



Trinity Western University's Strategic Research Plan: Our Vision for 2022
(Approved by University Senate May 5, 2015, updated March 15, 2022)

Trinity Western University aspires to be an international centre of scholarly excellence, where discovery research, applied research, integration research, and research creation generates innovative knowledge in service of the world's present and emerging needs. As a Christian liberal arts university, Trinity Western University seeks to unite reason and faith through mature scholarship and research, and to lead the discussion on integrating faith perspectives in all academic areas within religious and academic communities, as well as in the public sphere (*Strategy Map, 2014*).

Trinity Western University uses its small size to its advantage, by cultivating cross-disciplinary collaboration and agility to address research questions of societal importance. As a community of scholars, we affirm that there are multiple ways of knowing and appreciate all types of knowledge and their contribution to human flourishing. Founded on a strong traditional knowledgebase, research generates new insights about the natural world, quality of life, and culture. Knowledge acquisition leads to deep reflection and dialogue seeking to understand the meaning and value of truth, and to promote positive action in the world.

Over the next five years we will grow in our engagement of culture by increasing our support for and promotion of research, a goal which has specifically been identified in the (*Strategic Academic Plan, 2015*). We champion the particular value of research within the educational experience: developing curiosity, imagination, and creativity; advancing disciplinary knowledge; transforming culture; and serving people (*Strategic Academic Plan, 2015*). Moreover, we value pedagogical research that advances teaching excellence in the academy. Trinity Western University will positively impact the world through building a local and an international network of scholars, colleagues, alumni, and partners who will collaborate in the areas of research, educational programming, service, and outreach (*Strategy Map, 2014*).

RESEARCH STRANDS:

The five intersecting strands outlined below have emerged as areas of current research strength and/or as areas of committed growth.

1. Religion, Culture and Ethics

In recent decades, religions' role in shaping society and culture has become an important area of study in the humanities and social sciences. By questioning the premise that healthy human development occurs only with the demise of religion, critics are moving beyond facile oppositions of faith and reason, or religion and secularism, and are instead developing more complex assessments of religions' role in modern societies. Increasingly, an important focus of scholarly inquiry in the academy is the positive role religious belief plays in humans' ability to flourish socially, to develop ethical values, to protect human rights, and to demonstrate solidarity with the marginalized. In light of this renewed recognition that religion remains an integral part of human identity for the majority of the world's population, scholars are examining the potential benefits of religion and religious diversity both in modern secular societies and in more traditional religious communities. At the same time, many religious leaders are trying to rearticulate their faiths for secular societies whose institutions and administrative structures usually operate without reference to religion. On account of its established research record together with strategically developed institutes, Trinity Western University is well poised to be a leading research centre for religion, culture, and ethics.

Current and Emerging Research Strengths:

Various projects and studies by TWU faculty cover the following aspects of research concerning religion, culture, and ethics, demonstrating the interdisciplinary nature of this strand.

- a. The formative role of religion in the shaping of society and culture, including religions' past and present influence on concepts, social practices with their corresponding institutions (such as education or legal systems, for example), ideologies, literary cultures, and ideals concerning human nature and society.
- b. Religion and religious minorities in North America and globally: research on the spirituality of and formative contributions to North American culture by First Nations, Quakers, and Mennonites, together with their history of persecution and marginalization on the one hand, and the ability of such communities to flourish under adverse conditions on the other hand; research on spirituality among indigenous peoples globally, including religious minorities in Asia, Africa, and the Middle East.
- c. Sacred texts and their historical-cultural and sociological contexts. In addition to historical-critical studies, TWU faculty have published widely on biblical interpretation, the importance of cultural for interpretive frameworks, and the reciprocal relationship of theology and culture.
- d. How religious perspectives can inform legal and ethical dimensions of public interest, including issues such as social injustice and inequality, human rights, gender identity, sexuality, equality, euthanasia, and reproductive technology.
- e. Religion as a positive influence in dealing with addiction, drug abuse, and other antisocial behaviours.
- f. Inter-religious dialogue in general (especially in situations of societal conflict and ethnic diversity), and Christianity's relationship to other religions and cultures in particular.
- g. The influence of religion and spirituality on leadership and human resource development.
- h. Religion and its relationship to globalization, including the various ways in which religions embrace or reject worldwide political, economic, cultural, and social change.
- i. Spiritual values and artistic creativity.
- j. Science and religion in dialogue. Topics and issues that emerge at the interface between science and faith.
- k. How religious and cultural perspectives influence pedagogy, curriculum, understandings of inclusion and diversity, and the moral/ethical context of education. Religion and its relationship to vocation and identity formation.

Chairs, Institutes, Graduate Programs:

This research theme is supported by three research chairs: The **Canada Research Chair in Dead Sea Scrolls Studies**, The **CRC in Interpretation, Religion and Culture**, and The **Brooke Foss Westcott Professorship in New Testament Textual Criticism, Hermeneutics and Greek Studies, and Hermeneutics**.

The **Religion in Canada Institute (RICI)** brings together scholars from diverse disciplines to research the multifaceted role religion plays in individuals, social institutions, and culture in Canada. The **Gender Studies Institute (GSI)** fosters interdisciplinary dialogue in all areas of gender studies, exploring how gender intersects with categories such as class, race, education and religion, and examining social issues such as domestic violence, the feminization of poverty, and gendered visions of health care. Scholarship in the **Religion, Culture, and Conflict Research Group (RCC)** addresses the role of religion in secular societies and has published books on Christianity in the Middle East, on the role of the religious imagination in politics, and on the influence of theological conceptions of politics and the state. The **Anabaptist-Mennonite Centre for Faith and Learning (AMCFL)** focuses its research on the social, spiritual, and theological contributions of a particular Christian minority whose traditions and thoughts have shaped evangelical Christianity, particularly in Western Canada. Since the founding of the **Dead Sea Scrolls Institute (DSSI)**, TWU has had a number of internationally recognized scholars conducting research on the historical, sociological, and cultural contexts of Jewish and

Christian religious texts. The **John William Wevers Institute for Septuagint Studies (JWWISS)** promotes research concerning the following items: text-critical issues in both Greek and the underlying Hebrew texts; the varieties of translation technique within the Septuagint; the Septuagint documents as linguistic artifacts of approximately the third to first-centuries B.C.; the reception history of the Septuagint and its ongoing influence with respect to the history of biblical interpretation; and the impact of the Septuagint on the development of Judaism and Christianity. The **Inklings Institute of Canada (IIC)** is an interdisciplinary research effort that advances international research on the works of the Oxford Inklings group—including C.S. Lewis, Owen Barfield, Charles Williams, and J.R.R. Tolkien. The **Institute of Indigenous Issues and Perspectives (Canada/Australia/New Zealand) (IIIP)** examines Indigenous identity, perspectives, innovations, treaties, and policies in relation to Canadian culture, religion, class, education, politics, and health.

2. Health and Human Flourishing

This strand seeks to promote interdisciplinary scholarship about biological, social, historical, and cultural perspectives on all aspects of personal and public health, including physical, psychological, social, and spiritual well-being. Through this research, we aspire to enhance personal and population health and improve health care services to better address the needs of patients, families, and society. This theme amalgamates a range of research activities informed by health sciences and related disciplines, including biomedicine, social sciences, psychology, and education. We seek to contribute to innovations that prevent and treat disease, promote patient-centred health care, enhance coping skills, and lead to greater inclusion and well-being for persons with disabilities. We endeavor to develop and integrate knowledge about broader historical and structural factors such as class (income and education), gender, ethnicity, and spirituality in relation to health and human flourishing. An integral focus of the research is to actively engage the public and service providers (including health care professionals) through the co-creation of knowledge translation and education strategies.

Current and Emerging Research Strengths:

The University specifically strives to consolidate and expand existing and new research in the following intersecting areas:

- a. Biomedical research aimed at understanding the genetic, cellular, and physiological bases for chronic conditions, rare diseases, infectious diseases, and host-pathogen interactions, and innovations in pharmaceutical drug discovery. Research in biomedicine focuses on the use of model organisms to study developmental processes and to model human disease, and on the study of biological mechanisms of chemotherapeutic drugs on cancer cells. Examples of microbiological research include studies on toxins in food and wastewater, and the identification of factors that contribute to virulence and pathogenesis in bacterial infections. Research of relevance to drug development involves the use of late-stage fluorination methods to manufacture fluorine-containing drugs at reduced cost. Another area of research is in the development of novel fluoropolymers for use in medical imaging that will allow for sophisticated tracking of medication delivery systems.
- b. Health services research focused on person- and family-oriented perspectives of health and well-being and on innovations in health services delivery. This includes interdisciplinary research on patient-centered outcomes and on health-related quality of life that is aimed at placing the perspectives and experiences of patients and families at the center of healthcare decision-making. Examples include studies on methods of patient-reported outcomes and quality of life measurement, the use of quality of life assessment tools by clinicians to inform the care they provide, and the inclusion of patient- and family-centered experiences with the care provided in health services evaluation and comparative effectiveness research. Research on health services delivery includes studies on health promotion and supportive services (including counseling and allied health) in

- primary, community, acute, and residential care.
- c. Research in psychology, therapy and counseling services including treatment of personality disorders, trauma, conflict in personal relationships, life changes, and bereavement.
 - d. Interdisciplinary research on diversity and ethics in the contexts of health and health care. This research area emphasizes collaboration among academics, professionals, and community members whose interests lie in advancing equity, global engagement, and human flourishing for individuals and communities through improvements in health professional education and practice, health and human services, and health leadership and policy. Examples include studies on the negotiation of spiritual, religious, and cultural diversity in pluralistic health care environments; historical research on socially negotiated aspects of health and health care; and studies on global health.
 - e. Health promotion research on personal health practices, human performance, capacity and coping skills, and social and environmental living conditions.
 - f. Pedagogical research in nursing and health care using simulation patient technologies.
 - g. Knowledge translation research focusing on patient and family engagement, health and human services, and health professional education. This area of scholarship emphasizes the synthesis, dissemination, exchange and ethically sound integration of knowledge to accelerate change for continual improvements in health care. Synthesis involves research on the contextualization and integration of evidence from a wide range of sources to inform health education, practice, and service delivery. It includes activities that promote intentional engagement with the public, professional, educational, and healthcare administration knowledge users.
 - h. Research concerning the accessibility of people with disabilities or chronic conditions to education, employment and society, including pedagogical research to address the challenges of educating children with special needs.
 - i. Research on the role of contemplative inquiry and mindfulness in relation to health and human flourishing.

Chairs, Institutes, Graduate Programs:

This theme has been supported by two Canada Research Chairs, the former **CRC in Developmental Genetics and Disease** (2007-2014) and a current **CRC in Patient-Reported Outcomes**. A third CRC in the area of Cardiovascular Adaptation to Exercise is proposed for 2018. The **Centre for Equity and Global Engagement (CEGE)** fosters interdisciplinary dialogue, research, and collaboration among academics and professionals whose interests lie in advancing equity and global engagement in areas such as health, education, and community development. Several graduate programs relate to this theme including the **MA in Counselling Psychology, MA in Marriage and Family Therapy, MSc in Nursing, and the MA in Educational Studies - Special Education**.

3. The Environment

This strand reflects TWU's ongoing focus on stewardship and sustainability of the environment. This stewardship begins locally with ecological restoration and conservation projects on our own field- study sites in Langley (**Ecosystem Study Area** and the **Blaauw Eco Forest**) and Salt Spring Island (**Crow's Nest Ecological Research Area**), and extends more broadly to areas of green chemistry, modelling environmental processes, and pedagogical research.

Current and Emerging Research Strengths:

- a. Ecological Restoration and Conservation:
Ongoing research is directed at both the management of invasive species and the conservation of native species, including many species listed as endangered, either provincially or federally. Central to the theme of ecological restoration and conservation is a deep understanding of past ecosystem

dynamics. Research into the environmental history of ecosystems informs decisions in conservation and restoration. For example, Garry Oak, the only native oak tree in British Columbia, support numerous species at risk, but is threatened by Douglas Fir encroachment, exotic species invasion, and climate change. Current research investigates the historic stand- structure and dynamics of Garry Oak and Douglas Fir trees in Garry Oak ecosystems using a unique combination of temporal and spatial methods. These include, but are not limited to, expanding existing Garry Oak tree-ring chronologies using dendroecological methods, collecting and analysing locational data for living Garry Oak trees and coarse woody debris, and attempting to reconstruct fire history in Garry Oak ecosystems.

b. Ecological Approaches to Agriculture:

Research in Agroecology and ecological approaches to agriculture has included a focus on management of bird damage to crops. This research has included encouragement of native raptors, as well as efficacy-testing of other bird abatement techniques including hawk kites, netting, and falconry. Research is also focused on the impact of biofuel crops, and on the production of alternative oilseed crops to agriculture, ecology, and economics. Other work involves studying the use of policy options and market mechanisms to protect agricultural land and the environment. Research in agricultural economics has focused on farmer markets; urban- fringe issues in agricultural economics; farmer behaviors and adaption to new technology; land value issues; externality issues between residential and farm lands; and regulation and practices affecting farm land.

c. Environmental and Green Chemistry:

Research in Environmental Chemistry includes chemical ecology, plant biology, plant natural products and biochemistry, rhizosphere (root-zone) chemistry, soils and soil chemistry, and bog ecology. In particular an emerging area of research involves investigating the composition and efficacy of naturally sourced eco-friendly detergents. Ongoing research in Green Chemistry involves fundamental research in building fluoropolymers that are non-toxic, non- bioaccumulative, and non-biodegradable. Research has also explored generating new energy- efficient industrial catalysts.

d. Mathematical and Computational Modeling:

Another component of our research involves mathematical and computational modelling of environmental and biological systems. An emerging area of research involves the application of data assimilation methods to numerical models of glacier and ice-sheet flow. Improving our understanding of glacier and ice-sheet dynamics is essential for monitoring and predicting changes in Arctic, subarctic and alpine areas.

e. Pedagogy and the Environment:

Research on the impact of pedagogy on issues of environmental sustainability, restoration, and conservation are explored through educational experiences in the **Ecosystem Study Area, Crow's Nest Ecological Research Area** and **Blaauw Eco Forest**. This research seeks to inform and advance pedagogical strategies conducive for transformative learning.

4. Aesthetic Expression and Interpretation

The arts have always been linked to human flourishing by questioning, expressing, seeking, and interpreting what it means to be human. This research theme affirms that the ways human beings come to insight are multiple and that knowledge is not always reducible to discursive language. Scholars at TWU in this research theme produce new knowledge that manifests itself in visual, auditory, text-based, and narrative ways. It draws on the best of traditional approaches alongside non-traditional practices reflective of diverse balances between research and praxis. Through inquiry- based, critical creative practices, insight and understanding arise through visual, auditory, haptic, sensory-perceptual, and textual means. This new knowledge is often marked by methodological complexity, multi-disciplinarity, and collaboration, intertwining the ontological (who we are) and situational (where we are) with the epistemological (what we know). The artists and scholars in this research theme have longstanding performative, practice-led, research-creation and text-

based scholarly practices that are located in the intersections between the arts, media, and society.

Current and Emerging Research Strengths:

- a. Performative:
TWU faculty have longstanding expertise in performative practices in music, theatre and art. Particular strengths are theatre, vocal, choral, digital, and instrumental performance, and composition. Faculty explore critical linkages between content, context, and form through which agency and collective understandings between audience and performers arise. A collaborative community of inquiry is established among faculty and students resulting in a production house of an average of ninety public events per year. Faculty have been recognised by winning Jessie awards, have performed on major stages across Canada, have performed with organizations such as the Vancouver Symphony Orchestra, have received Canada Council Grants, and are members of professional organizations such as the Vancouver Opera Orchestra.
- b. Practice-led and Research-creation:
TWU faculty with extensive professional exhibition practices address subjects such as memory, identity, war, spirituality, embodiment, and ecology via critical forms of creative inquiry. Through formal and emergent material-semiotic, experiential, and inquiry-based critical practices, faculty explore the ethical implications of making, and join intuition and imagination with scholarly practices. Faculty at TWU integrate practice-led, active material forms of research with traditional scholarly practices. Faculty utilize critical, interpretive, hermeneutical, and dialogic methodologies and seek multidisciplinary collaborative linkages between arts-based, humanities, social science, and environmental research as they explore non-traditional research/praxis balances, for example, in the Ocean Change network, colloquium and exhibition. Faculty are all active exhibiting professionals, have received internal SSHRC funding and arts council support, and have mounted exhibitions in museum, public, commercial and community-based galleries.
- c. Media Arts:
Faculty with active publishing records and professional experience study, produce, and interpret traditional and emerging media, digital interactive media, theory and production of games, participatory design, design thinking, experimental and international cinema, and short and long form feature films. Narrative theory, identity construction, gender studies, film criticism and theory, and popular culture represent areas of research expertise.
- d. Text-based Scholarship:
Faculty have active publishing practices in global movements of art, art and theology, interpretation and representation of culture, aesthetics, arts-based research, and narrative non-fiction. The research in this theme covers philosophical, hermeneutical, interpretive, historical, educational, and narrative text-based scholarship. Faculty research communications arts, intersections between aesthetics, ethics and spirituality, healing and the arts, and reflect a holistic integration of body, mind and soul.
- e. Pedagogy and Aesthetics:
Research on the aesthetic orientation of holistic transformative learning, its philosophical foundations (axiological, ontological, and epistemological), and design principles for pedagogy and curriculum.)

Institutional support for this research theme is highlighted at the Verge, an annual conference intended to foster interdisciplinary, critical, and experimental scholarship concerned with themes of common concern to artists, the **President's Gallery**, where faculty curate a season of six exhibitions yearly featuring local, national, and international artists, as well as student and faculty work from the Art + Design Department, and the **Festival of the Arts, Media and Culture**, an annual event that highlights the research-creation and performative research accomplished by faculty and students.

5. Organizations, Industry, and Global Enterprise

This research strand focuses on understanding the challenges facing organizations, industry, enterprises, and entrepreneurs as they strive to compete in a global environment. These scholarly activities create insights into business through basic research and applied research involving consulting projects with business and industry. This strand links researchers from multiple areas within the academy including business, education, health care, science, social sciences, and human kinetics as they seek to address issues facing business, industry, and society through innovation and the study of best practices from a local, regional, and global perspective.

Current and Emerging Research Strengths:

- a. **The Management of People and Organizations:**
Research being performed in this area includes investigating decision-making models in strategic planning and organizational operations; strategic restructuring to achieve organizational vision, mission, and objectives; sustaining corporate performance through employee well-being; organizational wellness; human resource planning; and leadership and governance issues in guiding an organization toward organizational goals.
- b. **Financial Modeling and Accounting Issues:**
Research being performed in this area includes private equity and syndicated loans; the role of private equity in value creation of leveraged buyouts (LBOs); post-LBO operational improvement, efficiency gains, and exit strategies; the financing effect and debt restructuring; banking and debt contracting from the perspective of financing innovation; corporate risk management; banks' operation in the syndicated loan market and their traditional lending business; heard behavior in bank lending; the challenge of dealing with corruption in organizational auditing.
- c. **Issues in Managing in a Global Context:**
Some of the research being undertaken in this area includes cultural distance and cross-border leverage buyouts; human resource management in Chinese firms; and understanding the real imbalance in global enterprises when undertaking human resource planning.
- d. **The Challenges of Marketing in Global Enterprises:**
Topics of research include examining mainstream consumers' reactions toward ethnic targeting services; examining the effects of animosity, consumer ethnocentrism, and cosmopolitanism on consumers' attitudes toward products from adversarial countries; examining ethnic consumers' reactions toward failures of products from their home countries; examining ethnic consumers' attitudes toward various ethnic enterprises.
- e. **Operations Management and Efficient Production Issues:**
The work being performed in this area is largely applied research and consulting activities working with companies to develop lean manufacturing capabilities, efficient production, and value creation.
- f. **Entrepreneurship and New Venture Creation:**
The work being performed in this area is largely applied research and consulting projects with new business start-ups and fast growth businesses. The types of projects being taken on include business plans; organizational development; issues in organizational structure and restructuring in start-ups and fast-growth firms; issues in fast growth; financing start-ups; Initial Public Offerings (IPOs) in fast-growth firms; and growth and exit strategies.
- g. **Legal Issues in Business and Non-Profits:**
Topics of research and publication include human rights considerations for charities and not-for-profits; educational charities and human obligations; human rights obligations and considerations; the impact of a multicultural marketplace on the role of law in business; and sexual harassment in the workplace.
- h. **Non-profit and Charitable Organization Management:**

Topics being addressed in this area include human resource issues in non-profits; formation and structure of non-profits; sustaining organizational performance; funding and finance issues in non-profits; business and strategic planning in non-profits; marketing in non-profit settings; restructuring issues in non-profits.

i. **Systems Efficiency:**

Topics being addressed in this area include software engineering in management and practice, and the creation of development tools such as computer languages that are optimized for efficiency, reliability, and security.

Institutes and Graduate Programs:

This Research theme is supported by the **Centre for Equity and Global Engagement (CEGE)**, and several Masters level programs including the **International Master of Business Administration (Tianjin, China) Program** and the **MA in Leadership (Business Stream) in Mandarin Program**.

OBJECTIVES:

Over the next five years, Trinity Western University will provide facilities, specialized equipment, and library resources that facilitate excellent, innovative research and scholarship to meet the following objectives:

I. *Build a campus research culture:*

As a small liberal arts and sciences university, TWU strategically promotes research by encouraging faculty to develop collaborative, interdisciplinary approaches to research that enable them to pool limited resources and bring together diverse interests in a creative manner. We hold competitive internal grants competitions that reward innovation while encouraging excellence in grantsmanship as a training ground for success in external grant competitions. Opportunities to network are provided at the annual faculty retreat, professional development sessions hosted by the Research Office, scholarly and public events hosted by the research institutes, and through a number of seminar/lecture series and thesis defenses that are publicized broadly through our *Academic Events* page on the *Office of Research Website*. The campus community celebrates student research activities through the annual Three Minute Thesis (3MT) competition for graduate students and through the undergraduate research conference. Faculty and student research is profiled annually in our Research magazine *Conscientia* which is published both in electronic as well as print format.

II. *Ensure broad dissemination of research results:*

Besides publication of research through the established academic channels of monographs, edited collections, and journals, we will cultivate the broad dissemination of research by hosting conferences, workshops, symposia, and public lectures. Transfer of knowledge to end users will be facilitated through public workshops for health care and business professionals. TWU also intends to fund new academic journals and newsletters. For example, the successful *Verge* conference has plans to expand its presence globally through publishing of an electronic peer reviewed journal. In addition, TWU's internal grants support dissemination of research results by funding three different grant categories: Research grants (which fund particular projects); Travel to Conferences (which enables researchers to travel to conferences and give papers); and Research Conferences/Symposia (which allows researchers to apply for funds to host conferences and networking events).

III. *Develop highly qualified personnel through synergistic connections between research and teaching (Strategic Academic Plan, 2015):*

We affirm research as a valuable learning experience for both graduate and undergraduate students. TWU's (*Strategic Academic Plan, 2015*) specifically cites strengthening the connection between research and education as a measure of excellence in student engagement. For this reason, our faculty champion research and inquiry-based learning as a means to achieve the (*Student Learning Outcomes, 2014*). Students will receive direct training from faculty supervisors in research methods and theories;

experimental techniques; quantitative and qualitative research; digital literacy; data management and analysis. Further, students will be expected to present their research in on-campus seminars, at conferences, and at the 3MT competition.

Trinity Western University has developed a robust undergraduate research program where students receive training opportunities through summer research assistantships, co-op placements and internships in industry, and senior research thesis courses.

IV. Promote the activities of research institutes and centres:

Trinity Western University will provide an environment conducive to innovative experimentation, dialogue, and creation, continuing to support existing initiatives while establishing new culture-transforming institutes and centres of excellence that bring together scholarship, teaching, and service to focus on issues of cultural, global, and theological importance. These institutes will provide a nexus for cross-disciplinary and multi-institutional knowledge generation.

V. Determine the optimal balance between teaching and research. (Strategic Academic Plan, 2015):

Trinity Western University takes pride in the quality of its focus on high-touch mentorship ensures that class sizes remain small and fosters a high level of student engagement. Teaching excellence ensures that research advances are passed on to the next generation of scholars and translated into societal benefits. At the same time, the university aims to provide protected time for faculty-led research and training of students by providing teaching release to recipients of major external grants, and to those mentoring students in research-based thesis projects.

VI. Develop research-based graduate programs:

Trinity Western will build on existing and new research-based graduate programs through increased financial aid for students, flexible program delivery methods, and a centralized research and graduate studies office. In the next five years we will introduce at least one research-based Doctoral Program and one new Masters Program.

VII. Increase the number of research chairs:

Trinity Western will cultivate international leaders in research areas and areas of public interest through the support of Canada Research Chairs and the creation of new chairs. In addition to government-funded chairs, TWU actively seeks to establish research chairs in partnership with external foundations, corporations, and donors.

VIII. Develop research programs of national and international significance:

We aim to identify and support understudied research areas where faculty and students can engage in innovative, internationally recognized research. We will also promote multi-institutional collaborations through the Networks of Centres of Excellence (NCE) and other research networks.

IX. Increase international collaboration and partnerships:

In the next five years we will strengthen existing relationships with academic partners and selectively engage new partners (*Strategy Map, 2014*). TWU currently offers the **International Master of Business Administration (Tianjin, China)**, a partnership with the Tianjin University of Finance and Economics (TUFE). Through various funding opportunities, TWU provides unique internship and exchange opportunities for student researchers. In addition, we welcome visiting scholars on sabbaticals and international student interns to work on research projects with TWU faculty.

X. Develop an Equity, Diversity, and Inclusion Action Plan

TWU will develop and implement an EDI action plan that is in compliance with the Canada Research Chairs policy and Universities Canada principles on EDI.

Plan for Distribution of Canada Research Chairs

AREA	TIER	DISCIPLINE	AGENCY	THEME	DATES
Dead Sea Scrolls	1	Religious Studies	SSHRC	Religion, Culture and Ethics	2004-2016 (renewed 2011)
Interpretation, Religion and Culture	2	English	SSHRC	Religion, Culture and Ethics	2006-2016 (renewed 2011)
Developmental Genetics and Disease	2	Biology	NSERC	Health and Human Flourishing	2007 – 2014 (renewed 2012)
Person-Centred Outcomes	2	Nursing	CIHR	Health and Human Flourishing	2013-2023 (renewed 2018)
Early Temple Judaism	2	Religious Studies	SSHRC	Religion, Culture and Ethics	2017-2020
Cardiovascular Adaptation to Exercise	2	Physiology	CIHR	Health and Human Flourishing	2018-2024
Indigenous Society and Culture	2	Sociology	SSHRC	Religion, Culture and Ethics	Unfilled 2020