

FINAL REPORT

Future Concordia—Research and Impact Working Group

A. Executive Summary

We begin by acknowledging that, as Concordians, we are standing on unceded Indigenous lands; The Kanien'kehá:ka Nation is recognized as the custodians of the lands and waters on which we gather today. With this in mind, we start by recognizing the history of “scientific” research and its more terrible outcomes: the role it played in colonization, whether in the structuring of race as an idea through the 19th century, or via its links to industrial development and resource extraction. As we emerge from the Covid-19 pandemic and confront myriad challenges including structural racism, climate change and economic downturn, the need to redress, to change and to bring new perspectives came up time and again as both an ongoing practice and future goal. This is the context we work in, and we heard many accounts of highly engaged researchers working towards pragmatic solutions. Research production at Concordia is indeed at the cutting edge of social, political, environmental, technological, financial and aesthetic change.

At the same time, the research ecosystem continues to expand and diversify, pressuring the need for and nature of research support in continuous ways. In discussions and consultations, we learned of multiple disconnects and felt gaps in support for researchers, grad students, and research staff. The pandemic exposed these gaps and emphasized pre-existing inequities and slow-downs that delay work and diminish impact. Our group focused on the research experience: the hard parts and the fun; the critical nature of planning and design; the importance of sharing and connecting with others in and through the work; and the profound commitments at the core of the work.

We came to see the future of research as involving a **radical restructuring of the ecosystem: What constitutes research and research support across an abundance of people, projects and methods?** How do we do it, how do we value it, within what systems or networks of work at the university and beyond, with whom and for whom? We strongly recommend an ongoing and broadly consultative process to assess and reassess research support needs; with the goal of localized support towards shared knowledge and faster turn-arounds. The Future of

Research and Impact will require greater flexibility and agility, driven by ongoing dialogue between stakeholders in the research ecosystem.

B. Membership

JoDee Allen (Phd student, Humanities); Pablo Bianucci (Associate Professor, Physics); Jason Camlot (Concordia University Research Chair in Literature & Sound Studies; Professor, English); Hannah Claus (Assistant Professor, Studio Arts); Ann-Louise Davidson (Concordia University Research Chair in Maker Culture; Associate Professor, Education); Cédric Lesage (PhD Program Director, John Molson School of Business); Rafik Naccache (Concordia University Research Chair in Sustainable Multifunctional Nanomaterials, Associate Professor, Chemistry & Biochemistry); Krzysztof Skonieczny (Canada Research Chair in Aerospace Robotics, Electrical & Computer Engineering; Associate Professor); Rajiv Johal (Associate Librarian; Interim Associate University Librarian, Research & Graduate Studies); Dominique Dumont (Director/Strategic Planning and Development, Facilities Management); Anna Waclawek (4th Space Manager; Affiliate Professor, Art History); Jared Wiercinski (Senior Librarian; Associate University Librarian, Research & Graduate Studies—on leave). Co-leads: Mamoun Medraj (Associate Dean, Recruitment & Awards; Professor, Mechanical, Industrial & Aerospace Engineering); MJ Thompson (Associate Dean, Research & Graduate Studies; Associate Professor, Art Education, Faculty of Fine Arts)

C. Mandate

In light of the unprecedented challenges and shifting practices that came in response to the Covid-19 pandemic, the Future Concordia working group assembled to consider lessons learned and strategize around new possibilities; our mandate was to imagine the future of research at the university and beyond. Our work became a reflection on what the pandemic exposed in terms of pre-existing strengths and vulnerabilities; and what this might suggest about the Future of Research at Concordia. We ground our thinking in the experiences of researchers, graduate students and research support staff and ask how best to support their work in the generation of robust research cultures at Concordia. Momentum and innovation precede from addressing our strengths and vulnerabilities.

D. Methods

Our work began in late January 2022. The Working Group membership included representation from all four faculties, as well as the Library. Our methodology began with the Future Concordia working group playbook tool, which sequenced meetings and laid out a pathway of tasks towards final recommendations. Our work included the following: meetings; focused discussions; collective creation of a literature review; sharing available data; and participating in multiple outreach/consultations.

The working group expanded its project to include consultations, managed in an ad hoc way and performed by teams of members. These consultations are intended as touch points and check-ins, rather than comprehensive. Nonetheless, the aim was to meet with representatives across faculties, disciplines and roles. The following individuals, groups and/or committees met with:

- Associate Deans, Research and/or Graduate Studies; (FA, FAS, GCSE)
- Faculty Research Committees (FA, JMSB, FAS, GCSE)
- Indigenous Futures Research Institute: Heather Igloliorte/Jason Lewis
- Equity Office: Lisa White/Mark Villacorta
- Applied AI Institute: Tristan Glatard/Fenwick McKelvey
- NextGen Cities Institute: Ursula Eiker/Carmela Cucuzella
- Business Research Institute cluster: BMO, National Bank, Lonzaletti
- OVRGS Cluster: Paula Wood-Adams; Lyes Kadem; Monica Mulrennan; Heather Adams-Robinette; Dominique Michaud
- Library Cluster (35-member library council meeting)
- Graduate Student Cluster (HUMA/INDI representatives + RA + Pandemic WG report)

We focused consultations with guiding questions, yet our process generally was open-ended; we followed the conversation once it got going. The guiding questions were as follows:

- What was your experience of research during the pandemic?
- What were some of the obstacles you encountered? Were there benefits?
- What kinds of shifts are you seeing in your field in terms of research issues/methods?
- What does Concordia research look like in five years? What are some of the supports needed to get there?

E. Covid-19 and Research Futures: Lit Review and Findings

The research community was deeply affected by Covid-19. Some areas saw significant slow-downs and some saw an increase in productivity. Despite dissimilarities in the impact on different faculties (Barber et al., 2021; Gao et al. 2021) and in the responses taken by different countries (Babbar and Gupta, 2021), the common ground is that research has fundamentally changed: Covid 19 changed our processes, our tools of collaboration, and expanded access to training and dissemination. Important vulnerabilities, however, were exposed along the lines of access to and continuity of research funding; research models that depend on physical presence; collaboration models that rely on digital infrastructure; as well as issues of equity, workload, privacy and access (Green et al., 2021; Hordósy and McLean, 2022). This exposure of research precarity nonetheless offers an opportunity to meet needs more fully and rebuild a more equitable future of research.

Four key areas for consideration emerged in our working group:

Research Equity: Equity is fundamental to our work at Concordia across every sector. For the Research and Impact working group, the pursuit of equity arose in every meeting, consultation and across the literatures that reflected on Covid-19 in the post-secondary context. Online activities enabled rich connections with international research communities; and many conferences and training modules were held online, allowing for unprecedented access to knowledge. However, the Covid-19 pandemic put further strain on those affected by historical patterns of inequity, as lived along the lines of class, gender, race, and sexuality (Aksnes et al., 2019; Górska et al., 2021; Drabble and Eliason, 2021). Additional burdens inflected the daily lives of researchers working at the forefront of equity, wherein the twin pandemics of Covid-19 and racism further exacerbated challenges to conducting research (Crooks et al., 2021). The legacy of colonization plays a continuing role in slowing research, manifesting, for example, in unduly heavy, complicated and/or multi-step administrative processes. Additionally, the pandemic highlighted inequities of access for the following partners in the research enterprise: international students, graduate students, early career researchers and all those who served as caregivers or were ill during the pandemic (Gonzales and Griffin, 2020). Inequities around digital access, the uneven quality of home spaces as work environments, the collapse of home

space with work space, and the pressures to work at unusual hours across time zone differences became apparent. Whereas the Working Group on the Impact of the Covid-19 Pandemic on Career Progression for Faculty and Librarians completed its process in 2021, with important achievements including allowing for impact statements in renewal/tenure dossiers; and the creation of the Task Force on Inclusive Excellence, there is more work to do. Our work called for the recognition of diverse outcomes, revised and diverse metrics of achievement (as related to yet distinct from the ideal of “inclusive excellence”), as well as strong and accessible support for researchers (Hordósy and McLean, 2021; Oleschuk, 2020).

Campus/Community: As health and safety procedures were prioritized in 2020, and social distancing measures implemented, the research community at Concordia responded quickly and adjusted accordingly. Online platforms were successfully employed as methods to keep researchers and research assistants connected; and to continue research programs where possible. Many new approaches were initiated, across multiple disciplines; within science, we heard about the importance of automated experiments; within art history and media studies, we heard about collaborative writing experiments for scholarly work and grant applications. Many of our faculty noted improved access to and availability of online events, conferences and training modules. Wider audiences, expanded dissemination opportunities and both new proximities to and opportunities for international partnership were available for some (Sabzelieva, 2020). Yet a number of core issues emerged that shed light on the importance of campus community and its physical space: 1) disciplinary difference affected how research could continue in profound ways; projects bound by liveness, for example those projects involving animal-research, were especially impacted; 2) many researchers noted the importance of everyday encounters to further their projects and connect with people, including hallway run-ins, elevator chats and casual lunches; 3) and graduate students, international students, early career researchers and those whose research structures weren't yet in place were especially affected in damaging ways (Suart et al., 2021; Firang, 2020). The significance of our myriad relationships to colleagues, students, communities (Ahmed and Palermo, 2021; Walas, 2021), government agencies, industry and other partners became much more apparent. The extent to which research is bound to the presence, contributions and/or policies that connect us to others was revealed. Most critically, we learned of the need to build strong relationships across these stakeholder roles.

Infrastructure: Across many universities, research labs were closed, which ground to a halt important experiments and access to necessary equipment and resources (Wigginton, 2020). At Concordia and within the Québec context, this was not the case, as research leadership and administration in alignment with Health and Safety pivoted to maintain access as quickly as possible. Yet access came unequally, depending on the nature of the lab and the kind of work being performed. Access to equipment, computers and space were no longer a given. Workloads in teaching and service expanded for many researchers, fueled by increasing training needs for online teaching; increasing meetings to redress the Covid-19 situation; and increasing affective labour to support and manage the collective anxiety within our communities. Within this context, applications for research funding dropped; and many research programs stopped completely. Many research and facilities support staff faced longer hours and pressure to solve emergent issues. Looking to the future, we anticipate more unexpected circumstances to arise, alongside increasing pressures on research to perform and bring in government funding. Within the Canadian postsecondary landscape, the turn to KPIs as a measurement of how state funding will be applied suggests new challenges on the horizon. Within Concordia, we learned of a felt and lived disconnect between administrative infrastructure and research programs; researchers expressed concern about increasing time spent on administrative tasks, about oblique or heavy processes and about slow-downs in financial disbursements, agreement and IP support, and ethics clearance. New policies and practices are needed to maintain healthy flows of research, while seeking opportunities for real growth. The future of research at Concordia will involve new and revised investments in research support.

Digital materials: From access to software and licensing, from e-books for graduate students to online platforms for teaching and disseminating research, the digital economy played a central role in the continuation of research during the pandemic (Carrigan and Jordan, 2021). Many researchers, both from our community and in the literature, reported expanded opportunities for collaboration and dissemination across geographic/spatial borders. New forms of practice emerged, as did new ease in the digital realm, as the researcher community got comfortable with Zoom meetings, performing for the camera, and expanded audiences. The importance of digital strategy is critical, in light of new research technologies, including the artificial intelligence

(RLUK, 2020); and the ever-expanding data verse. New systems don't necessarily mean better systems; software developed in close dialogue with the research community should enable the straightforward creation, submission and management of grant applications. Digital access is not yet guaranteed for all; planning must ensure that every member of the research community at Concordia has the bandwidth, software and hardware needed to engage. The inequity of non-university workspaces and conditions fell into sharp relief; some students had a private workspace, others zoomed in from Starbucks amid myriad distractions. At the same time, there was a collapse of private/public space; and researchers want to understand better how to compartmentalize and control the work.

F. Recommendations + Actions

The findings of the Research and Impact working group reflect the need for a **radical reframing** of the research project at Concordia, in order to grow deeper, achieve equity and meet the changing needs of the future. We celebrate the diversity of practice, method and outcomes represented across Concordia; and emphasize recommendations that may afford the highest impact and most widespread benefits for the research community.

1. Define and engage with RESEARCH VALUES:

Financial impact and narrow metrics can often dominate the discourse around research. While the working group acknowledges the realities of financial need and evidence-based achievement, discussions emphasized the following values: diversity of research; research as relational; and research as time. Researchers were enthusiastic about ideas, projects and people. They emphasized quality, not quantity. Further consultation and discussion are needed to update and refine values from the bottom-up.

Value: Diversity of disciplines, methods and approaches, peoples and projects

Actions: *Localize support, tailor support to expertise, simplify processes.

*Expand metrics, enrich criteria: including narrative accounts, community relations, impact on public good. Avoid summative language like “merit,” and “excellence;” instead focus on contributions/strengths.

*Work for equity in and through research; establish service guidelines to prevent overextension; advance research design as an early step in the process and to avoid tokenism.

Value: Research is relational, with community, at different scales.

Actions:

- *Simplify Ethics process; offer engaged, proactive coaching support in the writing of protocols; provide training for HREC (Human Research Ethics Committee) around diverse methodologies including Indigenous ways of knowing and research-creation;
- *Expand support for relational work: workshops, agreements, funding and funding pathways;
- *Expand support (admin, space, funding, promotion) for those community-focused partnerships already in motion and doing great work (OCE, BPO, SHIFT, IFRC...)
- *Support research happening outside the Tenure-Track stream; provide mechanisms to pay community partners with speed and ease.
- *Community building starts from within; assist our researchers in navigating and creating their research communities (e.g. Festival of Ideas; department-specific research retreats)
- * Invest in ways to build stronger university-to-neighborhood, university-to-government and university-to-industry relationships

Value: Good research takes time.

Actions:

- *Connect and support research links to teaching and service
- *Provide research leave opportunities for Tenure-Track Faculty
- *Reduce admin tasks; expand administrative support at the local level; streamline processes; simplify approvals, support research staff
- *Provide course remissions, either alongside key grants or by application when evidence of major research deadlines is provided
- *Reduce workloads; develop strategies for building balance between service, teaching and research, including service audits

*Foster an ethos of research design and advance planning

2. Consult, listen, learn, act and reimagine what constitutes RESEARCH SUPPORT:

The university is in a moment of great flux: new ways of thinking and working in response to Covid-19 combined with Concordia's growing research ecosystem to pressure our systems as never before. Researchers and research support are faced with new systems (Unity), outdated systems (ConRAD), and multiplying demands that produce slow-downs. There is a felt disconnect between research on the ground and available supports. In the midst of all this flux, a significant cultural shift is possible and necessary.

Value: Research contexts, disciplinary goals and our ecosystem are in flux

Action: *A broad community-wide consultation is needed to understand needs and what constitutes support (sponsored by the Provost); encourage debate and expand channels for ongoing and inclusive dialogue between researchers, admin support, university leadership and funding programs to assess shifting needs
*Identify and respond to obstacles encountered by researchers and staff; seek solution-based approaches that propose ways to overcome these obstacles

Value: Research happens in diverse ways.

Action: *Avoid one-size fits all models; embrace the radical spectrum of what constitutes research: expand methods, outcomes, metrics; emphasize relations, creativity, innovation, equity.
* Disciplinary difference requires localized expertise; support involves proximity and relations; embed research advisors and admin at local levels

3. RESEARCH INFRASTRUCTURE means more than buildings:

Value: Research infrastructure is a complex web including space, technology, people and processes.

Actions: *Invest in research staff through PD and training on emergent research needs.
*Create roles for recent PhDs and MAs to support research in their areas.

- *Advance digital strategy; develop diverse digital tools (menu of software & licenses rather than singular focus i.e. Office 365 or Teams); build on Library capacity as key research partner (Area Specialists, Collections Management, more Open Access, DMPs...)
- *Develop streamlined, user-friendly research system (RIMs)
- *Create an equipment database and reservation system (CDA model);
- *Create position at OOR and/or Equity Office focused on research support, training and consultation for best practices
- *Design better virtual and hybrid spaces for knowledge mobilization, as well as invest in physical spaces and supporting for transitions between (including expanded resources for academic visitors, Cotutelles, sabbaticals at international universities, commitment funds for cross-border funding)
- *Expand access to research space inventory through building or community sharing, including lab space and research-creation space
- *Establish a digital database for Concordia’s previous research methods and outcomes (e.g. recorded interviews)
- * Establish clear timelines for external funding programs that accept applications on a rolling basis (Mitacs, ALIANCE, Industry partners),

Value: Connect the dots—work across research roles, faculties, projects

Actions: *Support the ongoing development of disciplinary expertise among research support personnel; identify and integrate new forms of expertise among research support; offer localized research admin support and build relationships

*Further activate connections between researchers through advanced open database and in-person activities; expand channels for interdisciplinary sharing.

4. KNOW and CELEBRATE what we do:

Concordia does a lot of things really well; many of our consultations emphasized this fact and the need to continue building on strengths rather than move too quickly in new directions. Yet researchers and research support often function in silos or isolation. Researchers spoke to the need to know ourselves better as an institution, as well as the need to promote the great work that

is happening here. Much excitement lay in the idea of expanded pathways for networking, collaborating, sharing and celebrating the work.

Value: Concordia is research-abundant and research-strong.

Action:

- *A comprehensive research data portrait is needed as a way to direct strategy, connect researchers and promote the work to diverse audiences
- *Augment and invest in open databases like Explore (Explore 2.0) and 4th Space as an archive; expand on channels for facilitation, including 4th Space live events
- * Create pathways for researchers and graduate students to work across disciplines and categories; examples include fostering ways for graduate students to take classes outside their particular programs; grants for interdisciplinary collaboration; research-linked curriculum design and co-teaching valued at 3 cr (for example)
- *Expand communications/promotional support
- *Support and celebrate existing and new partnerships to show value

5. SIMPLIFY and/or revise PROCESSES:

Researchers are spending more and more time on administrative processes. At the same time, research support staff are increasingly pressured by the demands of a growing ecosystem and from multiple directions. Administration and research are different art forms and involve different kinds of expertise.

Value: Administration involves time and expertise.

Actions:

- *Reorient and/or invest in research support in response to consultation; locate research admin support at the departmental or faculty levels.
- *Invest in research admin PD and training.
- *Reduce number of systems, specialized admin codes, opaque processes.
- *Create supports for research event production and promotion.

5. Expand MENTORSHIP and SUPPORT for ECRs and Graduate Students:

ECRs and graduate students are just beginning to build their research programs and structures. As such, they are more vulnerable to slow-downs and/or emergent obstacles.

Value: Talent needs nurturing, develop next generation researchers

Actions:

- *Develop formal mentorship programs; provide training and support for mentors;
- *Develop research leave opportunities for Tenure-Track faculty;
- *Expand orientation and connection opportunities for new faculty;
- *Provide training and support for supervisors and researchers who work with graduate students in different capacities;
- *Create new opportunities for graduating PhDs and MFAs, including post-docs, post-MFA residencies as well as research support roles; develop and support immigration pathways for international graduate students; create more pathways to job market/s;
- *Support international collaboration initiative at different levels from visiting profs to exchange students.
- *Encourage interdisciplinary opportunity; reduce obstacles and enable access to coursework in other areas/disciplines; provide additional structure through admin support and/or designated faculty in HUMA/INDI programs
- *Create discipline specific module trainings on key thematics or disciplinary needs; advocate for and maintain free access to high-quality online training modules made available during Covid
- *Grow mental health supports for graduate students
- *Develop more undergraduate research opportunities; connect researchers with students at CEGEP, high school and in community to develop talent; invest in Indigenous, First Generation and/or non-traditional student pathways into the university; create programs to recruit students & resist historical biases of enrolment

6. Develop VIRTUAL and PHYSICAL Research Spaces:

Value: Research is experiential, it requires and unfolds in space.

Action: *Expand technical support and capacity for hybrid space; support transitions to and/or from virtual to physical spaces (through technical, spatial or funding programs; or through Academic Visitor, Affiliate or other personnel programs); develop new understandings of what constitutes a great virtual space; extend and add to 4th space as a key centre for hybrid creation and dissemination; dedicated research-creation spaces without cluster affiliation for graduate research

*Invest in research space on-campus and/or in the community through shared space and industry/community partnerships

*Develop additional research space for non-traditional forms of research including AI/VR; research-creation.

7. Revise RESEARCH METRICS:

Concordia has a strong track record in re-examining historical patterns of assessment. With a revised focus on inclusive excellence, and myriad policies in place to support those most affected by the pandemic, Concordia is in step with or ahead of many universities at this moment. Training on unconscious bias and/or equity in adjudication is ongoing and effective but acronyms like EDI risk veiling the priorities of equity work; and online trainings tend to be time consuming and less impactful than live workshops and connecting with colleagues. The project of Inclusive Excellence is a positive step but may be impeded by “excellence” as a limited idea. There are ways to go farther.

Value: Research happens in diverse ways.

Action: * Embrace disciplinary difference in outcomes: podcasts, workshop facilitation, hackathons, community engagement/activism, research-based syllabi and curricular events; and other knowledge transfer activities

* Partner with CUFA to review the Collective Agreement (Art. 16B) to include a wider range of outcomes for tenure and promotion, including public policies, partnerships, patents, podcasts, community events, activist leadership and more.

* Enrich metrics to broaden range and include self-determined rubrics of value, including narrative accounts, stability of long-term community relations shaping research, impact on public good; challenge disciplinary status quo

*Plan for adjudication and assessment; provide training for inclusive adjudication; develop written guidelines for review by all juries/adjudication committees; allow time to discuss the limits of terms like “quality” as well as to consider diverse methods and outcomes

8. Ensure EQUITY in research and in access to research:

Whereas multiple task force and leadership groups are working on matters of equity at Concordia, our working group noted persistent inequities experienced by researchers along multiple lines. We looked at the research side of equity as a core value of our work at Concordia. During the pandemic, researchers who were younger, new to the university, disabled or working as caregivers faced additional challenges to their work. At the same time, Black, Indigenous and researchers of colour experienced additional obstacles, in light of the ongoing trauma associated with the legacies of colonization and slavery—and the resulting need to work closely with students around these issues. Concordia, and the Tri-Council have responded with equity requirements for funding programs as well as strategic funding opportunities.

Value: Diverse researchers require diverse means of support.

Action:

- *Create strategic funding opportunities in response to emergent needs;
- *Create service audits, to balance service work across departments;
- *Promote and celebrate BIPOC, LGBT2Q+ and critical disabilities research; invest in research space and infrastructure for BIPOC, LGBT2Q+ and critical disabilities research communities;
- *Create funding programs for well-being projects and a category within Internal Funding applications for the well-being of research teams;
- *Ensure that all research systems and documents allow accessibility functions

Value: Research equity is an acquired skill.

Action:

- *Encourage and invest in research design; advance planning and slow relationships towards equitable research partnerships
- *Expand opportunities for discussion & training around what equity in research might look like;
- *Create more channels for interaction between researchers and shared understandings;
- *Create an office for community-based research to offer guidance, project and admin support;
- *Expand outcomes (shared authorship), modes of dissemination (community meetings and shared data), and modify assessments towards relational values

9. Interdisciplinarity and collaboration make for better research:

Value: Great ideas emerge through dialogue.

Action:

- *Expand the channels of connection and collaboration (Explore 2.0) and more
- *Commitment funds for international partnerships and granting programs
- *Create collective grant-writing workshops; emphasize the doing
- *Build capacity for research sharing through community ownership and Data Management Plans;
- *Promote research-focused co-teaching for faculty through better credit-sharing schemes and admin support;
- *Facilitate cross-program, interdisciplinary course options for graduate students
- *Promote diversity within the same research program because time has proved that diverse research communities produce better quality research

10. Emphasize RESEARCH DESIGN:

Value: Great research requires time, planning and feedback.

Action:

- *Develop process-focused workshops and collaborative workshops to launch new research ideas

*Concentrate on research design and get involved early on; advance planning is key

*Expand grant writing workshops to include collective writing events; incentivize collective grant-writing practices for faculty and graduate students

G. Concordia Strategic Directions and the Future Concordia Project

The recommendations of our research group dovetail neatly with Concordia’s Strategic Directions , with a key goal being to “double our research.” We start by acknowledging the pressures on our research ecosystem with its history of continuous growth; and with new pressures on the horizon, including a trend in government funding tied to performance reviews and industry partnerships (Spooner, 2022). Taking care, as well, to note the triple focus of our faculty members on high-impact teaching, service, research, we came to see researchers as extremely committed yet challenged through slow-downs and time limits. Building support through localized relationships and reduced and simplified processes are among the key motors of research production. Digital strategy, strategic funding and support for interdisciplinarity are central to the collaborative value of “mixing it up.” Real world impact, real work relationships and the intense commitment of our researchers is already in place. Most critical to our success going forward will be the maintenance of flexibility and agility in research development and infrastructure; and the development and refinement of practical, straightforward and high-speed processes of administration.

Our work overlaps with the following working groups:

Teaching and Learning: linking curriculum development with new research

Campus Space: emphasizing the necessity of quality virtual, hybrid and physical spaces; shared physical space can ensure co-presence/community and equitable working conditions

Student Experience: research programs are built with graduate students; PIs teach, research with, employ and are invested in the well-being and professional development of grad students

Work, Workplace and Workforce: research support staff are critical to the smooth functioning of the research ecosystem; further consultation, ongoing dialogue and training & PD are needed to ensure workplace support

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