligns with the values and priorities shared across the university.

Guiding Principles

The 2023-28 Strategic Research Plan is shaped by the substantial challenges that touch every part of our cultural, social, ecological, political, economic, and infrastructural systems. From the global pandemic to the climate crisis to the ongoing impacts of colonialism, systemic racism, and gender discrimination, it is essential for ECU to set strategic commitments and guiding principles that can help to deliver meaningful engagement across research, knowledge dissemination, and training.

Our guiding principles will inform the way our academic community works together through collaboration and care to ensure the next stage of research at ECU builds more diverse, dynamic, and transformative opportunities for excellence across art, media, and design practices. To this end, research at ECU will explore some of society's most pressing questions and challenges by centering the following Guiding Principles:



We work to **advance equity, diversity and inclusion throughout our research and foster broader social transformation and change**. We also recognize that success in research has long been centered around values, concerns, and priorities that do not reflect the diversity of our university and do not align with the research community we want to build. As a result, our plan provides for more expansive and more diverse strategic and thematic focus areas that can catalyze new critical investigations into disciplines, fields, and canons that have historically and continually reinforce exclusion and marginalization. By cultivating resources devoted to Indigenous methods and epistemologies, supporting researchers and students from equity-denied communities, and developing research that engages in transformative creative strategies that enact and support social justice and community wellness, we will ensure all members of our community can thrive in pursuing new, necessary, and transformative research. Our work to remove the systemic barriers that prevent researchers who identify as women, Indigenous peoples, persons with disabilities, members of visible minorities/racialized groups, and members of LGBTQ2S+ communities will also continue with renewed focus.

We believe that Art and Design universities have a unique role in addressing the climate emergency, habitat loss, species extinction and other urgencies brought about by anthropogenic forces. Our plan identifies **environmental sustainability, ecological justice, and climate action** as key priorities to ensure our work critically examines methods and practices that continue to exploit nonhuman entities and reinforce climate injustice experienced by equity-denied communities while developing decolonial practices that engage with care-of-the-world methodologies and the envisioning of non-human ways of knowing as contributions to research and creativity.

We see **critical and creative practices as means of ‘worldmaking’**, where a diverse range of creators can impact urgent social, cultural, and political issues. Our researchers deploy art, media, and design practices to engage across diverse fields of knowledge and understandings and our plan is dedicated to supporting our community’s capacity to engage in art, media, and design practices that integrate into daily life – from galvanizing open participation in unprecedented ways, to offering instances of emotional, intellectual, and aesthetic resonance and connection, to solving real-world problems through new forms of practice.

We value **collaboration** as a goal and method. Our plan points to ways that research can connect to emerging communities of practice, creating new platforms and clusters, and dissemination opportunities. Research also connects us with community engagement and partnerships, co-op and internship programs, industry-partnered projects, and collaborations both within and outside of the university.

We **create robust support systems** for grant writing, funding, and resource acquisition that will help to enact our plan. We make available a locally hosted repository for research outcomes, ensuring access and discoverability, providing long-term preservation and digital object identifier (DOI) minting, and a way to fulfill Tri-Agency requirements of open scholarship. In order to make research data open and accessible, the ECU Library, in collaboration with the Research and Industry Office, provides education and guidance for research data management best practices and OCAP principles.

We ensure **reciprocity** is built into our work, where art, media, and design practitioners and researchers generate knowledge through making-led research and practices that support important creative experimentation and transformative outcomes that connect to the communities extending beyond our institution and the land on which we work. To practice reciprocity, the insights, experience, and research that comes out of communities need to be offered back to those communities. Our plan underscores the need for researchers to be not merely experts in their field, but to also have a responsibility to connect, share and learn from a variety of publics and communities.

Research Themes

Our Research Themes are informed by our Strategic Commitments and Guiding Principles and are designed to enhance existing research capacity and unlock new research potential across our university. They also demonstrate the ways in which the research ecology of ECU is specific to an art, media, and design context, building on our core strengths and pointing to our long-term goals, while centering the practice-based modes of inquiry that our researchers develop, hone, and share.

Our Research Themes encompass:

- **Indigenous Research**
- **Environmental Sustainability, Ecological Justice, and Climate Action**
- **Social Justice, Health, and Community Wellbeing**
- **Experimental Forms of Practice-Based Research**
- **Creative Engagement and Critical Perspectives in Emergent Technologies**
- **Land and Place-Based Research**
- **Critical Pedagogical Methodologies**

ECU's researchers work across these areas, and ECU champions the cross-fertilization of research between faculty, students, staff, and the wider local and global communities, relying on the truly unique capacity of creative and speculative inquiry to lead to transformative research, knowledge, and outcomes.

Indigenous Research



Indigenous research at ECU includes important research initiatives led by Indigenous faculty and the Aboriginal Gathering Place, which is dedicated to student projects, workshops, ceremonies, and celebrations of the University's Aboriginal community. Aligned with the priorities of the provincial and federal governments, ECU has continued to advance efforts toward the process of Indigenization and decolonization and is actively engaging with Truth and Reconciliation recommendations. In doing so, the university is developing an intentional focus on the transformative capacity of Indigenous art, media, and design to advance decolonization and reconciliation. These include the equitable access and support of Indigenous research, the self-determination of Aboriginal peoples to set their own research priorities, the decolonization of research operations, and accountability and respect for Indigenous ways of knowing and community-led research work. ECU is committed to advancing and promoting Indigenous research methodologies and Indigenous knowledges across disciplines, material processes, and cultural practices.

Environmental Sustainability, Ecological Justice, and Climate Action



Ecological changes connected to the climate crisis such as growing ocean acidification, increased forest fires, decreasing biodiversity and extreme weather patterns indicate that human demands are exceeding the capacity of global ecosystems and nearing a catastrophic tipping point. In response, the University is currently undertaking a climate action review as part of the work of the Climate Action Task Force (CATF). Faculty researchers on CATF are recommending expanded research for climate action within the institution, and in collaboration with organizations in the community. Research-creation across art, media, and design provides an opportunity to better understand resources in terms of their social, affective, and cultural dimensions and their material qualities. ECU aims to cultivate experimental, collaborative, and critical reflections that will contribute to ecological wellbeing and regenerative justice, foster collaborations with the more-than-human, and model critical revisions that explicitly counter overdevelopment and fossil-fuel extraction. This research theme at ECU enables our artists, media makers, and designers to address and support climate action and more-than-human worldviews.

Production photo for the **Branching Songs** project showing Julie Andreyev (faculty) and Sam Street (research assistant) sound recording at Lost Creek, Burnaby, part of the lands being cleared for the Trans Mountain Pipeline expansion project. Image by Leanne Plisic, 2021.

Social Justice, Health and Community Wellbeing

Social justice, health, and community wellbeing are mutually reinforcing priorities for ECU and our research focuses on both people and systems. This research theme seeks to support the connection between cultural activities and movement building. ECU faculty, students, and staff are engaged across a spectrum of justice-seeking work ranging from grass-roots campaigns to poetic interventions, scholarly engagements to artistic experiments, and across exhibitions and curatorial projects. ECU also supports investigations into the roles of artists, media makers, and designers in relation to broader social and political issues and the ways in which artist and designer-inspired actions can create alternative outcomes and infrastructures. Through this work, we aim to enhance agency and include people with lived experience as co-designers, co-creators, and co-producers. This theme fosters transdisciplinary research and participatory projects that empower a broad range of communities from care workers, health professionals, community organizers, storytellers, social scientists, material scientists, cultural workers, citizens, students, learners, and users, as well as professional artists and designers.



Disciplinary and interdisciplinary material practice as knowledge production has the capacity to build new ways of understanding the world and, in turn, to affect the world by changing modes of creativity, production, use, and engagement with material. Many contemporary artists and designers are exploring how ideas and forms co-emerge through material, conceptual, and embodied ways of working. Our researchers blur the boundaries between traditional knowledge and philosophical inquiry, and foregrounds art's experimental engagement with diverse array of other fields—from physics, biology, ecology, science studies, social sciences and humanities and other artistic disciplines. Artists and designers also continue to develop sophisticated practices for examining new forms of fabrication and production as an increasingly distributed and iterative phenomenon. Importantly, while artists and designers may be inspired by and collaborate with diverse epistemes, they do more than supplement existing knowledge – they actively create it, producing new paradigms and questions. By applying expertise in materials, design, electronics, and art making, ECU aims to create opportunities for public discussion, critical making, and community participation in the act of making as inquiry.



Creative Engagement and Critical Perspectives in Emergent Technologies

Research driven by critical art, media, and design practices can foster new and more complex understandings of the role that technology can play in shaping the present and future. This space of rapid development provides opportunities for artists and designers to significantly shape our future. As a rich, dynamic creative community, ECU contributes to creative and critical engagements with technology in collaboration with, and through expansive investigations across, legacy and emerging technologies. Our researchers are poised to drive forward advances in technology and contribute to novel and disruptive dialogues with cultural, social, political, and economic contexts, and are at the forefront of creative research that addresses the complex and multifaceted impacts of technology. From industry partnerships that help generate new insights and innovations, to introducing critical perspectives and creativity into our understanding of the transformative possibilities of technology, ECU commits to the continued development of world-renowned initiatives and research that can catalyze new forms of engagement with a range of technologies.

Darsha Hewitt performing **20 Oscillators in 20 Minutes** at the Píksel 2012 Festival in Bergen, Norway. Photograph from Garnet Hertz's book, *Art + DIY Electronics*, MIT Press 2023. Image by Sergey Dushkin, courtesy Garnet Hertz.

Land and Place-Based Research



Engaging in land and place-based research connects ECU and its community to where we live, create, and work. It also nurtures discourse, catalyzes critical engagement with the land and with material forms and cultural meanings, and encourages the cross-pollination of ideas between academia, art/design practice, and place-based expertise.

Land-based research and radical localism is carried out in collaboration with communities and organizations engaging with concerns about local ecologies and ecological justice. Our researchers also engage with the public sphere on many levels. Socially engaged and public art, media, and design practices in the public realm are vibrant areas of work and investigation. This work has a focus on creating a context and ethical framework for ongoing community engagement, which is expressed through internal and external collaborations, partnerships with industry, academia and non-profits, and innovative curriculum development.

Place-Based Field School Jean Chisholm and Laura Kozak, on a walk in Musqueam territory with kQwa'st'not~Charlene George and Flossie Baker, Sierra Club BC. Image by Alison Boulier, 2022.

Critical and Pedagogical Methodologies



Pedagogical innovation, experimentation, and leadership are found across our academic community, and we believe it is critically important to accelerate this area of research. We see the iterative and reflexive examination of art and design pedagogies as an unwavering commitment to our students, our community, and our future. Faculty researchers from all areas of the university continuously draw upon diverse experiences and expertise to create educational opportunities that help learners thrive in a world of complexity and interdependence.

Developing new approaches to practice-based learning, building broader access to transformative educational contexts, and cultivating replicable best practices for ensuring diverse learners can excel in their chosen field will underwrite the next stage of pedagogical research at ECU. Education in art and design is never static and we will position our faculty researchers as world-leading experts in making-led, contextually-driven, and anti-racist art and design pedagogy.

Fibreshed Field School, MorningStar Woollen Farm, Shumka Centre for Creative Entrepreneurship in collaboration with the Aboriginal Gathering Place and Material Matters. Program design: Emily Smith, Kate Armstrong, Cemre Demiralp, and Hélène Day Fraser. Image by Benny Zenga, 2021.

CRC and CFI Allocation Plans

Overview of CRC Program at ECU

ECU currently has an allocation of four Canada Research Chairs (CRCs) that are used to attract and retain researchers who are recognized internationally as leaders in their field. We have assigned these Chairs to areas connected to its thematic strengths outlined in previous Strategic Research Plans as noted below.

As of 2022, ECU meets our current CRC-mandated Equity Target of 1 female CRC. However, as a signatory to the Dimensions Charter¹ and in order to address the systemic gender gap in the national allocation of research chairs and to support excellent researchers from all equity-denied groups, ECU will continue to refine recruitment and retention processes and best practices with an aim to exceed our equity targets by recruiting new candidates from equity-denied communities.

The following table outlines the current deployment of our allocation of chairs:

Research Theme(s)	Tier, Agency	Time Period
Materials Inquiry and Critical Making	Tier II (SSHRC)	2014-2024
Art and Design Technology	Tier II (SSHRC)	2014-2024
Previously: Indigenous and Aboriginal Studies	Tier II (SSHRC)	2015-2021 (Vacant)
TBD	Tier II (SSHRC)	Vacant
TBD	Tier II (SSHRC)	Vacant

¹ “NSERC - Dimensions - Charter,” Equity, Diversity and Inclusion, last modified November 30, 2022, https://www.nserc-crsng.gc.ca/InterAgency-Interorganismes/EDI-EDI/Dimensions-Charter_Dimensions-Charte_eng.asp.

ECU's currently and recently appointed Canada Research Chairs are:

- **Prof. Amber Frid-Jimenez**, Associate Professor and Tier II Canada Research Chair in Art + Design Technology (renewed in 2019);
- **Dr. Garnet Hertz**, Associate Professor and Tier II Canada Research Chair in Design + Media Arts (renewed in 2019);
- Our third Canada Research Chair, **Dr. Richard Hill**, Associate Professor and Tier II CRC in Indigenous Studies, was renewed in 2020 but resigned in 2021.

EDI Initiatives for CRC Program at ECU

With support from the CRC Program's EDI Stipend, we are developing a CRCP EDI Action Plan that will enable us to: A) achieve equity targets that align with our institutional goals and the art and design research sector; and B) establish an actionable roadmap for effectively recruiting and retaining current and new CRCs from equity-denied groups. Through this work, we are developing CRC-specific procedures for recruitment, hiring, and retention practices that adhere to the CRC program's EDI Requirements and Practices and align with our institutional EDI Action Plan and ECU's CRC equity targets. This work will ensure that we are able to attract and retain Canada Research Chairs from equity-denied communities and support the career growth of our current and future Canada Research Chairs.

CRC Infrastructure and CRC Deployments

CFI infrastructure funds connected to our current CRCs have been and will continue to be used to complement the technological resources currently available at Emily Carr to support the specific needs of the Research Chairs. The Associate Vice-President Research and the Director of Technical Services review all planned CFI applications to ensure they fit within the strategic goals of the university. Future CRC deployments will be identified from the themes outlined in this Strategic Research Plan, with a prioritization of appointing a new chair in Indigenous Research. All new deployments will be considered as opportunities for exceeding our CRC-mandated Equity Targets and commitments.

Strategic Objectives for Research

ECU has identified three Strategic Objectives and corresponding pathways to achieve these objectives that will drive forward key initiatives for researchers across our academic community:

1. Enhance Research Capacity and Access

Building capacity for new research programs and projects will require additional investment. By focusing on enhancing opportunities for researchers to be supported through grants, administrative support, expert guidance on compliance and reporting, policies that can unlock efficient and impactful systems, and more robust access to our renowned technical facilities and expertise, we envision a future where faculty, staff, and students are continually engaging in research across disciplines and through new forms and practices. It is also important to acknowledge that this plan's contribution is part of a multi-faceted approach across the institution that are taken up in ECU's Strategic Plan and the EDI Action Plan to addressing EDI, access, and enhanced capacity.

The ECU Library also plays a key role in strengthening our research capacity by providing an overarching system of support for all research priorities, including access to physical and electronic resources, interlibrary loans, institutional archives, and research assistance by a team of information professionals. The Library's experience and commitment to information literacy and information management skills, alongside innovative and creative approaches to accessibility, discoverability, and care, place it as a key area of research support infrastructure.

A key tenet of strengthening our research capacity is through the development of support systems that dynamically respond to the needs of our community as they arise. We also recognize the need to remove barriers to engagement in research in all ways that they are experienced towards promoting and enabling equitable access to resources and opportunities.

We know that an underrepresentation of equity-denied voices among researchers is a missed opportunity to embrace a rich array of departure points, epistemologies, and models of practice. To address this, we will work to define success based the guiding principles we have outlined in this document and on the strength of other ways of knowing and diversity across our community.

ECU's commitment to access and equity also means acknowledging that colonial structures and values are built into granting and awards systems and can be inherent in some research practices, and that the practices themselves have, at times, been historical instruments of colonization. In our active work on decolonization, ECU can reimagine research practices driven by meaningful inclusiveness, where emergent, Indigenous, and transdisciplinary knowledge and perspectives are all supported.

Pathways for Achieving this Strategic Objective

- Develop staff capacity in the Research and Industry Office to ensure research activity can be fully and meaningfully supported across the pre-award and post-award stage
- Identify new resources to encourage new research awards, grant opportunities, and investments in Research Assistantships
- Create designated research awards and grants for faculty from equity-denied communities
- Focus recruitment and retention efforts for students and HQPs from equity-denied communities
- Increase knowledge mobilization activities such as publishing, conferences, symposia, and workshops, focused on translation, transfer and application hosted within and beyond our community
- Foster new support structures to enable artist researchers to advance exhibition-based models of display and knowledge mobilization
- Develop greater access opportunities to ECU's technical facilities in support of research projects
- Foster more robust collaborative opportunities between researchers and technical staff
- Generate clearer pathways for innovative and transformative research projects in concert with new developments in technical facilities and expertise

2. Create Excellent Training Opportunities

ECU's approach to research empowers new means of production, employment, creative and aesthetic expression, and culminates in a wealth of opportunities for its graduates. Many of our students have opportunities to participate in exciting, cutting-edge research projects at ECU and we see potential for increasing the number of undergraduate and graduate students engaged in research initiatives. Applied research, innovation, and entrepreneurship have also been embedded across disciplines and Faculties, encouraging hands-on, experiential learning opportunities for all students and extensive participation opportunities across inter-institutional networks.

Graduate and undergraduate students benefit through direct involvement in research projects under the leadership and guidance of faculty researchers. In turn, researchers benefit from a diverse talent pool to support and drive forward their projects. Students access projects and opportunities through ECU Research Centres and their collaborative industry projects, as well as through Emily Carr University faculty who pursue practice-based research in clusters and collaborations. Emily Carr integrates research and scholarship across program areas to enrich educational programs and foster next generation researchers and creative practitioners.

Ensuring excellence for all training experiences will require continued and expanded investment in opportunities for students and HQP to participate in research projects and alignment with policy frameworks designed to support student employment. We will also create new opportunities for recognition and celebration of student research alongside creating more pathways for mentorship for BIPOC students in research projects.

We are committed to promoting a culture that engenders profound confidence in its students so they can step into any creative, professional, or industrial sector and create meaningful impact.

Pathways for Achieving this Strategic Objective

- Create new and enhanced graduate student training opportunities supervised by faculty (e.g. research-driven mentorships, experiential and work-related learning, professional development training for emerging researchers, increased number of Research Assistantships for graduate students)
- Foster partnerships that result in national and international grants to enhance collaborations and the training of graduate and undergraduate students that ultimately launches more of their research globally
- Develop new Research Awards for excellence in Undergraduate and Graduate research
- Expand work-integrated-learning opportunities through research and industry partnerships and Mitacs awards
- Identify targeted funding to support BIPOC student mentorship
- Prioritize publishing opportunities for students through internal journals and imprints and funding for publishing costs associated with peer-reviewed publications

3. Strengthen Partnerships and Collaborations

ECU is dedicated to facilitating mutually-rewarding research and partnerships with community organizations, citizens' associations, government, and industry partners across art, design, science, technology, humanities, and health – both locally and globally. These partnerships help fuel experiential learning and professional practice, they develop and enhance research culture, and they expose ECU to novel ideas, practices, challenges, and opportunities to learn and apply new knowledge and practices. The university is committed to strengthening existing partnerships with both the private and public sector, while also developing new opportunities for outreach, collaboration, knowledge creation and exchange.

For our students and HQP, we know that transformative outcomes are borne from partnerships and opportunities to access external learning experiences that can drive strong post-graduation employment opportunities and placement. By continually identifying new ways in which we can use our

strength as one of the world's top art and design schools to build relationships with industry, we will continue to advocate for the significance of art and design across the innovation ecosystem.

ECU will also continue to enable its researchers to build meaningful and impactful partnerships by further developing our capacity to connect people, organizations, companies, and public bodies, proactively bridge-building, pairing, matchmaking, and relationship-building.

Pathways for Achieving this Strategic Objective

- Develop strategic networks with other post-secondary institutions to accelerate research innovation
- Enhance capacity of the Research and Industry Office to communicate with external partners through streamlining processes and building media assets
- Host semi-annual exploratory meetings/think-tanks with researchers and industry and community organizations to engage in early-stage discussions
- Establish incentives for cross-disciplinary and cross-faculty collaboration in close consultation with all stakeholders
- Design new in-take processes to effectively and efficiently pair industry needs with researcher expertise
- Initiate policy reviews to support new collaborative research structures and typologies at the university
- Leverage international partnerships to strategically develop and deploy seed funding for international projects
- Deliver additional support to proven programs and research projects that have built effective partnerships to advance strategic opportunities

Indicators of Success

Our Strategic Research Plan will guide our activities and allow us to review our progress, learn from the results, and respond to our priorities by reporting back to the university community, to government, to our funders, to our community and industry stakeholders, and to our partners.

As a publicly funded post-secondary institution, ECU is accountable to the public and the specific communities with whom we work to share our research and mobilize the knowledge created through our work. Learning from our successes and achievements requires us to be able to set goals and track their progress over time. We also need to ensure this work is aligned with our commitment to achieving equitable opportunities across research and in service of decolonization and Indigenization efforts across the university, which will require sustained and additional efforts and new ways of working.

In addition to activating the Strategic Objectives discussed above, indicators of Emily Carr's research impact and evolution will be seen across:

- Robust participation of equity-denied researchers, students, and staff
- Increases in Indigenous-led research projects and funding
- Government sponsored grants and contracts
- Student participation in grant-funded research projects
- Retention of Canada Research Chairs
- Cross-faculty collaborations
- Visibility of research activities on a national and international scale
- Greater understanding within the broader community of creative and applied research and the impacts of art, design, and media practices
- Collaborations with other institutions and community organizations
- Community engagement activities
- Industry contribution and partnerships
- Visibility of the researchers' work within their respective fields and/or the broader cultural sphere
- Impact of participation in research for students and alumni
- Research dissemination and knowledge mobilization

Planning and Approval

The 2023-28 Strategic Research Plan was written in consultation with a broad cross-section faculty and staff and developed under the leadership of the Research Advisory Committee, co-chaired by the Associate Vice-President, Research, and Research Centre Director/faculty researcher.

Our Strategic Research Plan was approved by Senate in 2023 and will serve as a guiding document for the Research and Industry Office staff and leadership, ensuring continued refinement and alignment with Emily Carr community over the next 5 years.

