



SENATE

NOTICE OF MEETING

April 6, 2023

Please be advised that the next regular meeting of Senate of Concordia University will be held on Friday, April 14, 2023, at 2 p.m., in the Norman D. Hébert, LL.D. Meeting Room (Room EV 2.260) on the SGW Campus.

The Agenda and documents for the Open Session meeting are now posted on the [Senate webpage](#).

Please note that Closed Session documents and discussions are confidential.

Members of the University community who wish to view the Open Session meeting are invited to go to EV 2.301. You will be admitted to the observers' gallery following the Closed Session meeting.

Karan Singh
Secretary of Senate



**AGENDA OF THE OPEN SESSION
OF THE MEETING OF SENATE**

Friday, April 14, 2023
following the meeting of the Closed Session
in the Norman D. Hébert, LL.D. Meeting Room
(Room EV 2.260) on the SGW Campus
and via Zoom video conferencing

Item	Presenter(s)	Action
1. Call to order	G. Carr	
1.1 Approval of the Agenda	G. Carr	Approval
1.2 Adoption of Minutes from the Open Session meeting of March 17, 2023	G. Carr	Approval
2. Business arising from the Minutes not included on the Agenda	G. Carr	
3. President's remarks	G. Carr	Information
4. Academic update (Document US-2023-3-D3)	A. Whitelaw	Information

CONSENT AGENDA

5. Tribunal Pool/Committee Appointments (Document US-2023-3-D4)		Approval
6. Committee Reports (Document US-2023-3-D5)		Information
7. Revisions to the <i>Policy on the Ethical Use of Animals in Research and Teaching (VPRGS-13)</i> (Document US-2023-3-D6)		Approval

REGULAR AGENDA

- | | | | |
|-----|--|------------------------|----------|
| 8. | Strategic Research Plan
(Document US-2023-3-D7) | G. Carr /
D. Bérubé | Approval |
| 9. | Question period (<i>maximum 15 minutes</i>) | | |
| 10. | Other business | | |
| 11. | Adjournment | G. Carr | |

**MINUTES OF THE OPEN SESSION
OF THE MEETING OF SENATE**

Friday, March 17, 2023, at 2 p.m.
in the Norman D. Hébert, LLD Meeting Room
(Room EV 2.260) on the SGW Campus
and via Zoom video conferencing

PRESENT

Voting Members: Graham Carr (Chair), Nagendra Sri Anurag Appala, Leslie Barker, Matthew Barker (attended remotely), Sabine Bergler, Dominique Bérubé, Beverley Best (attended remotely), Catherine Bolton, Adam Bouguila, Anne-Marie Croteau, Fabienne Cyrius (attended remotely), Alexandra Dawson (attended remotely), Selvadurai Dayanandan, Mourad Debbabi, Larry Deck, Effrosyni Diamantoudi, William Dickson, Mary Esteve (attended remotely), Mehdi Farashahi (attended remotely), Annie Gérin, Marina Ghali, Fawaz Halloum, Steve Henle (attended remotely), Asli Isaaq, Jordan Jerome-Pitre, Rebecca Kaninda, Stéphanie Tsi-Ying Lamothe, Michael Lecchino (attended remotely), Christopher Moore, Peter Morden (attended remotely), Catherine Mulligan, Xavier Ottenwaelder (attended remotely), Ian Rakita, Pat Riva, Ahmadou Sakho, Pascale Sicotte, Craig Townsend, Guylaine Vaillancourt (attended remotely), Deeva Wazir, Anne Whitelaw, Radu Grigore Zmeureanu

Non-voting members: Philippe Beauregard, Paul Chesser, Stéphanie de Celles (attended remotely), Michael Di Grappa, Nadia Hardy, Tom Hughes, Emilie Martel (attended remotely), Stefana Nita (attended remotely), Melodie Sullivan (attended remotely on behalf of Frederica Jacobs)

Also attending: Sandra Gabrielle, Lisa Ostiguy

ABSENT

Voting members: Sally Cooke, Samreet Kaur, Moshe Lander, Sofia Lipari-Couture, David Morris, Fuzhan Nasiri, Mireille Paquet, Thenmozhie Rajan, Nachiketh R. Ravindra, Sofiane Tahar, Kelly Thompson

Non-voting members: Denis Cossette, Isabel Dunnigan, Frederica Jacobs

1. Call to order

The President called the meeting to order at 2:03 p.m.

1.1 Approval of the Agenda

R-2023-2-1 Upon motion duly moved and seconded, it was unanimously resolved that the Agenda of the Open Session be approved.

1.2 Adoption of February 17, 2023 Minutes

R-2023-2-2 Upon motion duly moved and seconded, it was unanimously resolved that the Minutes of the Open Session meeting of February 17, 2023, be adopted.

2. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes not included on the Agenda.

3. President's Remarks

The President's remarks are summarized as follows:

- Dr. Carr started by saying that he hoped that everyone had enjoyed reading week and that the downtime had been productive. He marked just a month before classes end for the academic year. He also noted that this has been a historical semester, as the University will transition to a 12-week summer, fall and winter semester, with a new fall reading week in 2023-24.
- He highlighted the success of Open House in February and thanked all the volunteers who helped make it a big success.
- He reminded Senators that all Quebec universities have been experiencing a decline in student numbers. In Concordia's case, the decline was 2.1% as compared to last year. This was directly attributable to the severe drop of 7.4% in students from Quebec, which has been caused by the shrinking demographics of the 18-24 age cohort in the province and slower times for completion in CEGEPs. He noted that, while the undergraduate applications had increased over the last year, the course-based Master's programs had seen a severe drop.
- The main cause of this drop has been a reduced number of students from India, which is the largest source of international students across Canada. He noted that the problem has been exacerbated by long delays in processing visa applications by IRCC, which has left quite a negative impression on potential applications. The impact on enrolment numbers is real and a further decline in student population is expected.
- He reiterated the importance of events like Open House and underlined the need to continue to work towards streamlining the admissions process, accelerating

admissions decisions and providing as much personalized support as possible, particularly at the graduate level and in restricted undergraduate programs.

- He acknowledged the work done by program directors, program assistants, advisors and research supervisors and thanked them for all their efforts. He requested Senators to communicate with the relevant personnel if they are aware of any bottlenecks in the admissions process so that these problems can be addressed.
- On a positive note, eConcordia offered a record number of 64 online courses this winter semester, which attracted 18,000 students. This brought the total enrollment in online for credit courses for 2022-23 to nearly 42,000.
- He informed Senate that the *Ministère de l'Enseignement supérieur* has approved the 45-credit MFA program in Cinematic Arts and that the program would be welcoming its first cohort of 10 students in the fall.
- He also informed Senate of the various partnerships that the University entered into over the past few weeks: In aerospace with the University of Kuala Lumpur (Malaysia), in cinema with the Ministry of Tourism, Culture and Sports of Vietnam, in power engineering with the Electric Power University of Vietnam (Hanoi), and in an agreement with Université d'Artois in northern France, this latter to foster collaborations between the respective French and Québec ecosystems in electrification and green energy transition.
- He congratulated Susan Edey, who was recently named Senior Director of Community Engagement and Social Impact at Concordia. Susan has over a decade of experience at Concordia in various community engagement roles and it's great to see her in this leadership position.
- He noted that a big federal funding announcement was going to be made, which is currently under embargo. He was also happy to share the news that the first Dean, School of Health will be appointed after the conclusion of a lengthy international search.. This concluded the process, which was launched in May 2021 when the Board of Governors approved the establishment of the new School of Health.
- He took the opportunity to wish good luck to all who are currently waiting for funding decisions, including students and prospective students awaiting scholarship and other fellowship decisions.
- He again reminded Senate of the record year in research funding, which had topped \$75M for this year. This provided an exciting context as the new Strategic Research Plan was being finalized, which will also be shared for information of Senate at the meeting today.

4. Academic update (Document US-2023-2-D1)

Dr. Whitelaw didn't have anything to add to the written report.

CONSENT

5. Tribunal Pool/Committee Nominations (Document US-2023-2-D2)

R-2023-2-3 Upon motion duly moved and seconded, it was unanimously resolved that the Tribunal Pool and Committee appointments be approved.

6. Academic Programs Committee Report (Document US-2023-2-D3)

7. Academic Planning and Priorities Committee Report (Document US-2023-2-D4)

These reports were for information purposes.

REGULAR

8. Strategic Research Plan (Document US-2023-2-D5)

D. Bérubé gave the overall context of the requirements of a Strategic Research Plan, which is a federal research funding agencies' requirement, implemented in 2020. This requirement particularly applies for funding of all Canada Research Chair and Canada Foundation for Innovation funding and the Plan needs to be updated every 5 years. D. Bérubé spoke of the consultative process, which began in January 2023, following the approval of the draft by the Senate Research Committee in December. The consultation was led in collaboration with the Faculties and also included the institutional research units, the libraries and the Council of Graduate studies. The Plan aims to update the information about the institution's research strengths and priorities. It is composed of two sections, the objectives that are transversal principles that apply to all research activities and the themes that identify strategic sectors of activities. It is limited to ten-page document that can be submitted to the federal agencies. To build the draft Plan for consultation, the Office of the Vice President, Research and Graduate Studies used a sample of funded research across all four faculties to develop cross-cutting interdisciplinary themes that emerged as important research strengths.

Since the consultation process concluded on March 9th, the revised plan is being finalized and will be brought to the Senate Research Committee for final discussion and recommendation, so that it could be brought back to Senate for approval.

To a question if Senators would be able to provide further feedback to the final version, the Chair explained that the Senate Research Committee was the sub-committee of Senate which had been delegated authority to review and recommend the plan, and that the forum of the sub-committee was where the substantive feedback would be provided. The Chair confirmed that when the final version is brought before Senate for approval, a discussion will also be had.

9. Question period

One of the Senators asked where they could send questions and suggestions if there were concerns with admissions process and other recruitment issues. Dr. Carr noted that it depended on the nature of the concern: for graduate admissions it would be the Dean of Graduate Studies or respective Faculties, and all undergrad matters could be brought to the respective Faculties and the Provost's attention. He added that the University has limited flexibility in terms of immigration and visa issues, which the University does not control.

10. Other business

There was no other business to bring before the Open Session.

Dr. Carr invited everyone to attend the Concordia Stingers Women's Ice Hockey game at Université de Montréal this evening, as this marks the beginning of the team's defense of its championship title.

11. Adjournment

The meeting was adjourned at 2:35 p.m.

K. Singh
Karan Singh
Secretary of Senate



Internal Memorandum

To: Members of Senate
From: Anne Whitelaw, Provost and Vice-President, Academic
Date: April 6, 2023
Re: Academic Update

Concordia students have been receiving many awards and accolades this term, across a variety of disciplines and activities. Recently, two Concordia journalism students have received [2023 Joan Donaldson CBC News Scholarships](#). The prize provides Talia Kliot and Bogdan Lytvynenko each with a four-month paid summer internship at the national broadcaster.

Maxime Radet, student in the department of Biology, won 2nd place in the elocution competition [Délie ta langue](#) which took place on March 27th in Montreal. He credits Concordia for helping him develop his writing and presentation skills and worked with Theater alum Noah Labranche to prepare. The competition consisted of choosing a French expression and giving a five-minute oral presentation analyzing and relating it to a broader social issue. Radet's expression was 'Avoir la langue qui fourche', and you can watch his presentation [here](#) at minute 37:11. Félicitations, Maxime!

[Kyle Alden Martens](#), MFA 22, and [Maude Arsenault](#), a master's candidate in visual and media arts at Université de Québec à Montréal (UQAM), are the 2023 recipients of the [Claudine and Stephen Bronfman Fellowship in Contemporary Art](#). The fellowships, each worth \$60,000 over two years, are the most generous post-MFA awards for emerging artists in Canada. Each provides recipients with the recognition and support they need to refine their work and further their creative research at a turning point in their career paths – when they move out of academia and into the professional arts community. The fellowships are awarded annually to two students enrolled in a master's or PhD program in the media arts or visual arts programs at Concordia's [Faculty of Fine Arts](#) and UQAM's Faculty of Arts.

This year's [case competition program](#) for John Molson School of Business' MBA-level students is gaining more steam than ever before thanks to the tireless work of senior lecturer and Miriam Roland Fellow in Business Ethics, Tim Field, and the student-run MBA Case Competition Club. Every year, JMSB sends a team of four students to the University of Calgary's [Haskayne School of Business](#) for the [Haskayne Innovation Challenge](#). This year, our team placed 1st after two rounds focused on how to use AI innovation to get buy-in from employees at all levels. JMSB was represented by Nishant Gaurav, Hiral Parekh, Himanshu Srivastava, and Sridharan Vankeepuram; under the tutelage of their coaches Fatima Malik and Jeremy Rutman the team bested 30 other schools.

On March 11, the JMSB team took 2nd place out of twenty schools at the [HEC Sustainability Challenge](#) that focused on diversity, equality and inclusion. Under the guidance of coaches Jonathan Faerman and Damian Wolff, the team completed 3 cases in their pursuit of being one of the best at the competition. The School is very proud of team members Mehul Bawa Babita Bhandari, Lisa Malachowski, and Sriram Menon.

The board of the [European Foundation for Management Development](#) (EFMD) recently informed Dean Anne-Marie Croteau of [JMSB's](#) eligibility to pursue their accreditation. This is a major step towards the

attainment of triple-crown status for the School which is in alignment with its vision to be one of the most relevant, responsible and respected business schools in the world. Associate Dean of Accreditation and Faculty Relations, Alexandra Panaccio, and her team have led the charge. Because of their expert guidance, research and diligence, the School was well-placed to gain this foothold.

A [partnership](#) between Concordia's Department of Journalism and [Kahnawake Survival School](#) (KSS) aims to inspire Indigenous students to consider a career in the media. The collaboration, headquartered at the department's Institute for Inclusive, Investigative and Innovative Journalism (I3J), sees Concordia students in a mentorship role. The goal is to help the secondary five students at KSS produce stories from their community for publication. The project was steered by Kristy Snell, Concordia's newly appointed Journalist-in-Residence and I3J's academic director. Snell is an award-winning journalist who has been the voice of CBC Radio morning newscasts in Montreal for well over a decade.

An award-winning student-led project at Concordia is confronting the plastic crisis head on. The [Concordia Precious Plastic Project](#) (CP3) is a multidisciplinary initiative bringing together volunteer undergraduate and graduate students from across faculties to find innovative solutions for plastic waste. Now in its fifth year, the initiative began with a focus on addressing the waste generated by 3D printing. The project has since evolved to include a variety of waste streams, including plastic waste from the Grey Nuns Residence's kitchen. In the two years back on campus since the COVID-19 lockdown, the group has diverted 60 kilograms of 3D printing waste from campus labs, as well as about 30 kilograms of other waste such as containers from the kitchen, water bottles and detergent and shampoo bottles donated by students. Some of the diverted materials have even been repurposed to create items like [jewellery and coasters](#).

In March, JMSB launched [John Molson Perspectives](#), a research hub that shares practical, relevant and impactful knowledge created by the School's community with the broader business community. The project was initiated and led by Ehsan Derayati, senior advisor for innovation and strategic research initiatives. The research pieces that were selected for the launch were penned by faculty members and graduate students including professors Joel Bothello and Matthäus Tekathen, and public scholar Ghalia Shamayleh. The platform also features *The Conversation* pieces written by faculty members.

Concordia is finalizing a new public art policy that will govern its public art collection and future art programming. The university community was consulted through an online public art survey and the findings are available to view on the public art policy site. The community consultation findings touch on topics such as:

- the need for public art to be diverse
- engaging with public art
- our relationship with public art
- learning more about public art at Concordia

Visit the [Public art policy's community consultations page](#) to learn more about the community's top priorities and views of the university's public art collection.

Undergraduate students voted in the Concordia Student Union general elections in favor of a \$0.85 increase in the [Student Services](#) fee levy, with indexation. This is the first time since 2009 that Student Services has requested a fee levy increase. The fee levy funds services within the Student Success Centre, Campus Wellness and Support Services, the Dean of Students Office, the Otsenhákta Student Centre and the Student Advocacy Office.

[Career and Planning Services \(CAPS\)](#) in the Student Success Center held a new event called [Ready, Set, Launch Your Career!](#) on both campuses in February. The aim of this outreach event was to inform students about the services offered through CAPS as well as opportunities available for summer internships, jobs and full-time roles. The audience was upper-year students, with an eye on developing career-ready graduates. The event included a Career Café to connect with CAPS staff, professional LinkedIn photoshoots, and the Jump Start Your Career workshop.

In February, CAPS held a virtual [Engineering and Computer Science Career Fair](#) for students at the Gina Cody School of Engineering and Computer Science, with 60 employers in attendance including CAE, CBC/Radio-Canada, Desjardins, Kiewit and Lockheed Martin Canada. 1,000 students participated, the highest number of students to ever attend this type of event in CAPS' history.

In March, CAPS partnered with the [Access Centre for Students with Disabilities](#) in Campus Wellness and Support Services, to hold a [Virtual Career Fair for Students with Disabilities](#). Twenty employers were on hand to answer student questions including Bell Canada, Broccolini, CN, LimeConnect and Scotiabank. Over 100 students participated.

The [Otsenhákta Student Centre](#) (Student Services) hosted its inaugural [Spring Career Fair](#) on March 15th. The event focused on offering reputable connections for First Nations, Métis and Inuit students searching for summer and/or post-graduate employment. Thirteen employers from various fields were present, including media, technology, government and academic sectors, with an emphasis on organizations that support Indigenous peoples. The intimate nature of the event lent itself to rich conversations between employers and students, as well as with the Otsenhákta Student Centre staff.

[Student Learning Services'](#) [Pop-up Against Procrastination](#) took place on March 29th in the LB Atrium, with more than 500 students attending throughout the day. The event welcomed students with support in the intense lead up to the end-of-term, with strategies for time management, study skills and self-care. Learning specialists, career counsellors, student tutors, student mentors and representatives from FutureBound, academic advising, Art Hives, Health Services, Zen Dens and the Library were on hand to engage students in interactive activities and share advice and encouragement. Most students who attended were first- or second-year undergraduates studying full time.

The [Student Success Centre](#) has embarked on a tabling campaign to increase the visibility of our services to students. They've been tabling four days a week in the Hall and LB Buildings to meet students where they are and showcase everything on offer. To date, they've connected with over 700 students since they began a month ago. Tabling will continue throughout April, culminating with a #CUExamReady outreach event on April 19th where they will hand out exam survival toolkits to students in LB Atrium.

A new unit named Career Counselling & Educational Transition Services (CCETS) was created at the Student Success Centre, bringing together [career counsellors](#) and the [first-year support counsellor](#). This team of career and transitions counsellors offers confidential one-on-one sessions, psychometric testing and workshops to help students adjust to university and design their academic and career path at Concordia and beyond.

Concordia successfully launched the first cycle of the *Gouvernement du Québec's* [Programme Bourses Perspectives Québec](#). This major new multi-year student financial support program provides scholarships of \$2500 per term to eligible students studying in specific programs identified under the government's *Opération main-d'oeuvre* strategy launched in Fall 2021. Managed collaboratively by the Office of the

Registrar and the Financial Aid and Awards Office, to date the program has provided funding to 1894 students for a total of over \$4.7 million dollars in student financial support. The next cycle of the program will be opening in May 2023.

Online gambling in Quebec surged during the first year of the pandemic, with three times as many people having visited a gambling website in 2020-21 compared to 2018, according to a [new study](#) by Concordia professor and FRQSC Research Chair on Gambling, Sylvia Kairouz, and Annie-Claude Savard of Université Laval. The study contains eye-opening findings about the growth of online gambling since the outbreak of COVID-19. The researchers based their results on a telephone and a web panel survey of over 4,500 Quebecers during 2021, which asked respondents to share their gambling behaviour of the previous 12 months – the first full year of the pandemic. Results reveal not only a major increase in online gambling in total numbers, but also increases in the frequency with which they visited gambling web sites as well as in the amount of time and money players invested.

Alcohol abuse and anxiety sensitivity are linked in different but mutually reinforcing ways, according to [a new study](#). Published in the journal *Psychology of Addictive Behaviors* and led by PhD candidate Charlotte Corran, the study looks at the influences of anxiety sensitivity (AS) on alcohol consumption in young adults through the bidirectional influences of alcohol-related cognitions (i.e., reasons for drinking). The data was compiled from almost 200 students, who completed questionnaires over a 12-month span, and the study's results help to explain the risk AS poses for problematic alcohol use.

Researchers at the [Cognition and Language Development Lab](#) tested three- and five-year-olds to see whether robots could be better teachers than people. According to their [findings](#) published in the *Journal of Cognition and Development*, the results largely depends on age. The study compared two groups of preschoolers: one of three-year-olds, the other of five-year-olds. The children participated in Zoom meetings featuring a video of a young woman and a small robot with humanoid characteristics (head, face, torso, arms and legs) called Nao sitting side by side. Between them were familiar objects that the robot would label correctly while the human would label them incorrectly, e.g., referring to a car as a book, a ball as a shoe and a cup as a dog. Next, the two groups of children were presented with unfamiliar items. Both the robot and the human used different nonsense terms like “mido,” “toma,” “fep” and “dax” to label the objects. The children were then asked what the object was called, endorsing either the label offered by the robot or by the human. While the three-year-olds showed no preference for one word over another, the five-year-olds were much more likely to state the term provided by the robot than the human.

In 2020, the City of Montreal released an ambitious [climate plan](#) targeting carbon neutrality by 2050. To help the city meet its targets, Concordia has launched the [UNIVER/CITY 2030](#) initiative. The partnership is supported by a \$1M, five-year grant from the McConnell Foundation. At its core, UNIVER/CITY 2030 seeks to mobilize the capacities of Montreal's universities to help achieve municipal goals related to socioecological transitions, with an initial focus on reducing carbon emissions and mitigating climate change. The initiative is based at Concordia's [Next-Generation Cities Institute](#). Co-directors [Ursula Eicker](#) and [Carmela Cucuzzella](#) are members of the UNIVER/CITY 2030 steering committee, along with members of the [Office of the Provost](#) and the [Office of Research](#). Jason Ens, Concordia's executive director of academic policy, planning and strategic initiatives, developed the proposal for UNIVER/CITY 2030.

The [Library Exhibitions Committee](#) presented artist Amin Rehman's work in the Webster Library's vitrines on LB-2 during the month of March. The exhibition was part of the [Worlding Public Cultures 2023](#)

Tiohtià:ke/Montreal colloquium and takes place in two spaces. Viewers could see the rest of the exhibition at the FOFA Art Gallery located at EV.1-715. The artworks included in the exhibition reimagined and redefined ideas around time, space, land and languages. The works of artists rudi aker, Pansee Atta, Amin Rehman, and Swapnaa Tamhane foreground different possibilities for reclaiming languages and histories, resisting and refuting imposed geographies, and reframing pasts and futures. Curated by Manar Abo Touk, Lorraine Doucet Sisto, and Varda Nisar, you can learn more about the exhibit, at [re* : imagining / créer / building / faire / mapping / connaissance /...](#)

Concordia's longstanding partnership with the *Festival International du Film sur l'Art (FIFA)* continued at this year's festival, which took place in late March, where many [Concordians were in the spotlight](#) (faculty members Nicole Gingras, Andrew Forster, and Alexandre Larose; MFA student, Badewa Ajibade; and alum Steve Bates). FIFA's carte blanche and experimental programs were screened in Concordia's state-of-the-art DeSève cinema.

A second season of [The Irish in Canada podcast](#) — created, researched, written and narrated by Concordia's Jane McGaughey — launched on March 2nd, just in time for Green Season. McGaughey is the Johnson Chair of Québec and Canadian Irish Studies as well as an associate professor of diaspora studies at the university's School of Irish Studies. She developed the podcast to explore the lives and legacies of Irish immigrants and their Canadian descendants. Each 15- to 20-minute episode tells the story of a notable person or event in Irish Canadian history.

On March 27th, Concordia celebrated the [\\$1.4 million gift from Scotiabank](#), half of which will be used to fund the [Kaié:ri Nikawerà:ke Indigenous Bridging Program](#) (Student Success Centre, in partnership with Indigenous Directions and the Otsenhákta Student Centre) over 5 years. The event was held in the Student Success Centre and speeches were given by Concordia President, Graham Carr, and Regional Vice-President, Commercial Banking, Quebec, Maria Mangiocavallo. Many members of the Concordia community attended, as well as representatives from Scotiabank. [A video sharing the importance and impact](#) of the Kaié:ri Nikawerà:ke Indigenous Bridging Program was viewed at the event.

On March 30th, Concordia Jurist-in-Residence Morton Minc welcomed [The Honourable Justice Suzanne Côté](#), who talked about judicial decision-making and why it matters. She also shared her perspective, as a judge of the Supreme Court of Canada, on the role of judges and the importance of judicial decision-making on law and society.

Like so many others across the globe, the aerospace industry is turning its attention to enhancing security for its technology. As more transportation methods pivot toward autonomy, the need for cybersafe practices is more important than ever. To address this shift, the [Concordia Institute of Aerospace Design and Innovation](#) (CIADI) and Concordia's [Security Research Centre](#) have partnered to host the first edition of the [Aerospace meets Cybersecurity Forum and Cocktail](#) on April 17th. The event brings together aerospace companies and professionals to exchange information and best practices about cybersecurity in the industry.

The [Musée national des beaux-arts du Québec](#) is celebrating Canadian photographer and retired Concordia studio arts professor [Evergon](#) with an [extensive retrospective](#). On display until April 23rd, the exhibit features more than 230 works from Evergon's 50-year career. Evergon was also recently announced as one of the [winners of the 2023 Governor General Awards](#) in Visual and Media Arts.

Registration for the [Concordia Library Research Forum](https://library.concordia.ca/about/staff/forum/) is now open. The two-day hybrid event will have presentations taking place virtually on Zoom on Tuesday, April 25, 2023, and presentations taking place in person at Loyola on Wednesday, April 26, 2023. Registration is free. This year's plenary speaker will be leading national and international expert on copyright and information policy, Victoria Owen, Information Policy Scholar-Practitioner at the University of Toronto. Victoria will be speaking on accessibility in an international context. To learn more about this year's or to register, visit <https://library.concordia.ca/about/staff/forum/>.



SENATE
OPEN SESSION
Meeting of April 14, 2023

AGENDA ITEM: Tribunal Pool/Committee Appointments

ACTION REQUIRED: For approval

SUMMARY: Senate is being asked to approve the following Committee appointments:

<u>Committee</u>	<u>Appointee</u>	<u>Term</u>
Special Graduation Awards	Alexander Davidson (Alumni)	2023-24
Library	Hélène Brosseau (Professional Librarian)	2023-26

DRAFT MOTION:

That the Committee appointments be approved.

PREPARED BY:

Name: Karan Singh

Date: April 5, 2023

**ACADEMIC PLANNING AND PRIORITIES COMMITTEE
REPORT TO SENATE
Dr. Anne Whitelaw
April 14, 2023**

The Academic Planning and Priorities Committee met on February 7, 2023

The Academic Planning and Priorities Committee (APPC) met on February 7, 2023. Dr. Whitelaw welcomed the members to the meeting. The committee approved an updated version of the APPC mandate with minor changes. Dr. Whitelaw then welcomed the guest, Prof. Angélique Willkie, Special Advisor, Black Integration and Knowledges, Office of the Provost & Vice-President, Academic. Prof. Willkie provided a presentation on the recommendations of the President's Task Force on Anti-Black Racism. She explained the context of the Task Force, which was undertaken during the pandemic and shortly after the murder of George Floyd. She also explained the subcommittees involved in the Task Force and the four themes of the Task Force's 88 recommendations, which are (1) Driving Institutional Change, (2) Fostering Black Flourishing, (3) Supporting Black Knowledges, and (4) Encouraging Mutuality. Prof. Willkie ended her presentation by discussing the Task Force's final report that was launched on October 28, 2022. She emphasized the significance of this historical event and of Concordia's commitment to implementing the 88 recommendations of the report, along with the importance of President Carr's public apology for the university's handling of the 1969 student protest at Sir George Williams University, stating that this apology provides credibility for Concordia's commitment to addressing systemic anti-Black racism. After the presentation, the committee members discussed the ongoing pilot project to increase Black perspectives in university curricula, as well as the anti-Black racism training programs, the Black Studies Program, the Black Studies Minor, and the role that each person has in implementing the recommendations of the Task Force.



**SENATE
OPEN SESSION
Meeting of April 14, 2023**

AGENDA ITEM: Revisions to the *Policy on the Ethical Use of Animals in Research and Training* (VPRGS-13) (the “Policy”)

ACTION REQUIRED: For approval

SUMMARY: Senate is being asked to approve the revisions to the Policy.

BACKGROUND: The Senate Research Committee has recommended that Senate approve the revisions to the Policy.

DRAFT MOTION:

That, following recommendation by the Senate Research Committee, Senate approve the revisions to the *Policy on the Ethical Use of Animals in Research and Training* (VPRGS-13), as detailed in the attached Document US-2023-3-D6.

PREPARED BY:

Name: Karan Singh
Date: April 4, 2023

INTERNAL MEMORANDUM

To: Karan Singh, Associate Secretary-General, University Secretariat

From: Dominique Bérubé, Vice-President, Research and Graduate Studies, Chair,
Research Committee of Senate

Date: March 27, 2023

Subject: Senate approval of the updated *Policy on the Ethical Use of Animals in Research and Teaching (VPRGS-13)*

I am pleased to submit on behalf of the Senate Research Committee the updated *Policy on the Ethical Use of Animals in Research and Teaching (VPRGS-13)*. VPRGS-13 was updated following important revisions to the related VPRGS-13 Procedures document, as well as in light of the Policy on Policies which requires the regular review and uniformization of all policies (housekeeping).

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

Effective Date: [insert date]

Approval Authority: Senate

Supersedes /Amends: October 31, 2014

Policy Number: VPRGS-13

PREAMBLE

The use of animals in research at Concordia University (the “University”) is performed in accordance with the guidelines and standards of the Canadian Council on Animal Care (“CCAC”). The CCAC was established in 1968 to oversee the ethical use of animals in science in Canada. As part of its mandate, the CCAC conducts regular site visits to institutions that use animals in research and issues the CCAC Certificate of GAP - Good Animal Practice® to those found to be in compliance with its standards.

SCOPE

This Policy and its related Procedures apply to all Researchers (as defined below) and outline the principles that govern ethics review of Research (as defined below) and teaching involving animals.

PURPOSE

The purpose of this Policy and its related [Procedures](#) is to ensure that all University Researchers, who conduct Research that involve the use of animals, do so in accordance with this Policy, applicable laws, regulations and in a humane and ethical manner.

DEFINITIONS

“Concordia Animal Research Ethics Committee” or “AREC” means the committee that reviews and approves all Research related and/or conducted with the use of animals.

“Research” means all research and teaching activities, whether they are funded or not.

“Researcher(s)” means University faculty, students and staff.

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

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POLICY

1. The Vice-President, Research and Graduate Studies (VPRGS) shall have the overall responsibility for the University's animal use program.
2. Researchers shall be responsible for complying with the guidelines set forth by the CCAC as well as with this Policy and its related [Procedures](#), and any other related [University guidelines and policies](#).
3. The [Procedures](#) related to this Policy address the following:
 - a) Composition of the AREC
 - b) Mandate and authority of the AREC
 - c) Mandate of the Office of Research ("OOR"), Consulting Veterinarians and Animal Care Facility ("ACF")
 - d) Meetings and related processes of the AREC
 - e) Appeal mechanism
 - f) Miscellaneous AREC processes and responsibilities
4. Any amendments to the [Procedures](#) as recommended by the VPRGS and endorsed by the Chair of the AREC, are subject to the approval of relevant Faculty Deans.
5. All Researchers conducting Research involving the use of animals must submit an [Animal Use Protocol](#) ("AUP") for the AREC review, and must obtain the AREC Certificate of Ethical Acceptability for Research or Teaching Involving the Use of Animals ("Certificate") before the Research begins. Research funds will not be released until the Certificate is obtained.
6. Any modifications to an originally approved protocol must be reviewed and approved by the AREC. Where the modifications are minor in nature, the amendment request must be reviewed by the Chair and veterinarians of the AREC as well as the Manager of the ACF and the community representative. Administrative amendments are reviewed by the OOR staff.
7. The Certificate will remain valid for 1 year following the date of approval. For all studies continuing beyond this 1 year time-frame, an [Animal Use Protocol Renewal Request](#) must

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

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be submitted to the AREC for consideration before the end of the validity period in order to ensure on-going ethics approval. Protocols may be renewed a maximum of three times, after which time a new AUP must be submitted.

8. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the VPRGS.

Approved by Senate on October 31, 2014 and amended on [insert date].

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

Effective Date: ~~October 31, 2014~~[insert date]
~~Vice President, Research & Graduate Studies~~Senate

Approval Authority: ~~Office of the~~

Supersedes /Amends: ~~n/a~~October 31, 2014

Policy Number: VPRGS-13

PREAMBLE

The use of animals in research at Concordia University (the “University”) is performed in accordance with the guidelines and standards of the Canadian Council on Animal Care (“CCAC”). The CCAC was established in 1968 to oversee the ethical use of animals in science in Canada. As part of its mandate, the CCAC conducts regular site visits to institutions that use animals in research and issues the CCAC Certificate of GAP - Good Animal Practice® to those found to be in compliance with its standards.

SCOPE

This Policy, and its related Procedures, apply to all Researchers (as defined below) and outline the principles that govern ethics review of Research (as defined below) and teaching involving animals.

PURPOSE

The purpose of this Policy and its related Procedures is to ensure that all ~~members of the University community (faculty, students and staff known as “Researchers”)~~, who conduct ~~research or teaching activities (whether funded or not)~~ Research (as defined below) that involve the use of animals, do so in accordance with this Policy, applicable laws, regulations and in a humane and ethical manner.

DEFINITIONS

“Concordia Animal Research Ethics Committee” or “AREC” means the committee that reviews and approves all Research related and/or conducted with the use of animals.

“Research” means all research and teaching activities, whether they are funded or not.

“Researcher(s)” means University faculty, students and staff.

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

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POLICY

1. The Vice-President ~~of,~~ Research and Graduate Studies (VPRGS) shall have the overall responsibility for ~~Concordia's~~ the University's animal use program ~~and for the occasional review of this Policy.~~
2. Researchers shall be responsible for complying with the guidelines set forth by the CCAC as well as with this Policy and its related Procedures, and any other related University guidelines and policies.
3. The Procedures related to this Policy address the following:
 - a) Composition of the ~~Concordia University Animal Research Ethics Committee~~ (UAREC)
 - b) Mandate and ~~Authority~~ authority of the UAREC
 - c) Mandate of the Office of Research (~~“OOR”~~), Consulting Veterinarians and Animal Care Facility (~~“ACF”~~)
 - d) Meetings and related ~~Processes~~ processes of the UAREC
 - e) Appeal ~~Mechanism~~ mechanism
 - f) Miscellaneous ~~UAREC Processes~~ AREC processes and Responsibilities
4. ~~Any~~ Any amendments to the Procedures as recommended by the ~~Vice President of Research and Graduate Studies~~ VPRGS and endorsed by the Chair ~~of the~~ UAREC, are subject to the approval of relevant Faculty Deans.
5. All ~~researchers~~ Researchers conducting ~~research (whether funded or not)~~ Research involving the use of animals must submit an ~~Animal Use Summary Protocol Form (AUSPF)~~ Animal Use Protocol (“AUP”) for ~~the~~ UAREC review, and must obtain the UAREC Certificate of Ethical Acceptability for Research or Teaching Involving the Use of Animals (~~“Certificate”~~) before the ~~research~~ Research begins. Research funds will not be released until the Certificate is obtained.

POLICY ON THE ETHICAL USE OF ANIMALS IN RESEARCH AND TEACHING

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6. Any modifications to an originally approved protocol must be reviewed and approved by the ~~UAREC or, if~~AREC. ~~Where the modifications are minor, in nature, the amendment request must be reviewed~~ by the Chair and veterinarians of ~~the UAREC~~CAREC as well as the Manager of the ACF ~~and the community representative~~. ~~Administrative amendments are reviewed by the OOR staff~~.
7. The Certificate will remain valid for ~~one (1)~~ year following the date of approval. For all studies continuing beyond this ~~one (1)~~ year time-frame, an ~~Animal Use Summary Protocol Renewal Form (AUSPRF)~~Animal Use- Protocol Renewal Request must be submitted to the ~~UAREC~~CAREC for consideration before the end of the validity period in order to ensure on-going ethics approval. Protocols may be renewed ~~twice~~ maximum of three times, after which time a new ~~AUSPF~~AUP must be submitted.
8. ~~The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Vice-President, Research and Graduate Studies~~VPRGS.

~~Approved~~Adopted by Senate ~~at its meeting of on~~ October 31, 2014 ~~and amended on~~ [insert date].



**SENATE
OPEN SESSION
Meeting of April 14, 2023**

AGENDA ITEM: Concordia University's Strategic Research Plan 2023-2028 (the "Plan")

ACTION REQUIRED: For approval

SUMMARY: Senate is being presented the Plan for approval

BACKGROUND: A requirement for Canada Research Chair and Canada Foundation for Innovation funding, the Plan is a framework for the focused growth of research activities over the next five years. It serves to outline a series of principles and commitments to support and enhance existing and emerging clusters of research and research-creation activities across the University.

A draft version of the Plan was presented to Senate at its March 17, 2023 meeting. Following the completion of the consultation process, the Senate Research Committee at its meeting of March 24, 2023 recommended that the Plan be presented to Senate for approval.

DRAFT MOTION:

That, following recommendation by the Senate Research Committee, Senate approve the Strategic Research Plan, as detailed in the attached Document US-2023-3-D7.

PREPARED BY:

Name: Karan Singh
Date: March 31, 2023



**OFFICE OF THE VICE-PRESIDENT,
RESEARCH AND GRADUATE STUDIES**

INTERNAL MEMORANDUM

To: Karan Singh, Associate Secretary-General, University Secretariat

From: Dominique Bérubé, Vice-President, Research and Graduate Studies, Chair,
Research Committee of Senate

Date: March 27, 2023

Subject: Senate approval of the *Strategic Research Plan 2023-2028*

I am pleased to submit the Senate Research Committee (SRC)-approved Strategic Research Plan 2023-2028 for Senate approval.

STRATEGIC RESEARCH PLAN 2023-2028

Concordia University is reimagining the future of higher education. Our innovative approach to cross-functional research, research collaboration and experiential learning has cemented our place among the [top-ranked universities in North America under 50](#). Located in vibrant Montréal, on the traditional lands of the Kanien'kehá:ka, Concordia University practices social responsibility to create a more equitable and sustainable world through its research and training of the next generation of researchers and innovators.

Concordia University's *Strategic Research Plan 2023-2028* (the Plan) is a framework for the focused growth of research activity over the next five years. It outlines a series of principles and commitments to support and enhance existing and emerging clusters of research and research-creation activities across the university. Research at Concordia happens in a wide variety of fields and the university will continue to foster a vibrant and supportive research environment that values the diverse nature of research carried out by Concordia researchers. In this Plan, we have opted to focus on major existing and emerging research *themes* where research expertise, research units, and facilities are currently concentrated. These themes enhance the strategic vision and capacity of the university to leverage its strengths and its position in the socio-environmental, cultural, and economic fabrics of Montréal, Québec and Canada, to address pressing local, national, and global challenges through research, collaborations/partnerships with diverse stakeholders, innovation, and knowledge mobilization activities. The clusters of strength identified in this Plan have emerged from the research underway across all disciplines, research units, and Faculties and Schools: the Faculty of Arts and Science, the Faculty of Fine Arts, the Gina Cody School of Engineering and Computer Science, the John Molson School of Business, and the School of Health. The Plan will also inform strategic level resource allocation for high-profile initiatives such as Canada Research Chair (CRC) nominations, Canada Foundation for Innovation (CFI)-funded projects, and other major institutional research grants and commitments.

STRATEGIC OBJECTIVES

The Plan identifies four strategic objectives, each contributing to increase Concordia's research excellence in a wide array of fields, including – but not limited to – the areas of research identified as strengths in this plan. These objectives are overarching and inform all four strategic research themes that follow. They are informed by our vision for, and commitment to, a diverse and inclusive environment where researchers and students dare to push the frontiers of knowledge, pursue different ways of knowing and learning, embark on high-risk, high-reward research endeavours and embrace a collaborative spirit that brings together key actors and mobilizes knowledge in innovative ways to tackle grand challenges and strengthen Canada's position in the world. These objectives will guide Concordia's actions and performance measures in research and innovation over the next five years. The university's success in fulfilling these commitments depends greatly on the supportive partnerships within our research and innovation ecosystem: all relevant units across the university, as well as our numerous governmental, industrial, and not-for-profit partners, communities, organizations, and institutions.

Objective 1: Achieve smart, sustainable, and resilient growth and global leadership in research and innovation

- Accelerate global leadership in research and innovation, and research-creation, by ensuring that our funded research and research-creation programs, the number and quality of our research partnerships, our record in training the next generation of researchers and innovators in research and research-creation, our innovativeness and creativity in research, and our entrepreneurship, are up to the highest global standards, and that institutional supports are actively and creatively mobilized.

- Foster and encourage academic curiosity and fundamental and applied research.
- Support bold, high-risk, high-reward initiatives.
- Establish and support research institutes and units as critical tools for the advancement of research and interdisciplinarity.
- Invest smartly and sustainably in research infrastructure (space, facilities, staff) and support institutionally prioritized initiatives to secure additional infrastructure funding that make cutting-edge research possible.
- Provide opportunities for students at all levels to engage in fundamental and applied research and innovation activities.
- Recognize the centrality of students to the university's research and innovation mission and encourage research-informed and research-centered pedagogy that will enhance our position as a preferred destination for future students, researchers, and innovators from across Canada and around the world.
- Develop and enhance experiential learning opportunities (internship opportunities, community-engaged learning) that give students hands-on experience in the real world.

Objective 2: Support research innovation that helps tackle local, national, and global challenges

- Enhance and develop areas of research strength that address emerging national and global needs.
- Recognize and support research initiatives that result in tangible benefits for individuals, organizations, groups, and communities, and that contribute to sustainability and social justice.
- Mobilize institutional resources to establish collaborations and partnerships with world-renowned and/or impactful partners (companies, organizations, researchers) that engage in cutting-edge, innovative, and transformative research locally, nationally, and globally.

Objective 3: Embrace inclusive excellence and Indigenous knowledges

- Become a leader in developing and advancing best practices in Equity, Diversity, Inclusion and Accessibility (EDIA) to build a culture of inclusive excellence that recognizes the integral relationship between diversity and excellence in research.
- Recognize that inclusive excellence depends on a diversity of identities, in addition to a diversity of disciplines, ways of learning and knowing, and life experiences.
- Strive to promote and incorporate Indigenous Knowledges and Indigenous ways of knowing throughout the research enterprise, mindful that Indigenous ways of knowing are steeped in a deep reciprocal relationship with the land.
- Recognize the rights of Indigenous people to be leaders, equal partners and beneficiaries in culturally-appropriate research that responds directly to their interests and priorities.
- Ensure that research undertaken with Indigenous nations, communities, organizations, and/or individuals respects the importance of building reciprocal relationships grounded in meaningful consultations and principles of free, prior, and informed consent.
- Recognize and reward non-traditional research outputs including research creation, advocacy, policy, and community-based research.
- Provide students with a diverse, accessible, inclusive, and safe learning, research, and work environment.

Objective 4: Enhance impact and engagement through academic, industrial, and community networks and partnerships

- Encourage and support leadership of and participation in major inter-institutional initiatives, by further enhancing existing relationships and exploring potential avenues for new collaborations.
- Promote collaborations with other academics (within and across disciplines) and academic institutions by leveraging and pooling complementary and diverse research strengths, resources, and infrastructure both within and beyond Concordia.
- Encourage research institutes and units, to engage with the public, community organizations, and other partners, to advance collaborative and participatory research, community engagement, and knowledge mobilization, and to enhance the societal impact of research.
- Increase number and scope of local, national, and international NGO, government/public sector, and industry partnerships by intensifying business development activities and support.
- Encourage and support research collaborations and co-creation of knowledge with community groups and organizations.
- Promote knowledge mobilization activities and mobilize resources for greater community engagement and enhanced societal impact of research.
- Enhance the collaborative research funding portfolio through targeted efforts to encourage and support submissions to partnership-centric funding opportunities.
- Facilitate the procurement of funding from non-traditional sources.
- Increase support for intellectual property management, through open science and commercialization approaches.
- Promote a spirit of entrepreneurship and a start-up culture, by providing mentorship, expertise, space, networks, resources and opportunities for collaboration, to students and faculty engaged in innovation, entrepreneurial, and commercialization activities.
- Identify barriers and provide opportunities for inter-disciplinary, multi-disciplinary, and trans-disciplinary dialogue to address complex research questions.

STRATEGIC RESEARCH THEMES

Our Plan identifies four thematic areas that engage our research community and our partners. Our researchers use diverse research methods to examine questions driven by scientific curiosity, leading to both fundamental and applied discoveries, and contribute to the quest for innovative solutions to pressing challenges. These themes should be viewed as porous. They intersect and interact in many ways and on many levels: interdisciplinary and intersectoral research at Concordia happens within each of the themes and sub-themes, and across all four of them; they can also expand into new areas over time. Through emphasis on these four broad themes and several sub-themes, we will support and enhance our existing and emerging strengths in both disciplinary and interdisciplinary research, with a view to achieving further breakthroughs that will in turn translate into solutions to challenges on local, national, and global scales. The themes and sub-themes are not meant to be exhaustive of all the excellent research at the university – nor limit the emergence of new strengths – but rather aim to explore and shape a vision for how Concordia can, in the short and medium terms, pool or distribute its resources to enhance our research standing, and increase the value of our contributions. Concordia has also concentrated investments through university-recognized research units and infrastructure platforms, the large majority of which fall into one or more of the themes presented below. The university has also invested in the creation of three institutional-level research institutes, which serve as federators of units and enhance interdisciplinary collaborations.

THEME 1: RE-DEFINING/RE-IMAGINING LIFE AND SOCIETY THROUGH DIGITAL TECHNOLOGIES AND DIGITAL CREATIVITY

Concordia's researchers and trainees are working in innovative ways to better understand how the digital revolution is impacting individuals, and transforming organizations, economies, and society at large. They are also at the forefront of the innovation ecosystem and leaders in the development of emerging and enabling technologies such as artificial intelligence, machine learning, internet of things, information and communications technologies, bioimaging, and the study of how their application(s) can redefine possibilities in areas as diverse as: health care; education; urban development and climate change mitigation; sustainable design, sustainable development, and sustainable living; advanced manufacturing; media, arts, and entertainment; business, finance and entrepreneurship; and governance and public policy. Concordia researchers are building and exploring human interactions with complex technologies, and examining the human, ethical, social, economic, and other implications of how we design, plan, and deploy new technologies.

Sub-theme 1.1: Computational advances: data analytics, software engineering, artificial intelligence + applications

Concordia is at the forefront of the push to advance next-generation computing, analytical tools, models, and algorithms. Big data analytics has been transforming industry and science in various domains for the past several years, making it possible to process huge amounts of data daily, aided by the evolution of programming models, data analysis algorithms, and computing infrastructures. The benefits are immense and the possibilities endless: innovation, learning, insight, productivity growth, and major improvements in countless sectors. Concordia researchers are leaders in the computing and data science revolution, seeking to harness the full potential of big data for applications in healthcare, supply chain management, computational finance, urban planning, energy management, logistics, transport systems, and environmental monitoring. Big data comes with big concerns and Concordia researchers are concerned with the privacy, security, and ethical implications of big data.

Today, artificial intelligence is prominent and central to existing and new technologies. Concordia occupies a prominent and increasingly central place in the Québec and Canadian AI innovation ecosystem, through both its research innovation and its start-up culture. Concordia researchers are leaders in research on artificial intelligence, machine learning, deep learning, human-computer interaction, pattern recognition, virtual environments, augmented reality, bioinformatics, and the social, ethical, and political issues associated with AI. The recently launched *Applied AI Institute* fosters disciplinary and interdisciplinary collaborations tackling important problems in fields ranging from telecommunications to human-machine systems, social-cultural studies, business, and finance. We will address pressing challenges such as climate change, health and well-being, sustainable cities, food production and security, and wildlife preservation.

Sub-theme 1.2: Cybersecurity

Recent technological innovations have unlocked huge opportunities for economic and business growth and productivity. They have also given rise to new and rapidly evolving cyber risks that are raising the bar on cybersecurity. Cyberattacks have the power to cripple information systems and communication networks and disrupt our critical infrastructure. Concordia is at the vanguard of this rapidly evolving and strategic field. Our researchers are working to develop innovative processes, methodologies, techniques, and technologies to enhance the security and resiliency of our systems while protecting our privacy in the 21st century. At the same time, we provide ethical reflections on individual privacy. From cybersecurity,

privacy, digital forensics to cryptography, blockchain technologies and critical infrastructure protection, our researchers are developing innovative approaches to safeguard our digital future.

Sub-theme 1.3: Arts, identities, politics, and media through a digital lens

Digitization and our reliance on new technologies have changed cultural production, opened new horizons for artistic expression/creation, shaped identities and narratives, altered politics, transformed markets, businesses, entrepreneurship, and consumer behaviours, revolutionized media, engaged, helped or disadvantaged specific groups or communities, increased resilience to various challenges, and brought mediatic, employment, and social disruption. The advent of artificial intelligence, algorithms, and the internet have created new challenges alongside opportunities, potentially threatening democracy, political legitimacy, and human rights, giving rise to fake news and misinformation, increased hate speech and extremism via the internet and social media. Digital technologies have also raised equity and ethical issues around ownership, access, and conditions for sharing data, especially as it relates to Indigenous peoples and marginalized communities. Concordia boasts a rich community of researchers and research-creators who explore these topics through fundamental research and research-creation, including the methodologies, histories, and effects of creativity and art (including fiction, non-fiction, and journalistic productions), the ways in which creativity can be expressed both digitally and otherwise, as well as providing a critical analysis perspective on digital technologies. Our researchers take digital arts outside normal disciplinary boundaries to explore the past, investigate the present, and speculate on the future. The *Milieux Institute for Arts, Culture, and Technology* provides a forum for interdisciplinary researchers at Concordia to explore new media arts, digital culture, and information technology from multiple angles.

Sub-theme 1.4: Smart, innovative, and entrepreneurial solutions to contemporary problems

Concordia is at the forefront of research on enabling and disruptive technologies and their foundations. From artificial intelligence, cyberphysical systems, cybersecurity, data analytics, digital twins and internet of things, to information and communications technologies (ICT – including telecommunications, electromagnetics and antennas, hardware design and verification, signal processing, and control systems), micro- and nano- electronics, robotics, sensors, software engineering, and supply chains, our researchers push the frontiers of science and innovation. They engage in research and innovation out of a sense of scientific curiosity while also recognizing its transformative power. Our researchers work extensively and collaboratively with community and industry partners to develop innovative and smart solutions to problems as varied as climate change and sustainability, managing intermittent renewable resources and the built environment's energy demand, health and well-being (e.g. medical diagnostics, bioimaging, medical devices, biomedical engineering, wearables, healthy and empowered aging, lab-on-chip solutions, synthetic biology and genomics for health), food production/security, transportation and aerospace (e.g. electric vehicles, sustainable aerospace, traffic congestion, airports), critical infrastructure, telecommunications, and Industry 4.0. In addition to material innovations, Concordia researchers are studying the role of entrepreneurship, and the different manifestations of entrepreneurship and innovation around the world, as well as their potential to transform society. Enabling and disruptive technologies' transformative power on individuals, communities, and societies necessitates an examination of the various contexts and structures – regulatory, governance, or other – in which technological developments take place and how they shape everyday lives. Through research and collaboration with community, industry, and government partners, our researchers enhance digital literacy and digital citizenship by drawing attention to the negative externalities of digital innovation and recommending ways for their responsible adoption.

THEME 2: ENHANCING INCLUSION AND SOCIAL JUSTICE

Concordia's researchers explore the foundations of social and economic organization, the underpinnings of poverty, economic inequality, gender oppression, racism, ageism, migration, and other forms of discrimination based on disabilities, sexual orientation, ethnicity, or citizenship. They also explore what motivates and spurs social movements, public protest, uprisings, and political change. It is crucial to explore not only the what, but also the why and how questions of inclusion and social and economic justice. The exploration of these questions requires not only input from many academic disciplines, but also the public. The lived experiences and voices of various groups/communities/minorities are crucial to understanding the source of grievances and problems, as well as to finding solutions. Through understanding the various underpinnings of these experiences, and how new challenges affect groups within society differently, we better address grievances, enhance social and economic justice, promote inclusion, and tailor solutions in ways that are appropriate, mindful, and inclusive. Our researchers collaborate across multiple disciplines, and partner with a variety of communities, locally, nationally, and internationally, to better understand the contexts and experiences of specific communities, with a view to better understanding the particularities but also the commonalities of experiences and bringing about positive changes. Our researchers prioritize working with communities to co-create creative solutions to the socio-economic challenges stemming from historical and/or contemporary injustices.

Sub-theme 2.1: Inclusion and exclusion

Concordia is at the forefront of research into the causes and effects of social exclusion across time and space. Our researchers explore the daily expressions and practices, public policies, of inclusion and exclusion, as well as historical and contemporary forces that enable and constrain participation in social, cultural, political, and economic life. Through critical interdisciplinary perspectives and empirical investigation, our researchers aim to foreground how experiences of inclusion and exclusion are shaped by gender, race, age, class, ability, and sexual orientation. In addition to gender studies and feminist scholarship, Concordia has significant strengths in Black studies and perspectives, studies on aging and ageism, critical disability studies, the study of systemic racism, the study of sexuality, sexual orientation, and LGBTQ+ lived experiences. Our experts explore the various manifestations and consequences of vulnerability and exclusion related to health and well-being, access to services, accessibility, reproductive rights, personal safety, and educational opportunities. Our researchers also explore the 'othering' and marginalization of groups that underpins organized violence and mass atrocities.

Sub-theme 2.2: Indigenous histories, territories, languages, arts, present, and futures

Concordia reaffirms the critical role of Indigenous leadership and partnership in research, research creation, innovation, and the production of knowledge. Our researchers explore Indigenous histories, languages, and arts, in celebration of the richness of Indigenous heritage, and with a view to preserving and revitalizing Indigenous languages and cultures, and understanding and transmitting stories and histories to future generations. Working with Indigenous epistemologies, they challenge assumptions about what we think we know and how we know it, and leverage Indigenous philosophies, beliefs, traditions, knowledges, and practices to better understand and support Indigenous self-determination in the protection of lands, waters and wildlife, and practices of health, well-being and living well. Contemporary challenges facing Indigenous people are addressed, from governance and treaty rights to health disparities and gender-based violence, exposing their roots in colonialism, racism, and historical trauma. In addition, we seek to enhance partnerships with Indigenous and northern communities in the co-design of smart, resilient, net-zero solar buildings and communities, as well as to augment accessibility and connectivity, particularly for northern communities, through sustainable, smart, and resilient aerospace technologies and infrastructure. Availing of various narratives, frameworks, and technologies

(such as the *Indigenous Futures Research Centre*), Concordia scholars, through research collaborations with Indigenous partners, are exploring Indigenous futures that help articulate a continuum between Indigenous histories, present, and futures.

Sub-theme 2.3: Social justice, public protest, and change

Concordia scholars contribute ideas, research, and actions for a just society. We conduct contemporary and historical research to identify the deep causes of grievances or dissatisfaction that lead to social movements, public protest, and in extreme cases, strife — from ideas and ideologies, feelings of injustice and inequality, poverty and disease, to resource scarcity, weapons proliferation, and failures of governance. They seek to understand why/how some social movements gain traction, adopt appropriate methods, and succeed, while others fail. Forging a just, equitable, and prosperous society requires an understanding of the types of arrangements and solutions that can lead to greater diversity, inclusiveness, and social justice. Our researchers study the causes, dynamics, outcomes, and consequences of social movements, public protest, and social strife, as well as the building blocks of a just society. Through interdisciplinary collaborations and community engagement, our experts explore how technology, improved access to health and public transportation, spatial configuration/urban design, and other elements, can foster greater inclusion, diversity, equality, fairness, and justice.

Sub-theme 2.4: Cultural production and performance in the public sphere

Concordia researchers, whether conducting applied or fundamental research or research-creation, interpret, analyze, and produce culture, as well as convene publics to participate in cultural discourse. Cultural production affords insight into the values, meanings, needs, and contributions of society. Research of this kind enables better understandings of ourselves and our world, and enacts a form of dissent, resistance, and protest. While in some cases dissent, resistance, and protest are implicit in the work of cultural production and/or performance, in others, works seemingly devoid of politics acquire a subversive edge across time, context, or geographical location. Whatever their means of creative expression, producers of culture – writers, journalists, artists, performers – have an important role to play in critiquing and/or celebrating culture, pointing to forms of justice/injustice, or equity/inequity, gathering and inspiring the public and strengthening the voices of the oppressed. Our researchers and research-creators explore the role of artists, and intellectuals in making the world a better place, the role of cultural production in the public sphere in encouraging resilience, promoting radical social change, and fostering reconciliation, as well as the role of life stories and storytelling in the public sphere.

Sub-theme 2.5: Mobility and migration

Our researchers examine population movement across spaces, societal perspectives towards refugees and asylum seekers, immigration policy, integration of newcomers in host societies, and the emergence and challenges of sanctuary cities. An important research theme is the historical and contemporary study of identity and belonging of diasporas and transnational communities in Canada and across the world. As scholars based in Montréal, an international port and a city with a unique identity – francophone, anglophone, and Indigenous – Concordia researchers engage in the cultural, sociological, and scientific study of language, from the role of language in group identity and solidarity to the cognitive aspects of language learning and use. Our scholars delve into the everyday lived experiences and daily practices of displacement, through narratives and storytelling, as well as the digital tools used to document, archive, and share life stories on migration, deindustrialization, urban change, and community life.

THEME 3: UNDERSTANDING THE FOUNDATIONS OF HUMAN HEALTH AND ENHANCING HEALTHY LIVING

Concordia researchers at the intersection of a variety of disciplines collaborate and conduct fundamental and applied research in a wide array of health-related areas. These encompass the human life span, from the basis of life to living societies. This work pioneers new understandings, approaches, technologies, and devices, and engages with citizens, community groups, policy-makers, end-users, and industrial collaborators. Further, the new School of Health aims to be a global reference point for next-generation approaches to health research and training focused on enhancing the quality of human life and the innovative design of healthy communities. Research on aspects of physical and psychological health, development across the life span (including but not limited to aging), synthetic biology and applications, and biomedical engineering, can be identified as key.

Sub-theme 3.1: Physical and psychological health and well-being

Physical and psychological health and well-being require investigations at all scales, i.e., at the molecular, cellular, and system levels, as well as their interconnectivity. This knowledge enables a better understanding of disease and healthy states, drug resistance, impact of external/environmental factors on health, and guides the design, discovery, and development of treatments, preventive measures, interventions, and diagnostics to improve health. Concordia has extensive expertise in cognitive science and behavioural neuroscience. We study psychological processes and disorders, as well as neurophysiological, biological, and social factors associated with behavioural and psychological problems and their remediation. Our researchers seek to improve and sustain long-term physical and psychological health by exploring measures for disease prevention including health behaviours and lifestyle and their impact on chronic diseases and nutrition. We also seek to explore the benefits to physical and mental health and well-being of creative arts therapies such as visual arts and creative practices, drama therapy, music therapy, and play therapy. Our researchers also examine workforce/workplace health and resilience.

Sub-theme 3.2: Synthetic biology and genomics, and their applications

Concordia has extensive research capacity in areas that can have applications in biomedical science and engineering. Our researchers are actively engaged via genomic and synthetic biology approaches for targets screening and characterization; synthetic biology approaches to develop and test new products and cellular pathways; humanizing the post-translational modification systems in yeasts and fungi to facilitate the production of human-derived proteins; mining fungal/bacteria genomes for the development of novel antibiotics and probiotics; and design of biosensors. This research has important applications in drug discovery and therapeutics, for a broad range of health needs from cancer drug development and delivery to antibiotics and antibiotic resistance. Concordia has emerging strengths in bioprocessing; our researchers use natural and genetically-modified living cells or organisms (e.g. bacteria, fungi, plants) and parts thereof (e.g., enzymes, DNA) to obtain products or services; they can also design, build, and test real or virtual tools, machines (e.g., reactors, software) and procedures used in the development, fabrication, and manufacturing of such products and services.

Sub-theme 3.3: Empowered Aging

Canada is experiencing the opportunities and the challenges of a major aging revolution. Concordia is extremely well-situated to respond to this and boasts a critical mass of experts conducting research on aspects of aging across all four Faculties/Schools. Our *engAGE Centre for Research on Aging* gathers experts who conduct research on the social, political, health-related, and technological dimensions of aging. For our researchers, empowered aging addresses aging as a lifelong process that encompasses the

social, physical, mental, spiritual, economic, and creative dimensions of well-being. This includes finding a purpose in life, establishing meaningful social relationships, possessing sufficient functional health and adequate mobility, having enough financial resources, being respected within society, quality and provision of public services, community cohesiveness, supportive environments, as well as “smart” solutions and technologies to enhance health and well-being and empower older adults. Our researchers work with older adults and community partners to explore these different facets of age and aging – physical and cognitive (e.g. diseases and disease prevention, cognitive skills and functioning, physical well-being, sleep), social, cultural, political, and economic (e.g. social isolation, engagement, service provision, public policy, cultural differences in perceptions of aging), psychological (e.g. mental health and well-being), and technological (personal devices, advanced biomedical technologies). They also explore how sustainable design, creative arts therapies and technological innovations can be developed and used to empower older adults.

Sub-theme 3.4: Biomedical engineering and bioengineering

Concordia has extensive existing research capacity in areas that can have applications in biomedical engineering (e.g. expertise in health conditions, sensors/biosensors, computer vision, human-computer interaction, artificial intelligence, signal processing, image processing, pattern recognition, neuroimaging, computational neuroscience, materials science and nanotechnology). We also have several researchers who already conduct research on medical imaging, medical devices, lab-on-chip, and surgical innovations.

THEME 4: SECURING A SUSTAINABLE AND CARBON-NEUTRAL FUTURE

Concordia is committed to supporting the United Nations Sustainable Development Goals (SDGs) across all our activities, and this year ranked [5th in the world for Creating Smart Cities and Communities](#) in the Times Higher Education Impact Rankings (20th in the world on Climate Action). The university has made longstanding and significant efforts to support and provide resources to researchers conducting research in topics related to climate change such as: the development of alternative, renewable, and sustainable sources of energy; corporate social responsibility and sustainability; design and support of energy efficient and resilient buildings, civil structures, infrastructure, communities, and transportation; circular economy and waste management; material recovery and innovation; transportation infrastructures and logistics; decarbonization and resilience of the economy; sustainable aerospace; spill response and remediation; ecological systems; and water resource management. Concordia is home to the Canada Excellence Research Chair in *Smart, Sustainable and Resilient Communities and Cities*, the *Next-Generation Cities Institute*, which explore – through interdisciplinary research and public engagement – how cities and communities can be designed and operated sustainably while maintaining necessary services for their citizens.

Sub-theme 4.1: Electrification of society

Concordia has prioritized research in disciplines and domains that accelerate progress towards decarbonized and resilient economies, cities, and communities through electrification research. Our research community responds to the urgent need to accelerate and optimize the transition to decarbonized resilient communities – which requires the design and integration of new technologies for smart grids, energy systems, energy storage, energy efficiency and management, integration of distributed energy resources and renewable energy, and electrification of transportation and buildings, among others – while emphasizing innovation, affordability, equity, inclusion, and the well-being of society. As our society is reshaped by electrification, our policies, laws, social systems, and businesses must also adapt to these profound changes. Canada urgently needs innovation and adoption of new technologies to enable further efficient electrification based on renewable energy sources, as well as

incisive research into how society will be further transformed – with respect not only to technology but also to socio-economic needs. Our expertise in this critical area can be grouped into four key topics: 1) Buildings, cities, and infrastructures (e.g. net-zero energy and carbon-neutral buildings; next-gen cities; power grids, cybersecurity); 2) Transportation/eco-mobility (e.g. electric vehicles; public transit and mobility as a service; cybersecurity; aerospace); 3) Clean technologies/green chemistry (e.g. batteries; renewable energy systems); and 4) Governance and community (e.g. social acceptance; community resiliency and engagement; knowledge dissemination; social inclusion; partnerships).

Sub-theme 4.2: Sustainable, smart, and resilient aerospace

From innovations in de-icing techniques to the development of new algorithms that increase access to flight management systems, Concordia is disrupting the aerospace industry and taking an interdisciplinary approach to training for this quickly evolving sector. Sustainable, smart, and resilient aerospace research at Concordia is multidisciplinary in nature and our researchers are focused on ever-evolving approaches, advanced technologies, and novel solutions such as integrated design of sustainable aerospace systems, industry 4.0, artificial intelligence, data cloud sharing, cybersecurity, and advanced battery materials and technologies, to create cleaner green materials, reduce emissions, and increase safety. We have strengths in advanced manufacturing and materials, aircraft configurations and propulsion, autonomous systems and space, aviation management and air transport engineering, avionics, control, and embedded systems, connectivity and autonomy, and product development and supply chains.

Sub-theme 4.3: Sustainable built environment design, living, and practices

Concordia is a leader in research touching on sustainable and healthy built environments that promote livability, access to biodiversity, decarbonized environments, and vibrant and safe communities. Our researchers focus on collaborative design and implementation of buildings, cities, and infrastructure that contribute to a better understanding of professional and human practices, policies, and community. We explore questions of sustainable design for urban living; sustainable policies and design processes; collective knowledge in the development of the built environment; design of smart high-performance carbon-neutral buildings; responsible design practices; sustainable development; corporate social responsibility and sustainable entrepreneurship; and sustainable supply chains.

Sub-theme 4.4: Sustainable natural and social systems

Conserving, restoring, and maintaining natural and social systems is essential for the wellbeing of current and future generations. Achieving the UN's 17 SDGs requires reversing trends in climate disruption, environmental degradation, biodiversity loss, and reducing social injustice. Research themes include climate change, water quality and quantity, water security, environmental impact assessment, biodiversity conservation, sustainable natural resource management, environmental justice, environmental humanities, environmental contamination, waste disposal, as well as energy, and environmental systems. Our approaches on social and political environmental histories and a commitment to inclusive decision-making positions Concordia to address these global challenges. Concordia researchers integrate these themes of coupled natural-human systems in a wide range of landscapes, including in natural, urban, and rural environments locally, regionally, and globally. Research approaches use cutting-edge methods that embrace innovative ways to overcome equity barriers and collaborate with diverse community partners. Many of these efforts correspond to pressing needs in policymaking and governance.

STRATEGIC SUPPORT FOR RESEARCH DEVELOPMENT AND MOBILIZATION

Concordia's internal funding programs include seed funding (team and individual), university research units, facilities support, research events, and Concordia University Research Chairs. These programs position Concordia to support and leverage external funding opportunities and investments. Concordia has also adopted research institutes and units as critical tools for the development of research and interdisciplinarity. The Office of the Vice-President, Research and Graduate Studies provides, in concert with the Faculties/Schools, institutional funding for major initiatives such as CFI; the Social Sciences and Humanities Research Council Partnership and Partnership Development programs; the Canada First Research Excellence Fund, the Canada Excellence Research Chairs, the New Frontiers in Research Fund Transformation, the Natural Sciences and Engineering Research Council (NSERC) CREATE and Alliance programs; and the *Fonds Recherche Québec Regroupements Stratégiques*.

CANADA RESEARCH CHAIR (CRC) ALLOCATIONS

Equity, Diversity and Inclusion

Concordia University recognizes the essential role of diversity in fostering excellence by improving learning, advancing research, inspiring creativity, driving productivity and enhancing the experience and morale of the entire institution. Our Equity, Diversity and Inclusion Action Plan for the Canada Research Chairs Program specifically details key actions by the university for meeting and exceeding the targets for the four designated groups (Indigenous Peoples, Persons with Disabilities, Racialized Minorities and Women). The current equity targets and gaps may be found at: https://www.concordia.ca/content/dam/research/docs/CRC/Concordia_CRC_Equity_Target_Setting_TOL_JUNE_2021_PUBLIC.xls

Filling CRC allocations 2023-2028

A current list of CRC allocations, including vacant positions, may be found at: https://www.concordia.ca/content/dam/research/docs/CRC/Concordia_CRC_Utilization_Table_2022-12-01.pdf

New CRCs will be filled using the process outlined below, while also respecting the EDI Action Plan.

Process, Retention and Recruitment

The current Senate-approved [Policy on Research Chairs \(VPRGS-7\)](#) stipulates that allotted CRCs be used to recruit external researchers and that a significant portion of CRC funds be invested in the Chairholder's research program. The process starts with a university-wide call for Letters of Intent (LOIs) where the strategic impact of allocating a CRC to a research area must be demonstrated, including the fit with the SRP and following the recommendations of the EDI Action Plan for CRCs. LOIs are prioritized by Faculty Research Committees (FRC) and then submitted to the University Research Committee, which will take into consideration FRC rankings and justifications to select the strategic areas for allocation of CRCs. The search process is initiated with the home department(s) of the selected LOIs, as per the Concordia University Faculty Association (CUFA) collective agreement. In general, searches are unrestricted with regards to awardees from inside Canada vs outside.

CANADIAN FOUNDATION FOR INNOVATION (CFI) ALLOCATIONS

All CFI applications must be justified considering the SRP. Concordia holds open, university-wide calls for the CFI IF program, and strongly encourages both intra- and inter-institutional collaborations. The CFI-JELF program is managed centrally and used in the first instance to fulfill our commitment that each candidate for a new CRC nomination have an amount available to request infrastructure that will support the CRC

research program (Research Chairs Policy VPRGS-7). The second priority is support of other externally-funded institutional research chairs and major projects, and if any additional funds are available they are allotted strategically to help support the research programs of recent faculty hires.

ALLOCATIONS PER STRATEGIC RESEARCH THEME

The following table indicates the distribution of major resources amongst the four strategic research themes at the end of 2023.

Strategic Research Theme	Canada Research Chairs	Concordia University Research Chairs	Other Research Chairs	University Research Units & Infrastructure Platforms
Digital technologies and digital creativity	7	13	8	7
Inclusion and social justice	4	9	5	3
Foundations of human health and healthy living	9	16	5	10
Sustainable and carbon-neutral future	5	21	7	5
TOTAL	25	59	25	25

PLANNING AND APPROVAL PROCESS

The CRC and CFI Strategic Research Plan was developed through an iterative and collaborative planning process under the leadership of the Vice-President, Research and Graduate Studies in consultation with researchers, all Faculties, and Concordia’s Senate Research Committee. The Plan was then approved by Senate and endorsed by the President.