

## 1. Mission, Vision and Values of Université de Moncton<sup>1</sup>

Université de Moncton (now UdeM) was founded in 1963 to provide the Acadian and Francophone community of New Brunswick (NB) with access to higher education in French in a wide range of disciplines. Its founders wanted to give the province's Acadians a development tool to foster their participation and contribution to economic, political, sociocultural and scientific life. Today, UdeM has a full-time student population of approximately 5,000 on its three campuses located in the three major Francophone areas of New Brunswick, namely Edmundston, Moncton and Shippagan. Most of its students come from New Brunswick, as well as the other Atlantic provinces, elsewhere in Canada and the international Francophone community. In 2021, more than 27% of its student population came from other countries. UdeM is the largest entirely French-language university in Canada outside of Quebec. Since its inception, it has awarded over 55,000 diplomas, a sign of its important contribution not only to the development of the province's Acadian and Francophone community, but to all aspects of New Brunswick and Atlantic society. In March 2022, Université de Moncton adopted the following mission, vision, and values to guide its 2023–2028 strategic planning.

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### MISSION

Université de Moncton is an Acadian French-language university dedicated to the advancement of knowledge and the training of creative, engaged individuals.

### VISION

Through its influence, Université de Moncton seeks to lead the way in transforming societies from a perspective of inclusion, innovation and eco-responsibility.

### VALUES

**Respect.** Université de Moncton is committed to integrity, compassion and responsiveness to maintain a climate of trust that encourages free expression leading to civic engagement and personal and professional growth.

**Inclusion.** Université de Moncton promotes equity, celebrates diversity and offers an inclusive environment. Members of the university community stand in solidarity with individuals and groups seeking justice.

**Accessibility.** Through its network, Université de Moncton makes its knowledge and teaching available to those who wish to study in French.

**Commitment.** Through its leadership, Université de Moncton is committed to working with its communities to find viable solutions to contemporary issues in pursuit of the common good.

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## 2. Research and Training Priorities

UdeM has identified strategic areas of development and research priority areas that reflect its driving forces. These strategic fields are considered important for the development of academic programs at all levels of study, the recruitment of faculty members, the allocation of research chairs, infrastructure investments from the Canada Foundation for Innovation, startup and operating funds for research from the New Brunswick Innovation Foundation, and internal support funds for faculty and research teams.

### 2.1 Strategic Areas of Development

After a multilevel reflection process that began in 2000, including a consultation with the university community and the Acadian and Francophone community of New Brunswick on the future orientations of the institution, UdeM identified three strategic areas of development to be prioritized in training, research and services to the community. The three axes are related to the unique mission of the institution, its existing strengths and society's needs. Moreover, they are broad enough to promote interdisciplinarity and synergies.

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<sup>1</sup> Université de Moncton began developing its next strategic plan in 2021. Entitled *Cap sur 2028 (2028: Setting the Course)*, the strategy is based on extensive internal and external consultation that took place in the winter and spring of 2022. Adoption of the 2023–2028 strategy is planned for December 2022, with implementation beginning in January 2023.

▪ **Axis 1: Acadian studies and minority communities**

Acadian and minority studies have been raising the profile of UdeM in Canada and internationally for several decades, both in training and research. This strategic area of development, which is of interest to many researchers on all three campuses, explores issues specific to Acadian and minority communities. Important research is carried out on perspectives as diverse as literary and intercultural studies, language sciences, minority education, minority rights, economic development, and governance issues and linguistic (re)vitalization. Several research bodies contribute to research and academic activities in this axis, including the Canadian Institute for Research on Linguistic Minorities, the Institut d'études acadiennes, the Centre de recherche en linguistique appliquée, the Centre d'études acadiennes Anselme-Chiasson, the International Observatory on Language Rights, the Canada Research Chair in Acadian Studies and Minority Communities (in operation since 2014), and the Canada Research Chair in Canadian Francophone Minorities and Power (in operation since 2019). Doctoral students in education, language sciences and literary studies also play an important role in the development of this axis.

▪ **Axis 2: Health**

To reinforce its role as an academic, research, innovation and community engagement leader in the health sector, UdeM offers several undergraduate, graduate and postgraduate programs and has a dynamic research community in this field. Based on an integrated approach to health, this axis touches on the aspects of physical, mental, spiritual and social wellbeing, as well as those related to the life sciences (basic and clinical research in the biomedical and health fields). In collaboration with strategic partners, notably the Consortium national de formation en santé (CNFS), the Dr. George-L.-Dumont University Hospital Centre in Moncton, the Vitalité Health Network and the Centre de formation médicale du N.-B. (Université de Sherbrooke delocalized medical training), UdeM is stepping up its efforts to increase its research capacity in this vast field. Research initiatives, conducted by both individuals and research teams, cover areas such as medical biotechnology, nutritional sciences, ergonomics, kinesiology, aging, community health, wellness, French-language health services management, mental health and the social determinants of health. In addition to the Canada Research Chair in Mitochondrial Signalling and Pathophysiology (active since 2017), UdeM has the Canadian Cancer Society NB Research Chair on Kidney Cancer, a CNFS Research Chair on Aging, and an Interdisciplinary Research Chair in Children and Youth Mental Health. The NB Centre for Precision Medicine—a major infrastructure project adjacent to the university hospital that opened in 2020 through a partnership between UdeM, the Vitality Health Network and the Atlantic Cancer Research Institute—brings together under one roof over 100 researchers and highly qualified staff conducting research targeting the development of therapies tailored to the genetic and molecular composition of chronic diseases and cancer. The Centre's research is of tremendous benefit to doctoral students in life sciences and master's students in biochemistry and biology and is a pole of attraction for postdoctoral fellows.

▪ **Axis 3: Environment**

Over the years, UdeM has developed academic and research expertise in the field of the environment in a variety of disciplines. Drawing on their regional knowledge, faculty members conduct innovative research on the major environmental issues of the day, such as renewable energy sources, sustainable development, climate change adaptation, sustainable forest management, coastal zone management and the presence of contaminants in water. Integrating aspects of the natural sciences as well as the humanities and social sciences, the Master's in Environmental Studies program responds to the demand for expertise at the regional, national and international level. Some of the research activities in the field of the environment are grouped under internal bodies such as the Canada Research Chair in Polar and Boreal Ecology (in operation since 2013) and/or partners such as Valorès, an applied research institute in sustainable development located on the Shippagan campus, and the Northern Hardwood Research Institute, located on the Edmundston campus. As a sign of its commitment to the fight against climate change, UdeM recently implemented a climate action project (Passons à l'action climatique), an innovative initiative led by faculty members, students and the management team. The project seeks to

mobilize, plan and take action against climate change through various actions, including raising awareness, promoting research, inventorying greenhouse gas emissions and establishing targets and strategies for their reduction. Through this action, our institution has set the target of achieving carbon neutrality.

## **2.2 Research Priority Areas**

At UdeM, a research priority area represent the grouping of researchers around a research theme with potential for growth, partnerships and innovation. Two such areas have been identified.

- ***Priority Area 1: Information and communication technologies (ICTs)***

This constantly and rapidly changing sector is rich in research opportunities. It brings together community members from a variety of disciplines and backgrounds, including the following teams that are responding to a growing demand for research and training in this field: the Laboratoire de recherche en interaction Humain-Système; the Perception, Robotics and Intelligent Machines Research Group; the Laboratoire de robotique, électrique et industrie 4.0; the Dynamic Systems Lab; and the NB Power Energy Centre for Artificial Intelligence. ICT research contributes to improved interactions between our campuses, but also with external public and private partners. In particular, over the past five years, UdeM has increased its collaborative research capacity tenfold in the fields of artificial intelligence and information and data sciences. In 2022, the institution established the Pôle d'excellence atlantique en intelligence artificielle et gestion des données (PLEIADE), whose goal is to meet the specific needs of NB in terms of advanced education, professional training and innovation. Students in the doctoral program in applied science and the master's programs in computer science, applied science, and mathematics are fostered by the activities of this area. New graduate programs in artificial intelligence, robotics, and data science will be launched in 2023.

- ***Priority Area 2: Optics and advanced materials***

A tradition of excellence in optics and advanced materials has existed at UdeM for over three decades, as evidenced by its research achievements and investments in specialized infrastructure. This field is not only of interest to UdeM, but is among the priority research areas in Canada and internationally. Research in optics and advanced materials involves UdeM researchers from different disciplines, including graduate and postgraduate students, and public and private partners. The activities of this niche are notably centred around the Thin Films and Photonics Research Group, which has been active for over 30 years. Since 2017, the Canada Research Chair in Optics and Quantum Information has continued in the tradition of the Canada Research Chair in Photonics that was active from 2003 to 2013. Postgraduate programs in physical and applied sciences, as well as graduate programs in physics and applied sciences, help to further consolidate this niche.

## **3. Institutional Research Strategy (IRS)**

Implementation of the IRS is the cornerstone of the research, development, creation and innovation (RDCI) focus of the strategic planning project entitled *Un rêve qui nous appartient* (A Dream to Call Our Own), whose action plan was adopted by the Board of Governors in February 2015.<sup>2</sup> The institutional strategic planning objectives reinforce and strengthen those of the IRS, namely to increase research capacity and productivity on the three UdeM campuses through greater research office and innovation support, to create internal research teams and external strategic partnerships, to develop interdisciplinary graduate and postgraduate programs and, lastly, to consolidate development axes and research niches. Following a faculty and campus consultation exercise led by the Faculty of Graduate Studies and Research, the Academic Senate adopted the IRS in March 2013. Under this

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<sup>2</sup> The institutional research strategy will be updated following the adoption of the 2023–2028 strategic plan, *Cap sur 2028* (2028: Setting the Course). It is important to note that the renewal of the UdeM strategic plan was interrupted by the effects of the COVID-19 pandemic.

global strategy, UdeM confirms its commitment to its three development axes and two research niches, identifies the strategic orientations and objectives that will serve as a basis for future decision-making, and reasserts its desire to be a leader in research in Acadie, New Brunswick, the Atlantic region and Canada. The IRS fosters the creation of a stimulating research environment, the promotion of research, the transfer of research findings and the mobilization of knowledge. It is intended as a working tool to guide research planning and the deployment of institutional resources. Lastly, the IRS is aimed at developing a strong research culture. Structured around six strategic orientations (see box), the IRS provides objectives and means of action. In accordance with strategic orientation 6 of the IRS, UdeM is committed to evaluating the impact of its research strategy, as well as the research productivity and relevance of its axes and niches.

**1- Leadership and excellence in research:** By pursuing excellence both in terms of training students and its research achievements, UdeM wants to 1) support all of its faculty members so that they become leaders in their respective fields; and 2) take steps to strengthen the reputation of excellence of its research community.

**2- Research resources, tools, facilities and infrastructure:** UdeM wants to create an environment that is both stimulating and conducive to the production and dissemination of research findings. Recognizing that research activities rely heavily on the resources, tools, facilities and infrastructure that are available to the university community, UdeM intends to deploy the means to support and foster research activities. In addition to facilitating access to funding, the strategy provides for technical and technological assistance measures at various levels.

**3- Linkages with teaching and student participation in research activities:** UdeM wants to 1) target optimal linkages between research and education; and 2) value teaching that is fuelled by research. To this end, the university community is strongly encouraged to multiply opportunities for students at all levels to learn and acquire skills in courses and research projects.

**4- Dissemination of research, knowledge transfer and recognition of achievements:** UdeM wants to put in place measures to share and showcase research achievements.

**5- Interdisciplinarity in research, collaborations and partnerships:** UdeM wants to broaden disciplinary boundaries by linking complementary fields of study, which implies collaborations beyond existing departmental and faculty structures, particularly in the axes and niches. It also intends to increase opportunities for collaboration with external partners and networks.

**6- Research impact assessment:** UdeM wants to develop an internal process for assessing overall research goals to maintain the quality of research and compare achievements over time.

#### 4. Canada Research Chairs at UdeM

For UdeM, the Canada Research Chairs Program (CRCP) represents a cornerstone for the implementation of the strategic plan and the IRS, as outlined above. Indeed, the CRCP makes it possible to attract and retain highly promising researchers working in the strategic areas of development or research priority areas. It also allows UdeM to create research spaces around the chairholders that include students, interns, research professionals, professors, as well as communities of interest and practice in which the themes of the individual chairs are embedded, whether they are industry partners or relevant community organizations.

As a comprehensive university, UdeM pays particular attention to the equitable distribution of chairs in its main faculties, which are essentially structured around discipline clusters. Chairs are awarded using a competitive process by which faculties and campuses are invited to submit themes and nominations, where applicable, and to justify the inclusion of the theme in their faculty priorities, academic planning, and the support they intend to offer to any potential chairholder. UdeM's chair recruitment and retention efforts are aligned with the goals and actions identified in its equity, diversity and inclusion (EDI) action plan so as to support the increased representation of individuals from historically underrepresented groups in chair positions while meeting our institutional EDI targets. Competitions are transparent and adjudicated by a committee comprised of UdeM members, external experts, and individuals from underrepresented groups. Chair renewals are subject to an equally rigorous evaluation process. Candidate recruitment is subject to the UdeM employment equity policy and the CRCP's EDI requirements at all stages of the selection and hiring process.

Table 1 presents the current and projected allocation of CRCs at UdeM. It also identifies the faculty to which the chairholder belongs and how she or he was recruited (internal or external recruitment).

**Table 1 – Canada Research Chairs at UdeM**

	2022–2023	2023–2024	2024–2025	2025–2026	2026–2027
<b>Tier 1 CRC (SSHRC)</b> Public administration and governance (Arts and social sciences) Internal recruitment				End: August 2025	
<b>Tier 2 CRC (SSHRC)</b> Francophone minorities and power (Arts and social sciences) Internal recruitment		Renewable: December 2023			
<b>Tier 2 CRC (NSERC)</b> Polar and northern ecology (Sciences) External recruitment		End: August 2023			
<b>Tier 2 CRC (SSHRC)</b> Acadian studies and minority communities (Arts and social sciences) External recruitment			End: June 2024		
<b>Tier 2 CRC (NSERC)</b> Optics and quantum information (Sciences) Internal recruitment					End: June 2027
<b>Tier 2 CRC (CIHR)</b> Mitochondrial signalling and physiopathology (Sciences) Internal recruitment		Renewable: June 2023			
<b>Tier 2 CRC (SSHRC)</b> Sexual violence, prevention and intervention (Arts and social sciences) Internal recruitment		Projected commencement date: September 2023			
<b>Tier 2 CRC (NSERC)</b> Aquatic biology and ecotoxicology (Sciences) External recruitment*			Projected commencement date: July 2024		

\* Subject to maintaining the total number of chairs awarded to UdeM.