McMaster University | UNIVERSITY SECRETARIAT

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UNIVERSITY PLANNING COMMITTEE
Wednesday, May 8, 2024 at 10:30 AM
Gilmour Hall, Council Room (Room 111)

AGENDA

Page

OPEN SESSION

1. **Notice of Meeting - April 24, 2024** (10:30 a.m.)

2. **Minutes of the Previous Meeting – March 27, 2024 (Open Session)** (10:30 a.m.)
3 - 7   University Planning Committee - March 27, 2024 - Open Session

3. **Chair's Comments and Update** (10:30 a.m.)

4. **Business Arising** (10:40 a.m.)

5. **Research Centres & Institutes Annual Report 2023** (10:40 a.m.)

G. Parise
Information
8 - 20   2023 RCI Annual Report

6. **Proposal for Research Centres and Institutions** (10:50 a.m.)

E. Hassini & C. Connelly
Approval
21 - 47   McMaster Centre for Research on Employment and Work (MCREW) Memo
McMaster Centre for Research on Employment and Work (MCREW)
Proposal

7. **Other Business**

RESEARCH CENTRES & INSTITUTES

2023 Annual Aggregated Report

McMaster University | BRIGHTER WORLD

An overview of 2023

I am pleased to present the 2023 Annual Report, highlighting the extraordinary achievements of McMaster University's Research Centres and Institutes (RCIs). These hubs of innovation and discovery represent vibrant communities of dedicated individuals who push the boundaries of knowledge every day. As we reflect on this past year, I am continually impressed by the exceptional caliber of work produced through our multidisciplinary and faculty-based RCIs, which stand as a testament to the commitment and talent of our directors, faculty, staff, and students.

Our research excellence is propelled by the collaborative spirit and unwavering efforts of our community. These centres and institutes are instrumental in addressing critical societal challenges, pooling resources, and maximizing both impact and output. This year, we have seen significant advancements in our strategic research objectives, bolstering interdisciplinary collaborations, stimulating partnerships, and enhancing our global research presence. Additionally, our ability to secure funding for major research initiatives has grown, strengthening the nexus between research and teaching.

In 2023, we proudly established the McMaster Centre for Research on Community Oriented Entrepreneurship, under the leadership of Dr. Benson Honig. Furthermore, our adherence to rigorous governance and review guidelines has facilitated critical feedback through external reviews, affirming the excellence of the RCIs and providing valuable insights for future strategic directions.

The Office of the Vice-President, Research continues to champion the RCI Undergraduate Summer Research Program, which has provided invaluable research opportunities to more than 50 undergraduate students across various faculties since its inception in 2021.

Our commitment to fostering an inclusive and collaborative research community remains strong. Through various knowledge-sharing events and initiatives like the Research Centres and Institutes Engagement Fund, we have supported 15 innovative proposals that align with the thematic missions of our RCIs.

This year's report not only quantifies the impact of our 68 centres and institutes but also celebrates their qualitative contributions to academia and society. In the last year, our RCIs enabled over 3,000 publications, 62 Intellectual Property disclosures, 54 patents and 808 licenses to external organizations; provided the training ground for some 4,400 students; and fostered collaborations with almost 1,000 external partners in industry, non-profits, and government bodies.

Thank you for your continued support and dedication to fostering a vibrant research ecosystem at McMaster University.

Dr. Gianni Parise
Deputy Vice-President, Research (Acting)
Office of the Vice-President (Research)

By the numbers

Interactions with RCIs

2182

FACULTY

Number of faculty member interactions with RCIs.

419

POSTDOCTORAL FELLOWS

Number of postdoctoral fellow interactions with RCIs.

2390

GRADUATE STUDENTS

Number of graduate student interactions with RCIs.

2159

UNDERGRADUATE STUDENTS

Number of undergraduate student interactions with RCIs.

2950

OTHER ACADEMIC RESEARCHERS

Number of non-McMaster academic researcher interactions with RCIs.

999

OTHER NON-ACADEMIC RESEARCHERS

Number of external collaborator (industry, not-for-profits, government, etc.) interactions with RCIs.

By the numbers

Enabled by RCIs

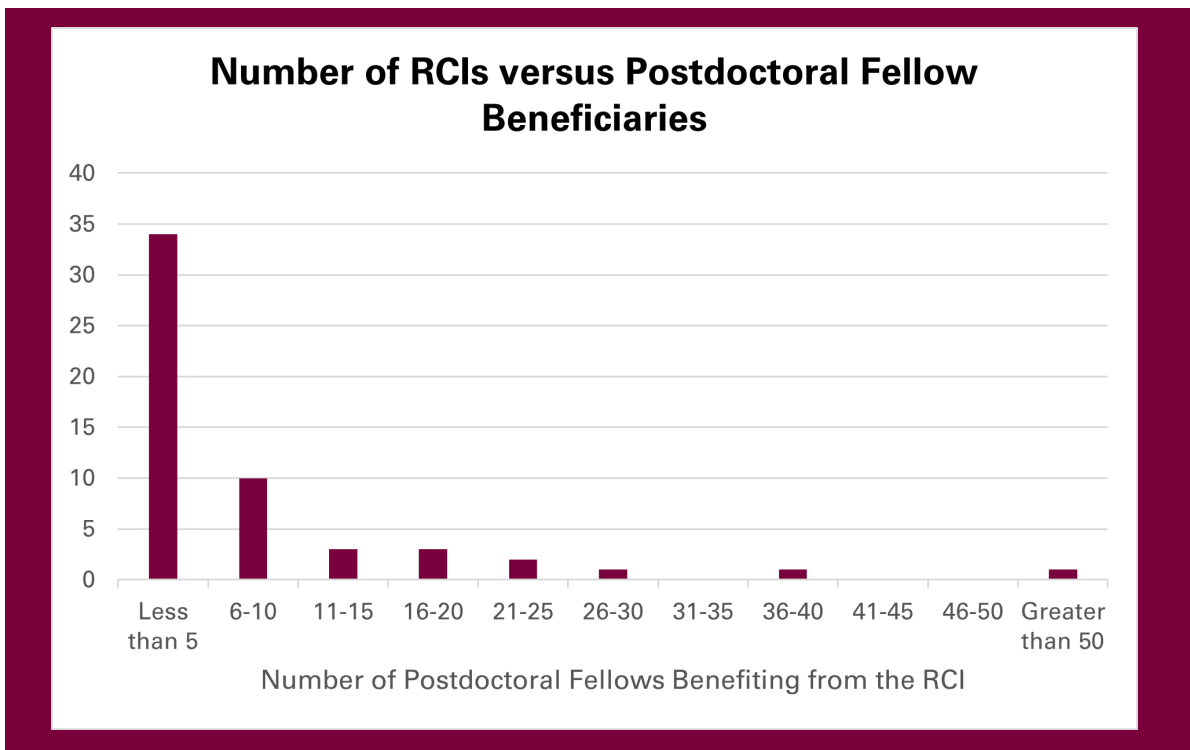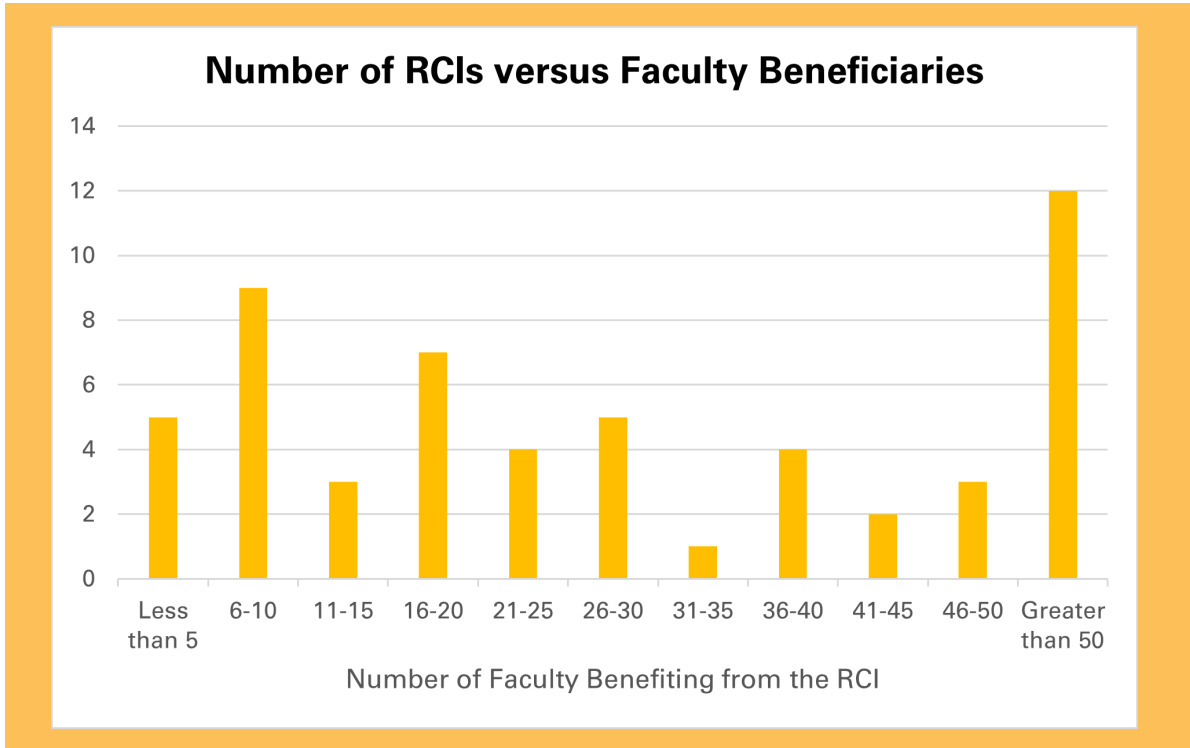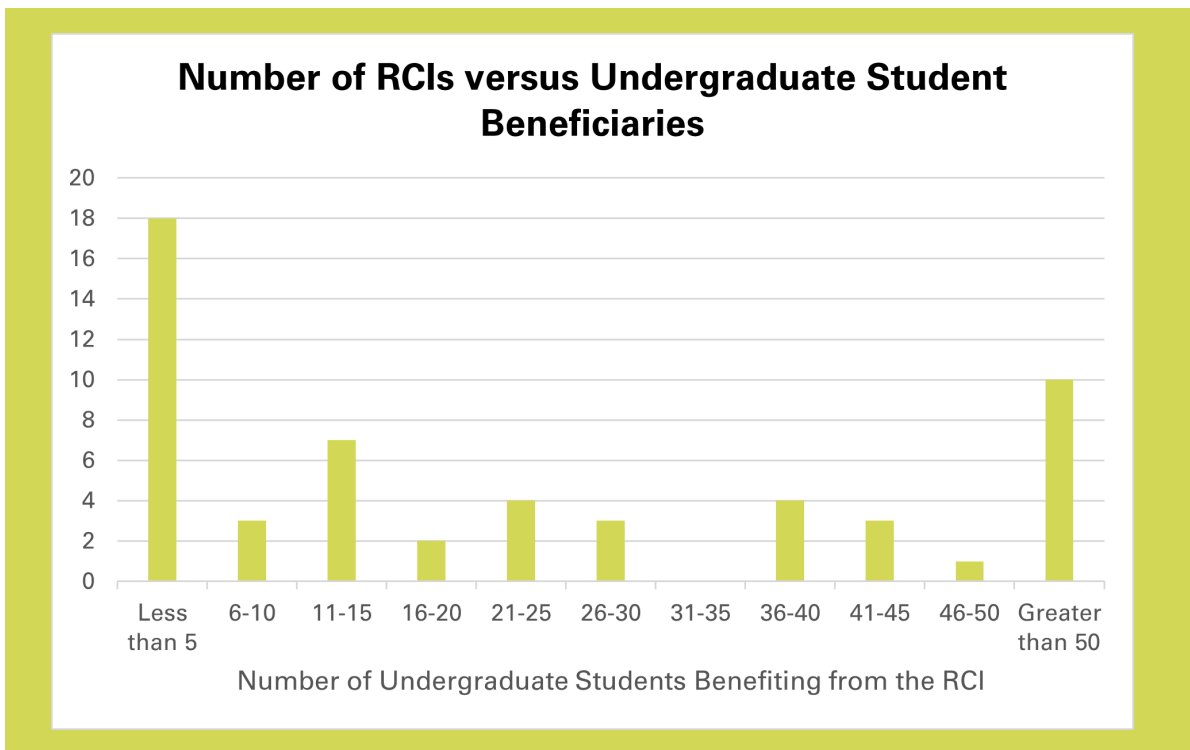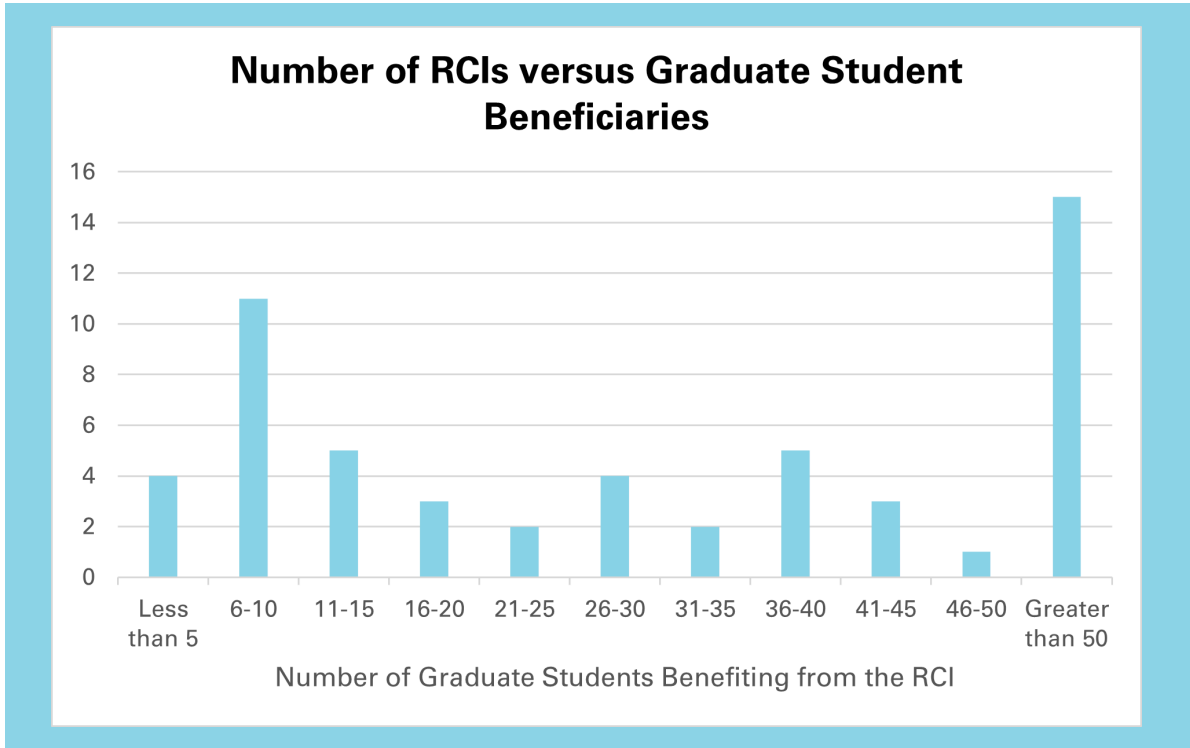|		
3114 PEER-REVIEWED JOURNAL PUBLICATIONS	**743** CONFERENCE PROCEEDINGS	**1563** CONFERENCE PRESENTATIONS
318 GRADUATE DEGREE COMPLETIONS	**585** UNDERGRADUATE SENIOR PROJECTS	**524** REPORTS FOR EXTERNAL PARTNER ORGANIZATIONS
62 IP DISCLOSURES	**54** PATENTS	**808** LICENSES TO EXTERNAL ORGANIZATIONS

By the numbers

Number of RCIs versus Faculty Beneficiaries

Number of Faculty Benefiting from the RCI

Number of RCIs versus Postdoctoral Fellow Beneficiaries

Number of Postdoctoral Fellows Benefiting from the RCI

By the numbers

Number of RCIs versus Graduate Student Beneficiaries

Number of Graduate Students Benefiting from the RCI

Number of RCIs versus Undergraduate Student Beneficiaries

Number of Undergraduate Students Benefiting from the RCI

Research Impact & Influence

Empowering future generations of diverse entrepreneurs

McMaster's newest research centre, the Centre for Research on Community Oriented Entrepreneurship (CRCE), is working with communities across the globe to educate, inspire and empower entrepreneurs. Built on research initiated by business professor Benson Honig's virtual incubator, the Reframery, the CRCE aims to support marginalized and minority persons in examining problems creatively to foster innovative business solutions.

Since its launch in 2023, the Centre has engaged over 25 McMaster undergraduate students, graduate students and faculty members. Members have worked with marginalized and refugee micro-entrepreneurs in Poland, Kenya, Brazil, Canada and the U.S. to research, design and deliver entrepreneurial education programs. The Centre develops tool kits, manuals and replicable models for virtual incubators – online spaces and e-learning platforms where entrepreneurs can access educational resources and cultivate connections.

The CRCE has collaborated with six cohorts to date to deliver programs that help innovators take their ideas from conception to reality and grow successful businesses that enhance their quality of life and community health and well-being. Members of the CRCE are running a Train the Trainers program in Brazil to give individuals tools to promote creativity, innovation and entrepreneurial skills in their communities. The CRCE has plans to expand its work with non-governmental organizations (NGOs) and other community stakeholders in Hamilton, Canada and worldwide.

Evaluating a nurse home visitation program that supports Canadian families

Researchers from the Offord Centre for Child Studies are evaluating a nurse home visitation program that supports pregnant individuals and new mothers as they navigate parenthood.

The Nurse Family Partnership (NFP) is an evidence-based home-visiting program that aims to improve the health, well-being and economic self-sufficiency of families experiencing economic and social disadvantage. It pairs expecting mothers with a public health nurse, who provides ongoing support throughout pregnancy, infancy and toddlerhood, with a focus on promoting and teaching positive health and development behaviours between first-time parents and their children.

The program was originally developed and implemented in sites across the United States. Leaders at the Offord Centre, along with collaborators at Simon Fraser University, have been spearheading studies for over a decade to adapt, pilot, and evaluate the program in Ontario and British Columbia, with the aim of making it widely available to families across Canada.

The Offord Centre has played a critical role in adapting NFP for delivery through public health units and developing the program to meet the needs of Canadian families. This has included the development of national NFP visit guidelines and resources that public health nurses now use daily to deliver the program to families. In Ontario, the research team also developed and piloted training curriculum in four public health units, which now serves as the foundational model of education that new nurses and supervisors complete across Canada. The Offord Centre continues to play a central role in NFP's development and expansion, so that more Canadians can access the program and develop skills to support their children's health and well-being safely and sensitively.

Preparing young engineers for careers in the automotive industry

A new educational initiative developed by the Centre for Automotive Materials and Corrosion (CAMC), in partnership with provincial and industry partners, is introducing the next generation of skilled professionals to careers in the automotive sector.

In 2023, CAMC partnered with the Ontario Council for Technology Education (OCTE) – as part of the OCTE's Future Forward program – to launch province-wide educational programming focused on skills-training within the automotive and mobility sector. CAMC's experts in materials and manufacturing supported the development of curriculum that encourages elementary and high school students to explore careers in Canada's world-leading automotive industry.

Thanks to $500,000 in support from the Ontario Vehicle Information Network, the program was successfully rolled-out to 16 school boards and over 10,000 students across the province. Programming focused on a wide variety of core and emerging topics of interest in the automotive industry, from autonomous and electrified vehicle design and manufacturing to mobility planning and infrastructure.

CAMC also hosted an in-person workshop at McMaster for over 200 high school students, who participated in hands-on activities focused on developing in-demand technical skills in automotive research and industry. With a track record of student success and excellence in research and training, CAMC is equipping future STEM leaders with the fundamental knowledge and applied skills they need to succeed.

Bertrand Russell journal introduces new audiences to the philosopher's work

The [Bertrand Russell Research Centre](#) (BRRC) is the world's foremost institute conducting and promoting scholarship on Bertrand Russell – one of the twentieth century's most important thinkers. McMaster is home to the Bertrand Russell Archives, the largest collection of Russell material in the world. The Archives enable global scholarship on Russell's writings on logic, science, mathematics, political and social theory, religion, education and more.

The BRRC is focused on two ongoing projects, the *Collected Papers* and the *Collected Letters*, which collate Russell's influential writings and letter correspondence for public consumption. The Centre also publishes *Russell: The Journal of Bertrand Russell Studies* semi-annually. The scholarly journal is devoted to all aspects of Russell's thought, life, times and influence.

After 50 years of publishing Russell in-house, the journal moved to publisher Johns Hopkins University Press in 2023 and is now carried on the widely used digital platform Muse. A new team of editors – Andrew Bone, BBRC Senior Research Associate, and Gülberk Koç Maclean, Adjunct Professor of Philosophy – took over for the journal's original editor and Russell archivist, Kenneth Blackwell. This shift to Johns Hopkins University Press is bringing the journal into countless new libraries and institutions, and to new audiences worldwide who are interested in learning more about the philosopher's life, ideas and legacy.

Advancing social research in the digital age

The [Digital Society Lab](#) is spearheading research on the complex societal transformations that accompany our digital world – from digital currencies to online political advertising, AI and the spread of disinformation. Consisting of linguists, statisticians, engineers, political scientists and computational social scientists from around the world, the Lab examines the social, political, and economic impacts of digital technologies while harnessing the potential of these tools to advance scientific and social innovation.

The Lab is currently enlisting a new web development team to support the creation of digital products that address some of our most pressing global challenges. With dangerous disinformation campaigns on the rise on social media, the Digital Society Lab is using AI-powered countermeasures to push back. The Lab is leveraging

high-performance computing, algorithms and machine learning technologies to examine how disinformation and hateful content spreads through social media networks, with the goal of developing advanced technological solutions that can help detect and filter fake news.

As new digital technologies continue to reshape our lives, the Digital Society Lab is leading social tech research and innovation to promote a fair and healthy digital age, while training the next generation of scholars and policy leaders.

Building a roadmap for affordable housing in Hamilton

The [McMaster Institute for Health Equity](#) (MIHE) is working with community and government partners to develop safe, accessible and affordable housing solutions amidst Hamilton's housing crisis.

Leaders at the MIHE are working closely with the City of Hamilton and the Canadian Housing Evidence Collaborative (CHEC) – an outgrowth of MIHE's Housing and Health Equity stream funded by the Social Sciences and Humanities Research Council and the Canada Mortgage and Housing Corporation – to implement a Housing Sustainability and Investment Roadmap.

The Roadmap will guide the City's strategic response to the current crisis in housing affordability and homelessness. Its 'whole-of-Hamilton' approach ensures that multiple levels of government, City departments, community stakeholders and academic researchers can work collectively to improve housing conditions and housing accessibility in Hamilton.

As a hub for interdisciplinary research on health equity, MIHE lent their expertise to the development of the Roadmap. The Institute provided and analyzed the latest housing data to guide its focus. In 2023, Dr. Jim Dunn, Director of MIHE and CHEC, appeared before the Hamilton City Council to co-present the Roadmap. It has since been adopted and a Housing Secretariat was established to coordinate collaborative research and knowledge mobilization projects led by the Roadmap stakeholders. The Roadmap also helped inform a series of consultations led by CHEC for the Canadian Ministry of Infrastructure, Housing and Communities that culminated in Canada's Housing Plan, presented in the 2024 federal budget.

MIHE continues to play a central role in actioning the Roadmap and advancing evidence-based solutions that address Hamiltonians' diverse housing needs.

Planting 1,000 trees to tackle climate change and advance environmental research

The McMaster Centre for Climate Change (MCCC) is leading an innovative tree-planting project designed to combat climate change and provide unique learning and research opportunities in environmental science. Led by researchers at the MCCC, the McMaster Carbon Sink Forest initiative is developing a model of a carbon sink forest on a one-hectare plot of land in west Hamilton. With the help of faculty, students and community volunteers, the Centre has planted over 1,000 trees, which sequester – or absorb – atmospheric carbon dioxide to help mitigate the impacts of climate change.

In 2023, the Centre organized two tree planting events in collaboration with community partners. Over 150 McMaster and Hamilton community members participated in the planting of over 500 trees. MCCC researchers continuously monitor how much carbon dioxide is being pulled out of the atmosphere by each tree and collect ecological data to monitor the trees' long-term health. This data, along with the Centre's experience in growing the forest, will be shared with researchers across Canada and around the world who are growing similar forests to combat climate change.

The McMaster Carbon Sink Forest has received international attention. It was shortlisted for the David Suzuki Foundation's Future Ground Prize in 2022. The Centre is currently building on the success of the project to establish an urban Greenhouse Gas Observatory at the site. The Observatory will act as an outdoor living learning lab for McMaster faculty and students.

List of Research Centres & Institutes

Bertrand Russell Research Centre
Director: Dr. Alex Klein

Biointerfaces Institute
Co-Directors: Dr. John Brennan and Dr. David Latulippe

Biomedical Engineering and Advanced Manufacturing
Director: New Director to be confirmed

Brockhouse Institute for Materials Research
Director: Dr. Alex Adronov

Canadian Centre for Electron Microscopy
Director: Dr. Andre Phillion (Acting)

Can-Child: Centre for Childhood Disability Research
Co-Directors: Dr. Olaf Kraus de Camargo and
Dr. Briano Di Rezze

Centre for Advanced Research on Mental Health and
Society
Director: Dr. Marisa Young

Centre for Advanced Research in Experimental and
Applied Linguistics
Director: Dr. Ivona Kucerova

Centre for Ancient Numismatics
Director: Dr. Spencer Pope

Centre for Automotive Materials and Corrosion
Director: Dr. Joey Kish

Centre for Clinical Neuroscience
Director: Dr. Benicio Frey

Centre for Community-Engaged Narrative Arts
Co-Directors: Dr. Lorraine York and Dr. Daniel Coleman

Centre for Discovery in Cancer Research
Director: Dr. Shelia Singh

Centre for Emerging Device Technologies
Director: Dr. Jonathan Bradley

Centre for Excellence in Protective Equipment and
Materials
Director: Dr. Ravi Selvanganapthy

Centre for Health Economics and Policy Analysis
Director: Dr. Jean-Eric Tarride

Centre for Human Rights and Restorative Justice
Director: Dr. Juanita De Barros

Centre for Mechatronics and Hybrid Technologies
Director: Dr. Saied Habibi

Centre for Metabolism, Obesity, and Diabetes Research
Co-Directors: Dr. Katherine Morrison and
Dr. Gregory Steinberg

Centre for Networked Media and Performance
Director: Dr. Christine Quail

Centre for Peace Studies
Director: Dr. Chandrima Chakraborty

Centre for Research in Micro- and Nano-Systems
Director: Dr. Jamal Deen

Centre for Research on Community Oriented
Entrepreneurship
Director: Dr. Benson Honig

Chanchlani Research Centre
Director: Dr. Sonia Anand

David Braley Centre for Antiboitic Discovery
Director: Dr. Matthew Miller

Digital Society Lab
Director: Dr. Clifton van der Linden

Escarpment Cancer Research Institute
Director: Dr. Gregory Pond

Farncombe Family Digestive Health Research Institute
Director: Dr. Steve Collins

Gilbrea Centre for Studies in Aging
Director: Dr. Anthea Innes

Institute on Ethics and Policy for Innovation
Director: Dr. Claudia Emerson

Institute on Globalization and the Human Condition
Director: New Director to be confirmed

L.R. Wilson Institute for Canadian History
Director: Dr. Ian McKay

Labarge Centre for Mobility in Aging
Director: Dr. Parminder Raina

Lewis and Ruth Sherman Centre for Digital Scholarship
Director: Dr. Andrea Zeffiro

List of Research Centres & Institutes

MacData Institute
Director: New Director to be confirmed

McMaster Advanced Control Consortium
Director: Dr. Christopher Swartz

McMaster Centre for Climate Change
Director: Dr. Altaf Arain

McMaster Centre for Scholarship in Public Interest
Director: Dr. Henry Giroux

McMaster Centre for Software Certification
Director: Dr. Richard Paige

McMaster Centre for Transfusion Research
Co-Directors: Dr. Donnie Arnold and Dr. Issac Nazy

McMaster Digital Transformation Research Centre
Director: Dr. Milena Head

McMaster Immunology Research Centre
Director: Dr. Carl Richards

McMaster Indigenous Research Institute
Director: Dr. Savage Bear

McMaster Institute for Energy Studies
Director: Dr. Dave Novog

McMaster Institute for Music and the Mind
Director: Dr. Laurel Trainor

McMaster Institute for Research on Aging
Director: Dr. Parminder Raina

McMaster Institute for Research on Aging | Dixon Hall
Director: Dr. Parminder Raina

McMaster Institute for Transportation and Logistics
Director: Dr. Motaz Mohamed

McMaster Institute for Health Equity
Director: Dr. Jim Dunn

McMaster Manufacturing Research Institute
Director: Dr. Stephen Veldhuis

McMaster Midwifery Research Centre
Director: Dr. Beth Murray-Davis

McMaster Origins Institute
Director: Dr. Jonathan Stone

McMaster Physical Activity Centre of Excellence
Director: Dr. Stuart Phillips

McMaster Steel Research Centre
Director: Dr. Joe McDermid

McMaster University Centre for Buddhist Studies
Director: Dr. James Benn

McMaster University Centre for Effective Design of Structures
Co-Directors: Dr. Wael El-Dakhakhni and Dr. Mike Tait

Michael G. DeGroote Centre for Medicinal Cannabis Research
Director: Dr. James MacKillop

Michael G. DeGroote Cochrane Canada Centre at McMaster
Director: Dr. Holger Schunemann

Michael G. DeGroote Institute for Infectious Disease Research
Director: Dr. Matthew Miller

Michael G. DeGroote Institute for Pain Research and Care
Director: Dr. Norm Buckley

Michael G. DeGroote National Pain Centre
Director: Dr. Norm Buckley

Michael Lee-Chin and Family Institute for Strategic Business Studies
Director: Dr. Ron Balvers

Offord Centre for Child Studies
Director: Dr. Stelios Georgiades

Population Health Research Institute
Director: Dr. Salim Yusuf

Schroeder Allergy and Immunology Research Institute
Director: Dr. Susan Waserman

Spark: A Centre for Social Research Innovation
Director: Dr. Michelle Dion

Statistics Canada Research Data Centre at McMaster
Director: Dr. Michael Veall

Thrombosis and Atherosclerosis Research Institute
Director: Dr. Jeffery Weitz

Vice-President
(Research)

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McMaster University

Date: April 30, 2023

TO: University Planning Committee

FROM: Andy Knights, Vice-President, Research (Acting)

RE: McMaster Centre for Research on Employment and Work (MCREW)

The Committee on Research Institutes, Centres and Groups (CRI) has reviewed and unanimously approved the attached establishment proposal for the McMaster Centre for Research on Employment and Work (MCREW).

Please include this as an agenda item for the next University Planning Committee Meeting on May 8, 2024.

AK:jt

Attach.

cc: Provost and Vice-President (Academic)
      Vice-Provost and Dean of Graduate Studies
      Dean, DeGroote School of Business
      Dean, Engineering
      Dean, Health Sciences
      Dean, Humanities
      Dean, Science
      Dean, Social Sciences
      University Secretariat

Template for the Establishment of a McMaster Research Centre or Institute (RCI)

Please provide the following documentation, in keeping with the Guidelines for the Governance and review of Research Institutes Centres Groups (mcmaster.ca)

To be recognized as a formal McMaster Centre or Institute, a proposal for consideration must be submitted to the Office of the Vice-President (Research) and approved by the following McMaster Committees and Governing Boards:

1. Committee on Research Centres and Institutes (CRI)
2. University Planning Committee (UPC)
3. Senate
4. Board of Governors (BofG)

The CRI will comprise the following: VPR (as Chair), the Provost (VP Academic), the Dean of Graduate Studies, the University Secretary, and the Faculty Deans relevant to the specific Institute or Centre. The CRI generally takes approximately two to three weeks to review and provide comments.

After CRI approval, the proposal is submitted to the other committees. Following proposal approval, paperwork to appoint a Centre/Institute Director should then be submitted following appropriate policies. For a listing of governance meeting dates, please visit: https://secretariat.mcmaster.ca/meetings/meeting-dates/

Proposal Outline/Template

Overview Please complete the "Overview" on page 2 of this document

Proposal Please complete a Proposal under the following headings (more details are provided on page 3):

A. Background
B. Objectives and Proposed Activities
C. Rationale for Establishment of the Research Centre or Institute
D. Criteria for expanding the membership beyond what is shown in the Overview
E. A detailed business plan that includes:
    i. Financial needs
    ii. Anticipated and Secured sources of support
    iii. Space needs
    iv. Human resource needs of the Research Institute or Centre
    The business plan should align with and expand upon that provided in Appendix A: Budget.
F. Organizational Structure - (see examples included in this document)

Appendix A Budget including costs and sources of funds

Additional appendices to be added could include:
- List of current funded research projects
- List of planned grant applications

Overview

Proposal for the Establishment of ….   Institute ☐ Centre ☒ (x)
Official Name of Research Institute or Centre

McMaster Centre for Research on Employment and Work (MCREW)

The RCI will report to which Faculty?

DeGroote School of Business

List all other Faculties that have a significant interest in the RCI and confirm they will be represented on the Governing Board

Social Sciences, Humanities, Science, Engineering, and Health Sciences

Core Members	*The membership of the Research Centre or Institute (RCI) is integral to its mission. It is imperative to define at establishment what constitutes membership; what the obligations of membership are; and what roles members may play in the operations of the Centre or Institute. While the size of membership may vary for different Centres or Institutes, there is an expectation that the membership will be large enough that critical mass for impact may be reached. An updated membership list will be submitted annually to the RCI Governing Board through the annual reporting process.*

Definition of Core member: Core members are those who are actively researching topics related to changing work, workers, and workplaces, and who agree to the obligations listed below. They are expected to make significant contributions to the MCREW and be associated with it for a long period of time, such as through co-application for multi-year grant projects. They are currently leaders in their own disciplines, and they will bring considerable expertise to the MCREW. Note that the initial core membership includes 20 professors from six McMaster faculties, thus fostering interdisciplinary approaches to shared research interests.

Obligations for Core Members: Core members will contribute regularly to the MCREW programs and activities, and will attend MCREW meetings, presentations, and other initiatives. Core members will be actively involved with independent research projects about changing work, workers, and workplaces; they will publicly connect these projects to the MCREW. Core members will contribute to grants initiated by other MCREW members. Core members will participate in knowledge exchange, knowledge mobilization, knowledge translation, and the dissemination of research findings to other MCREW members and to the general public; some of this dissemination will occur via the MCREW website (in addition to other dissemination methods), where all core members will maintain a current profile.

Identify the potential operational roles assigned to core members (e,g., Director, Associate Director roles in EDI, operations, outreach etc.): The proposed Director for the MCREW is Dr. Catherine Connelly. She has considerable experience leading large research projects, and she has conducted several interdisciplinary studies. The Director is primarily responsible for overseeing the direction of the planned research and supervising staff. The Director will provide advice to both students and faculty and ensure that projects are carried out to completion. The Director will maintain the membership list and will seek input from the

Advisory Committee and the Governing Board. Research staff and students who work for the MCREW will report to MCREW's Director (or relevant Core/Associate members) and support the team in planning, implementing, and overseeing the activities of the McMaster Centre for Research on Employment and Work. Regular MCREW membership meetings will occur to facilitate ongoing coordination and communication. The Director will be a faculty member within the Faculty of Business who will be appointed for a five-year, renewable term by the Senate and Board of Governors upon the recommendation of the Dean of the Faculty of Business to whom the Director will report. The Director will set the agenda for the MCREWin consultation with the Governing Board and Advisory Committee. The Director will report to the Faculty of Business Dean, with whom final authority for all matters regarding the direction and operation of the MCREW rests and will work in collaboration with the Associate Dean (Research). The Director will submit a written report annually to the Governing Board, which will be chaired by the Faculty of Business Dean (or delegate). This report will also inform the annual reporting and five-year external review process required of all McMaster RCIs.

The Director will be formally selected after the MCREW proposal has been approved.

	Faculty	Expertise and potential roles in RCI operations
Dr. Catherine Connelly	DSB	(Core Member and Proposed Director) Temporary foreign workers, migrant workers, workers with disabilities, gig work and gig workers, musicians, food-service workers, health care workers, worker well-being, wage theft.
Dr. Meena Andiappan	DSB	(Core Member) Peer rivalry among healthcare workers; employee misconduct; longshoremen.
Dr. Ala Mokhtar	DSB	(Core Member) Employee overwork, employee evaluations, and employees' identity. Accounting professionals' experiences with their clients, and how accountants cope with clients that act negatively towards them.
Dr. Sean O'Brady	DSB	(Core Member) The role of unions and employment institutions in improving the quality of low-wage work; digital call center workers.
Dr. Erin Reid	DSB	(Core Member) Gender inequality, careers, diversity, identity, and the design of contemporary work; persistence of gender inequality in time-greedy professions and organizations; how professionals in the gig economy build careers.
Dr. Trish Ruebottom	DSB	(Core Member) How marginalized and stigmatized workers organize to create social change; overlooked entrepreneurs (e.g., women and transgender sex workers).
Dr. Aaron Schat	DSB	(Core Member) Work-related stress and wellbeing (e.g., the nature, antecedents, and consequences of aggressive / mistreatment behavior) at work; how workers in customer service roles experience and respond to mistreatment.
Dr. Elisabet Service	FHum	(Core Member) Consequences of working in a second language; how unfamiliar accents affect communication in the workplace.
Dr. Kim Jones	Feng	(Core Member) Inclusion experiences of equity-deserving engineers; effects of team construction; effects of mentoring and being mentored for early-career female engineers.
Dr. Sheila Boamah	FHS	(Core Member) Health systems, health human resources, quality of life of older adults; how clinical microsystems, technology, and organizational processes affect outcomes; burnout and mental health issues among healthcare workers and academics.

Dr. Meredith Vanstone	FHS	(Core Member) The delivery of primary care (e.g., how we select train, maintain, and retain health workers); preparing family physicians to navigate ethically complex areas of primary care.
Dr. Phillipa Chong	FSS	(Core Member) Uncertainty at work; workers in creative industries (e.g., book reviewers, museum workers).
Dr. Judy Fudge	FSS	(Core Member) The legal regulation of work form a socio-legal perspective; legal regulation of work/family conflict; the intersection of migration and employment regulation on hospitality workers in BC and Australia; anti-discrimination and labor standards norms and enforcement mechanisms; legal governance of forced labor; labor exploitation in supply and labor chains.
Dr. Paul Glavin	FSS	(Core Member) Precarious employment and psychosocial work stress; work, family, and health challenges faced by gig workers.
Dr. Geraldina Polanco	FSS	(Core Member) Intersection of work and migration; how citizenship regulates the experiences of worker in the "bottom-tiers" of the labor market; migrant workers from the Philippines and Mexico working at Tim Horton's; migration industry; experiences of migrants deported to El Salvador.
Dr. Marisa Young	FSS	(Core Member) The intersection between work, family, and residential contexts; reducing social inequalities in mental health for parents and children.
Dr. Suzanne Mills	Fsci/FSS	(Core Member) Employment in northern regions; employment in large extractive projects (e.g., mining, forestry, and hydro), with a focus on impact and benefit agreements, gender, and Indigeneity; labor market and work experiences of 2SLGBTQ+ people in deindustrializing cities in northern and southwestern Ontario; mental health and unions.
Dr. Abel Chikanda	Fsci	(Core Member) The migration of health professionals from the global South; the role of migration intermediaries; the settlement and integration of African health professionals in destination regions (e.g., transnational linkages with countries of origin).
Dr. Allison Williams	Fsci	(Core Member) The initiation and sustainability of carer-friendly workplaces, where carer-workers are accommodated to best manage their unpaid care responsibilities (e.g., adult children, elderly family/friends/neighbors).
Dr. Rob Wilton	Fsci	(Core Member) Role of paid work / labor market participation in social inclusion for people with disabilities; flexibility and accommodations in social economy / social enterprises; intersection between masculinity and disability.

Associate Members

Definition of Associate Member: Associate members are those who are interested in topics related to changing work, workers, and workplaces, and who agree to the obligations listed below. Their association with MCREW is expected to be for a short period of times, such as a collaborator on a research project.

Obligations for Associate Members: Associate members will participate in the MCREW programs and activities, and will attend MCREW meetings, presentations, and other initiatives. Associate members collaborate with others on independent research projects about changing work, workers, and workplaces; they will publicly connect these projects to the MCREW. Associate members will participate in knowledge

exchange, knowledge mobilization, knowledge translation, and the dissemination of research findings to other MCREW members and to the general public; much of this dissemination will occur via the MCREW website, where all Associate members will maintain a current profile. Associate members of the MCREW will also participate in MCREW workshops.

Associate members will only be added once the MCREW has been operational for at least one year, to ensure that the MCREW members have sufficient opportunity to build a strong culture of collaboration. Associate members will be recruited on the basis of their expertise and interest in issues relating to changing work, workers, and workplaces. Possible Associate members, who have been nominated by Core members, include Dr. Otilia Obodaru (Professor at the University of Bath, expert in identity and work), Dr. Brianna Caza (Associate Professor at the University of North Carolina-Greensboro, expert in identity, organizational psychology and gig work), and Dr. Laura Venz (Professor at Leuphana University Luneburg, expert in emotional labour, knowledge hiding, and employee well-being).

Space Needs	500 Sq. Ft (exact space to be determined)	New space required? *Shared with other DSB centres*		Yes	x	No	
	Shared	Location?	DSB or New Business Building (McLean)	Confirmed	x	Proposed	
		Space cost allocation covered by lead Faculty?		Yes	x	No	

If no, specify: _____

| **Plans for Organizational Review** | Frequency of External: | External reviews every five years. |

In addition, the RCI will be required to report annually to the Governing Board

Please provide names below and check box to verify that approval has been obtained from each:

		Check box
Department Chair/ Area Director	Dr. Rick Hackett	x
Faculty Dean or Director of Administration	Dr. Khaled Hassanein (Dean)	x
	Elkafi Hassini (ADR)	x
	Rotating representation from: the Associate Dean, Research, Innovation and Partnerships, Faculty of Engineering (currently Dr. John Preston), the Vice-Dean, Research, Faculty of Health Sciences (currently Jonathan Bramson), the Associate Dean, Graduate Studies & Research, Faculty of Humanities (currently Dr. Martin Horn), the Associate Dean, Research & External Relations, Faculty of Science (currently Dr. Juliet Daniel), and the Associate Dean, Research, Faculty of Social Sciences (currently Jim Dunn).	

Background:

The COVID pandemic has accelerated changes to Canadian workplaces that were previously well under way. The image that many retain of what it means to be employed – at a single workplace, Monday to Friday – is the reality for fewer and fewer Canadians. As of the spring of 2022, almost half of all Canadians were working from home on at least some days in the week (Environics Institute for Survey Research et al., 2022), and the emergence of the gig economy has meant a growing number of Canadians participating (often in addition to more traditional forms of employment) in what Statistics Canada terms 'dependent contractor relationships' (Statistics Canada, 2023), employment that has some characteristics of self-employment and some of traditional employment relationships. The pandemic also caused many Canadian women to leave the workforce or restructure their employment (Ghoussoub, 2021), although recent figures from Statistics Canada suggest that they are returning to full-time employment, with the highest rate of employment for 'core-aged' (25-54) women on record since 1976 (Statistics Canada, 2023).

Although much of the research in organizational behaviour, human resources, and management assumes that established theories are sufficient for understanding everyone's experiences, there is growing evidence that the current body of research fails to capture these and many other workers' experiences (e.g., Ashford et al., 2007; Bidwell et al., 2013). Post-pandemic, these understudied workers are making up larger and larger segments of the Canadian population, and their experience must be integrated into how Canadian organizations and employees are understood. These challenges are complex and would benefit from interdisciplinary approaches.

In 2013, the Connelly Research Laboratory was established to study changes in Canadian workplaces. In that time, Dr. Connelly has established a world-class research lab that has produced important research on non-standard employment relationships (temporary agency workers, independent contractors, temporary foreign workers, rideshare drivers), knowledge sharing and hiding, workers' use of communication technologies, leadership, and workers with disabilities. She has published extensively in top-tier academic journals in several fields, including organizational behaviour, human resource management, disability studies and management information systems. Dr. Connelly's research is highly cited (i.e., she has 9,499 citations in total as of July 20, 2023); her h-index is 35, her i10 index is 56. Dr. Connelly has trained over 40 graduate and undergraduate students, and partners with community organizations in her research.

However, the speed, breadth, and impact of the transformation of Canadian workplaces requires new approaches to scholarship. To fully capture the experiences of understudied workers, and the effects of the changes to Canadian workplaces on them, perspectives from a variety of approaches and disciplines are required. The MCREW will organically bring together researchers from across McMaster working on topics that similarly challenge established theories, bringing together a diversity of methodological and theoretical approaches to important topics. Note that many MCREW members have extensive partnerships (e.g., Canadian Health Human Workforce Research Network, Canadian Medical Association, College of Family Physicians of Canada, Communications Workers of America (CWA), Gravity Payments, Kolabtree, Unifor, United Steelworkers (USW), Tompkins County Living Wage Working Group).

The MCREW will unite leading McMaster researchers who study the experiences of marginalized employees (e.g., temporary foreign workers, sex workers, migrant workers) and employees from equity-deserving groups (e.g., women, workers with disabilities, BIPOC workers), employees working in understudied occupations and work situations (e.g., gig workers, health workers, workers in creative industries, workers operating in a second language, remote workers, workers with unpaid care responsibilities), and employees at the intersection of these two groups (e.g., women in engineering,

migrant workers in the hospitality sector). By bringing together a wide range of evidence, the MCREWwill fill gaps in the literature about how employees navigate, adapt to, and at times resist changing workplace demands, and how worker behaviors and expectations affect organizations. The insights from MCREW members' research will help to address systemic barriers to building satisfying careers and generate innovations in how employers and governments can ensure access to inclusive and equitable workplaces (e.g., training, mentorship, immigration policy reform, labour standards enforcement).

How does this Centre align with McMaster University's Strategic Research Plan (SRP)?

Research for a Brighter World — Strategic Plan for Research 2018-2023 lays out a series of key strategies to continue strengthening McMaster's research excellence. These include the recruitment and retention of high-calibre researchers and trainees, making the most of our interdisciplinary capacity, offering trainees and early-career researchers a range of research and training opportunities, and the integration of equity, diversity and inclusion, of a variety of research methodologies, and of knowledge mobilization and translation, into our research. A set of core values informs McMaster's commitment to research excellence including the recognition of the importance of fundamental research to the advancement of science, the importance of collaboration across faculties and disciplines as a driver of innovation, and the importance of sharing our knowledge widely to help inform public policy and social practice.

The proposed MCREW clearly advances the Strategic Plan. By providing a context for supporting and amplifying research on changing work, workers, and workplaces, the proposed MCREWwill help McMaster to recruit and retain researchers and students who are interested in these topics from a variety of departments and faculties. The proposed MCREW is notable for how it includes a variety of research approaches and methods, thereby enabling its members to further develop their skills. Monthly training and networking opportunities will be provided in support of these goals, and knowledge mobilization resources will be provided to members on an ongoing basis to disseminate research findings more widely to academic, lay, media, and community audiences.

A series of themes have been identified around which to organize McMaster's research and training, including Equitable, Prosperous and Sustainable Societies. The Equitable, Prosperous and Sustainable Societies research theme focuses on the justice and equity issues created by the rapid and wide-spread social, technological, and economic changes of the early 21st century. The Strategic Plan for Research identifies changes in the content, meaning, and role of work in our lives as one of the fundamental changes brought on by globalization and technological advances, and highlights the importance of research that promotes opportunity, social and economic equality, and well-being in the face of these forces.

The proposed MCREW advances equity, diversity, and inclusion aspects of the Strategic Plan. The central focus of the MCREW members' research is on equity issues as they pertain to prosperous and sustainable societies. Members conduct theoretical and empirical research on the experiences of workers who are generally overlooked in the research literatures. For example, MCREW members examine the experiences of workers who are disabled, racialized, migrants, women and 2SLGBTQ+. They also study the experiences of workers who have accents, or who have part-time, temporary, or otherwise precarious employment status. MCREW members also study the experiences of workers who balance employment with caring for children or elderly relatives. Notably, these are not exclusive categories; these topics lend themselves well to intersectional and diverse approaches.

The MCREWwill be informed by the core values articulated in the SPR by striving for ethics, equity, and excellence in scholarship, by viewing the work of educating and training our students as inextricably linked to the work of conducting our research, by conducting research that advances society, by working collaboratively across faculties and disciplines, and by partnering with other organizations and sharing our knowledge as widely as possible.

A. Objectives and Proposed Activities:

i. Objectives: *(expand on the thematic research proposed; and explain how the impact of the RCI's work will benefit stakeholders and be measured by the RCI. Ideally, provide goals for the next five years against which success of the RCI may be measured):*

The objective of the MCREW is to foster innovative interdisciplinary research at McMaster on changing work, workers, and workplaces. The MCREW will enrich and amplify the core members' current interdisciplinary research programs, becoming a point of contact for other researchers and Centers at McMaster who are interested in these phenomena. As the MCREW develops, it will provide a platform for international and pan-Canadian collaborations, furthering its influence.

Changing work: The nature of work has changed dramatically in the past five years, and it is likely to continue to change, as communication technologies improve and become more accessible and accepted in more industries. Interestingly, existing theories of worker well-being and motivation – which have been developed in the context of permanent full-time employment – may not be relevant in the context of new employment arrangements or work structures. MCREW members will investigate a variety of questions regarding new work arrangements, including "gig" work.

The gig economy is at the forefront of conversations about the transformation of work and its effects on workers (Kaine & Josserand, 2019). While the opportunity to work outside the confines of traditional employment has been touted by some as beneficial for groups facing barriers to paid employment because of the flexibility it offers (e.g., Klimkina et al., 2020), the limited remuneration and regulatory framework has been seen by others as reproducing and, in some cases, amplifying existing inequalities (e.g., Vyas, 2021). Many MCREW members are currently engaged in research on gig workers and the gig economy, investigating the challenges faced by gig workers (e.g., Caza et al., 2022; Granger et al., 2022), the mental health effects of gig work (e.g., Glavin & Schieman, 2022), the effect of the entry of gig workers on stigmatized occupations (e.g., Phung et al., 2021), the effects of gig work on autonomy and social connection (e.g., Glavin et al., 2021), the links between the gig economy, holding multiple jobs, and precariousness (e.g., Glavin, 2020), the potential for labour law to regulate informal work including forms of gig work (Fudge, 2020), and how gig workers experience the undervaluing of their work (e.g., Lefcoe & Connelly, 2022). By combining their existing expertise, MCREW members will be in a position to offer an overview of the experience of gig workers in Canada and globally, contributing not only to the body of research in Management, Sociology, and Organizational Behaviour among others, but also informing public policy.

Changing workers: The Canadian workforce is also changing dramatically. Organizations that seek to be competitive need to respond to fluctuations in labor markets, but empirical evidence is needed that reflects the actual composition of the available workforce. Again, foundational theories of how to motivate and engage workers may not be as relevant to modern workers. The Canadian workforce has changed dramatically, in terms of the growing representation of equity-deserving groups. MCREWmembers' research focuses on these topics.

Canada's Temporary Foreign Worker Program (TFWP) and similar programs in other countries have attracted widespread attention due to the perceived increase in labour market competition they cause and the abuse and mistreatment reported by the workers they employ. MCREW members have established research programs examining temporary migrant worker programs from a variety of perspectives: analyzing the experiences of employers and workers participating in the TFWP from the perspective of organizational behaviour and human resources management (Connelly, 2023), the legal governance of forced labour and labour exploitation in supply and labour chains (Fudge, 2022a, 2022b, 2023; McCann & Fudge, 2019), the reasons employers choose to use these programs (e.g., Tham & Fudge, 2019), the migration of health professionals from the Global South to the Global North (Chikanda, 2022), and, how employing migrant workers, recruited from the Philippines and Mexico for employment in Canadian quick-service restaurants, places downward pressures and work and employment conditions, promotes competition between labour sending states, and is regulated by a host of profit-driven actor (Polanco, 2019a, 2019b, 2020). By collaborating on this topic, MCREW members will contribute to a growing literature on the TFWP and similar programs in other countries, in Sociology, Legal Studies, Labour Studies, Organizational Behaviour and Human Resources. By combining their expertise, MCREW members will be in a good position to offer policy recommendations to the federal government, as well as to provincial governments who implement programs and policies related directly and indirectly to the TFWP.

While a growing number of workplaces are embracing the need for an equity, diversity and inclusion framework (Stahl, 2021), substantive barriers to the full participation of members from equity-deserving groups continue to exist. MCREW members will continue research that is underway on the experiences of women, disabled, 2SLGBTQ+ and BIPOC workers, such as on gendered inequalities in engineering (e.g., Monteiro, Monteiro, & Jones, 2020; Wells, Jones, & Davidson, 2019), the effect of gender on work-family conflict (e.g., Young, 2019; Young et al., 2023; Young et al., 2020), the effect of workplace gender composition on mental health (Repchuck & Young, 2023), the role of gender in job seeking (Nagib & Wilton, 2020), the gender gap in physician earnings (Kralj et al., 2022), the interaction of labour law and gender (e.g., Fudge & Mundlak, 2022), gender inequality in time-greedy professions (e.g., Padavic et al., 2020), the participation of people with disabilities and mental ill health in the workplace (e.g., Bonaccio et al., 2020; Evans & Wilton, 2019; Fisher & Connelly, 2020; Ho et al., 2022; Nagib & Wilton, 2021, Scott & Wilton, 2021), the intersection of masculinity and disability in work settings (e.g., Wilton & Fudge Schormans, 2020), the mental health of 2SLGBTQ+ workers (e.g., Owens, Mills, Lewis, & Guta, 2022), the workplaces experiences of 2SLGBTQ+ people (e.g., Mills & Owens, 2021; Mills et al., 2020), the participation of indigenous women in large extractive projects in northern regions (e.g., Mazer et al., 2022; Mills et al., 2022), the gendered effect of having a non-native accent in hiring (Ghaedipour et al., 2020). The parallels and differences in the experiences of these workers will allow for collaborations that will contribute to the literature in Engineering, Sociology, Human Geography, Organizational Behavior, Human Resources, and Labour Studies.

Changing Workplaces: Canadian workplaces (i.e., organizations, employers) must adapt to rapidly changing workforce (e.g., increased opportunities for employees with disabilities, migrant workers, female workers) and employment structures (e.g., gig work). Fortunately, MCREW members' research relates to workers that have received insufficient attention in the literature of their respective fields. Insights from research on workplaces in one industry can offer important insights for how to effectively manage workplaces in other industries.

For example, MCREW members study the experiences of primary care providers (e.g., Cavanagh et al., 2022; Chikanda, 2022; Correia et al., 2022; Howard et al., 2023; Laupacis et al., 2022), nurses (e.g.,

Drost et al., 2023; Havaei et al., 2023; Havaei, Ji, & Boamah, 2022; Havaei, Tang, et al., 2022), nursing faculty members (Boamah, 2022a, 2022b; Boamah, Hamadi et al., 2022; Boamah et al., 2023), biologists and other healthcare professionals (e.g., Dufour et al., 2023;), sex industry workers and entrepreneurs (e.g., Bacq et al., 2020; Carter et al., 2020; Ruebottom & Toubiana, 2021; Toubiana & Ruebottom, 2022), book reviewers (e.g., Chong, 2019; Chong, 2020, Chong & Bourgoin, 2020), journalists (Reid & Ramarajan, 2021), workers in the food retail industry (e.g., O'Brady, 2019, 2020, 2021a), workers in call centers (e.g., Doellgast et al., 2022; O'Brady & Doellgast, 2021), workers in large extractive projects in northern regions and places (e.g., Mazer et al., 2022; Mills, 2019; Mills et al., 2022), longshoremen (e.g., Andiappan & Dufour, 2021, 2023), workers in customer service roles (e.g., Malik et al., 2021), workers with unpaid care responsibilities (e.g., Sethi et al., 2022; Van Veghel et al., 2023; Williams & Bank, 2022; Yang et al., 2023), workers operating in a second language, and workers combining multiple work roles (e.g., Chong, 2021). Collaborating on these research themes will allow members to bring to light and address systematic gaps in the Medicine, Nursing, Management, Organizational Behaviour, Sociology, Linguistics, Geography, and Labour Study literatures. MCREW members will be able to conduct more and better research as a result of the mutual aid and support (e.g., research methods, graduate students, funding opportunities) that members will provide to each other.

Benefit to Stakeholders

The primary benefit of the establishment of the MCREW for changing work, workers, and workplaces will be to academic stakeholders. MCREW members will develop a cross-disciplinary scholarship around changing work that will serve academics across a range of disciplines. MCREW members will not only enrich their work within their discipline, but the creation of the MCREW will also stimulate new research collaborations and new avenues of inquiry. The resulting benefits to the academic literature will span all the disciplines represented by the core membership. The involvement of graduate students in the MCREW will also constitute an important benefit: the opportunities for research collaboration and feedback on their research programs will significantly add to their training and scholarly output.

The MCREW for changing work, workers and workplaces will also benefit government and para-governmental organizations, by leveraging group expertise to provide guidance to decision makers. Connelly has been asked to consult with the provincial and federal government on a number of topics related to the MCREW mandate in recent years: on portable employment benefits for part-time workers, temporary workers, and gig workers, for the Portable Benefits Secretariat, Ministry of Labor, Immigration, Training and Skills Development of Ontario in 2022; on gig workers and the gig economy, for the Minister of Labour, Immigration, Training and Skills Development of Ontario in 2022; on the Modern Fair Wages Policy, for Employment and Social Development Canada in 2019; on changes to the CPP-Disability Program, for the Innovation Lab, Employment and Social Development Canada, in 2019; on the changing workforce, for the Ontario Ministry of Labour in 2015; and, on improving workforce participation of workers with disabilities: part-time and temporary work arrangements, for the Changing Workplaces Review, Ontario Ministry of Labour, in 2015. The establishment of the MCREW will offer an important resource to policy makers seeking guidance; it will serve as their first point of contact for expert advice on a range of topics related to the ongoing transformation of work and its effects on workers of all kinds. For example, government researchers or officials will be able to contact the MCREW with a general question about changing workplaces (e.g., what are the appropriate employment standards for gig workers), and receive nuanced answers from a wide variety of perspectives.

Similarly, MCREW members are frequently interviewed by media outlets, such as CBC News (e.g., Dr. Glavin interviewed for Balintec, 2021; Dr. Mills interviewed in 2020), *The Globe and Mail* (e.g., Dr. Reid interviewed for Harris, 2021), *Financial Post* (e.g., Dr. Schat interviewed for Counter, 2021) *The*

Toronto Star (e.g., Dr. Connelly interviewed for Chong, 2022), and *The Hamilton Spectator* (e.g., Dr. Williams interviewed for Moro, 2018; Dr. Jones interviewed in 2019; Dr. Young interviewed for Wells, 2021; Dr. Connelly interviewed for Hewitt, 2022, 2023), and also write opinion pieces for newspapers (e.g., Connelly, 2020; Glavin & Schieman, 2021) and *The Conversation Canada* (e.g., Glavin et al., 2019; Jones, 2019; Lambert et al., 2023; O'Brady, 2021b; Phung et al., 2021, 2022; Reid & Ghaedipour, 2021; Weststar et al., 2020; Williams, 2020; Young, 2020), on topics related to the transformation of workplaces. The MCREW will become a go-to for journalists needing insight from an expert on the changing nature of work, workers, and workplaces, and through this, MCREW members will inform public policy debates and contribute to raising awareness of the research being conducted at McMaster.

How the Success of the Centre will be Measured

In the next five years, the primary goals of the Center are to foster new collaborations between members (e.g., research projects, grants, awards), and to increase the research intensity of members (e.g., research projects, grants), therefore providing increased graduate student supervision capacity. We expect the Center members' increased research intensity and inter-disciplinary discussions to lead to novel avenues of inquiry, thereby providing new opportunities for collaboration and additional research funding. There are several important Tri-council research grants that are suitable for large interdisciplinary teams of researchers (e.g., NFRF), and the MCREW will be well-positioned to apply for these. The first grant that MCREW will apply for will be a SSHRC Partnership Development Grant; it will leverage existing interests and partnerships to take an interdisciplinary approach to studying changing work, workers, and workplaces.

The success of the MCREWwill be measured by scholarly output (refereed contributions – journal articles, conference proceedings and papers, books, book chapters – as well as invited articles and presentations), collaboration (co-authorship on refereed contributions), funding secured (in support of the MCREW and collaborations between core members), stakeholder knowledge mobilization initiatives, and HQP trained.

ii. **Proposed Activities:** *(the proposal must show how the collective membership of the RCI will generate research impact which is greater than that which would be generated by the sum of its' parts. In other words, what value-add is the RCI bringing to the thematic research that could not be achieved by the members working in their individual research groups? The proposed activities must be such that this goal can be reasonably expected. It is not enough to explain that an RCI will house infrastructure, for example, that will be used by members to advance their research. That is the definition of a "Core Platform". It is possible, however, to be a Core Platform and an RCI – but such an RCI/Platform is then required to show it is a Core Platform **and** an RCI):*

The activities of the MCREW will be organized around two objectives: creating new scholarship on the changing nature of work, workers and workplaces, and amplifying the impact of core members' research findings. To foster the creation of new research collaborations, MCREW members will meet regularly to exchange ideas, leading scholars will be invited to present their work to members and the McMaster community, the Connelly Laboratory will be made available to members wishing to collect or analyze data, as will the time of a dedicated undergraduate research assistant. We will ensure as wide as possible a dissemination of core members' research through a MCREW website, through workshops and a yearly symposium, the creation of infographics, and by covering core members' open access fees.

Regular meetings

The core members of the MCREW will meet monthly to discuss the progress of their research, publications, and grant applications. Members will have the opportunity to discuss ongoing challenges with their research (e.g., recruiting participants, analysing data, hiring qualified research assistants, finding research sites) and help each other to find solutions.

Website

A dynamic web page will be created to publicize members' research outputs (e.g., academic papers, knowledge mobilization, media interviews) to the community and each other. This web page will serve as an interface with the McMaster and broader communities.

Workshops

The MCREW will host annual outside speakers (e.g., methods workshops). These workshops will be open to all McMaster faculty members and graduate students, and will be publicized by core members within their faculties.

Speaker series

The MCREW will showcase the leading-edge research of its members through the *Forgotten Workers Speaker Series.* Every month, a member (except once per semester an invited guest speaker) will present a lecture open to the public and also available online via a livestream. When speakers are willing, video recordings of the lectures will also be available on the MCREW's YouTube channel. The speaker series will allow presenters to distill completed and ongoing research into a provocative, thoughtful and accessible format that will attract other academic researchers, as well as members of the public interested in the transformation of Canadian workplaces.

Yearly symposium

The MCREW will organize and host a yearly symposium focusing on a theme that lends itself well to adopting an interdisciplinary lens to research understudied workers (e.g., *Gendering the recovery: What does the post-COVID workplace look like for women?; Working online: Gig work, remote work, and the changing workplace; (Im)migration and work*). The yearly symposium will include invited talks by MCREW members. We will widely publicize the call for abstracts on the McMaster campus, as well as across Canadian universities through professional associations and the MCREW website, to ensure that graduate students and interested scholars are aware of the opportunity to attend and to present their work.

Annual student poster day

The MCREW will organize and host a yearly student poster day, where undergraduate and graduate students can present and receive feedback on their research. This will also be an opportunity for students to network with students and faculty members from different departments and disciplines.

Lab space

The MCREW will also offer access to the Connelly Research Laboratory infrastructure and technical expertise to its members. The Connelly Research Laboratory on the fifth floor of the DeGroote School of Business (DSB) on McMaster's main campus will be made available to MCREW members wishing to collect experimental data under rigorous conditions. The lab's specialized equipment includes: a psychophysiology system and a refrigerator for the safe storage of salivary cortisol, both used to measure participant stress; audio-visual equipment to record participant activities and to provide stimuli for participants to react to; computer equipment for participants to complete on-line surveys and communication simulations; software to facilitate the data collection and analysis process; a suite of assistive devices and technologies used by people with visual, mobility, and motor impairments; and, office and boardroom furniture for business simulations. The lab research coordinator has been trained in the use of all of the lab equipment and will be available to support MCREW members wishing to use it.

Undergraduate research assistant

The MCREW will hire an undergraduate research assistant, part time during the academic year with the possibility of full-time employment in the summer. The research assistant will be available on an as-needed basis to core members for literature searches, and data cleaning and preliminary analysis, to allow members to determine the feasibility of new research collaborations, and to work on joint projects.

Infographics

The MCREW will cover the costs of technical writing and graphic design for the creation of an infographic (or similar knowledge translation resource) based on the published research of core members (1 paper per member per year). The infographics will make research findings accessible to a wider audience, including members of the academic community working in different disciplines, the media, and the general public. They will be available on the MCREW website and core members will also be able to distribute them as they wish.

Open access fees

The MCREW will work on securing resources to provide core members with funding support for open access fees for a newly published academic publication. Funding will be sought through connection grants and possibly advancement funds. This will serve to expand the reach of members' research by making it more accessible, especially to interested parties outside of the academic community, as well as scholars in the Global South.

B. Rationale for Establishment of the Research Centre or Institute: *(In this section it is necessary to explain the thematic research to take place, and what impact it will have on stakeholders.):*

Why is there a need for this Center?

Although there are many extraordinarily talented faculty members at McMaster who study changing work, workers, and workplaces, we do not all know each other. As such, we have been working largely in isolation, across six different faculties. This functional isolation has of course been compounded by the social isolation of the covid-19 lockdown and the shift to (and return from) online learning. Nonetheless, MCREW members each have an abiding interest in researching changing work, workers, and workplaces,

from different theoretical and methodological perspectives. Moreover, MCREW members each have shared challenges in conducting this research.

The MCREW will provide a platform for members to support each other's individual projects, and to form the basis for productive and sustainable collaborations. These collaborations will result in additional research grants, greater research productivity, and increased knowledge mobilization of research findings to the community, end users, and government policy makers.

C.   Criteria for expanding the membership: (*this should be linked to definition and obligations of membership*):

Core MCREW members are those who are actively researching topics related to changing work, workers, and workplaces, and who agree to the obligations listed below.

Core members will contribute regularly to the MCREW programs and activities, and will attend MCREW meetings, presentations, and other initiatives. Core MCREW members will be actively involved with independent research projects about changing work, workers, and workplaces; they will publicly connect these projects to the MCREW. Core members will contribute to grants initiated by other MCREW members. Core members will participate in knowledge exchange, knowledge mobilization, knowledge translation, and the dissemination of research findings to other MCREW members and to the general public; much of this dissemination will occur via the MCREW website, where all core members will maintain a current profile.

Faculty members at McMaster who are actively researching topics related to changing work, workers, and workplaces, and who agree to the obligations of being a core member of the MCREW, may request to be considered for membership. In an annual meeting, the Membership Committee will vote on these requests. Likely candidates for inclusion as new members will be new faculty hires and collaborators of current members.

D.   Detailed business plan (sustainability must be demonstrated):
   i)   **Financial needs:**
        • *Discuss/explain operating budget and attach Appendix A (Budget template)*

The overall cost for the MCREW launch and five years of operations is $809,410. The expenses include administrative and research personnel, meeting costs, communication of results and knowledge translation, as well as additional administrative and research expenses (details in Appendix A).

        • *What is the amount of funding required?*

Funding from external and internal sources will cover these costs, with external sources coming principally from SSHRC and accounting for approximately half of the revenue, with the other half covered by McMaster funding.

   ii) **Anticipated and secured sources of support:**
        • *Start-up funds? Faculty commitments? External funds?*

The start-up costs for the MCREW will be relatively modest because the DSB is providing all the required space. The DSB has committed to contributing $50,000 yearly plus an additional amount for research coordinator salary. We will apply for SSHRC Connection Grants to support the outreach activities of the MCREW, and the core members will develop an application for a SSHRC Partnership Development Grant in 2024, with the aim to apply for a SSHRC Partnership Grant in

2026. We will also apply for CFI funds for MCREW infrastructure. MCREW will also leverage its members government and industry network to engage in research contracts that will create a revenue stream for the centre.

iii) **Space needs:**
- *Please expand on the detail from the "overview" page, identifying the existing or new space requirements for the Centre or Institute, noting whether the Faculty Dean has approved use of that space for this purpose.*
- *Identify the plans for the location and coverage of the space costs. Has this been approved by the Faculty Dean?*

The DSB has committed to provide office space for the MCREW. The existing space in the Connelly Lab (877 square feet on the fifth floor of the DSB) will be integrated with MCREW.

iv) **Human Resource needs:**
- *Explain how the day to day operations will be managed.*
- *Include faculty assistance or commitments*
- *Will there be hiring of employees?*
- *Use of students?*
- *Add detail regarding roles of research and administrative personnel*

Daily operations will be managed by the MCREW Director (1 course release) and the MCREW Coordinator (1 day / week). The MCREW Director will oversee the academic decisions regarding the MCREW's activities (e.g., chairing meetings, choosing presenters, deciding on content for the website), and the MCREW Coordinator will oversee the logistics of the MCREW (e.g., preparing financial statements, organizing locations for meetings, maintaining the website).

The DeGroote School of Business will provide research finance and HR support to the MCREW. The MCREW will also benefit from the Communications support provided by the MACE team within the DeGroote School of Business; this will enable the activities of the MCREW to be disseminated to a large audience, including DSB alumni and the business community. Moreover, the Faculty will also provide financial support as described above.

A part-time MCREW Coordinator will be hired by the MCREW Director. Funding for this Coordinator will be in lieu of administrative support. The MCREW will also receive USRA funding to hire one RA every summer. An additional undergraduate RA will be hired on a part-time basis during the academic year and for full-time work in the summer. The MCREW Director and Coordinator will be responsible for hiring the undergraduate students. The RAs will gain work experience and learn about important administrative functions (e.g., preparing financial statements, data visualization, project management).

Undergraduate thesis students and graduate students will be actively involved in the MCREW. They will have the opportunity to attend presentations, methods workshops, a symposium, and present their own research posters. The students will learn interdisciplinary approaches to research questions related to changing work, workers, and workplaces; these approaches will be useful to them when they continue their studies, and work in academia, industry, or the public sector.

F. **Organizational Structure:** (*If a potential inaugural director is named in the proposal, ensure that appropriate Senate Committee on Appointments (SCA) paperwork and governance approvals are submitted after Centre/Institute approval):*

i) **Director:**
- *An Institute and a Centre is led by its Director, who is normally appointed for a 5 year term.*

The Director will set the direction and future goals for the MCREW, in consultation with the membership. They will manage the budget and daily operations of the MCREW, with the support of the MCREW Coordinator. The Director will be accountable to the Governing Board and will lead the internal annual report. The Director's appointment will be for five years, renewable.

ii) **Advisory Committee:**
- *The Director establishes an Advisory Committee (AC) whose purpose is to provide advice to the Director with regard to scientific or scholarly priorities and direction for the Institute or Centre. The AC is chosen by the Director, and is consulted at least every two years, or more frequently at the discretion of the Director.*

The Advisory Committee will provide advice to the Director with regard to scientific and scholarly priorities and the direction of the MCREW. The Advisory Committee will be consulted yearly (or more frequently on an as-needed basis).

iii) **Committee members**:
- *Please list Committee members who have agreed to serve or <u>who will be approached.</u>*

The advisory committee will provisionally consist of
1- Dr. Catherine Loughlin (Professor and Jodrey Chair in Business & Society at the Dalhousie University Faculty of Management)
2- Dr. Rosalind Searle (Chair in Human Resource Management and Organisational Psychology at the Adam Smith Business School in Glasgow, Director of the European Association of Work and Organizational Psychology Impact Incubator).
3- One member recruited from the community, with the assistance of the DeGroote School of Business MaCE team. This person will have considerable experience in leading organizations, but have an abiding interest in changing work, workers, and workplaces.
4- Dr. Mahmut Parlar (Distinguished Business Research Professor for the DeGroote School of Business, McMaster University)
5- Dr. Katherine Cuff (Professor and University Scholar of Economics, McMaster University).

iv) **External Board Review**

The Centre Review Board (CRB) will be appointed by the Dean of the DSB, or designate, every five years. The Dean will determine the composition of the CRB, which may consist of external or internal reviewers and will provide an assessment of the Centre's performance in terms of its aspirations and the status, progress and plans associated with its research program. The CRB will be provided with the Guidelines for the Governance and Review of Research Institutes, Centres and Groups to guide its review, and will submit a report to the Dean of Business.

Governing Board and Role in Annual Review:

The Governing Board will oversee the status, progress, and financial viability of the MCREW. Dean Dr. Khaled Hassanein will serve as chair of the Governing Board. The remainder of the Governing Board will be comprised of:

1- The Chair of the Human Resources and Management Area in the DeGroote School of Business (currently Dr. Rick Hackett).
2- The Associate Dean of Research of the DeGroote School of Business (currently Dr. Elkafi Hassini), or delegate.
3- Rotating representation from: the Associate Dean, Research, Innovation and Partnerships, Faculty of Engineering (currently Dr. John Preston), the Vice-Dean, Research, Faculty of Health Sciences (currently Dr. Jonathan Bramson), the Associate Dean, Graduate Studies & Research, Faculty of Humanities (currently Dr. Martin Horn), the Associate Dean, Research & External Relations, Faculty of Science (currently Dr. Juliet Daniel), and the Associate Dean, Research, Faculty of Social Sciences (currently Jim Dunn).

Organizational Chart - Reporting Lines for MCREW:
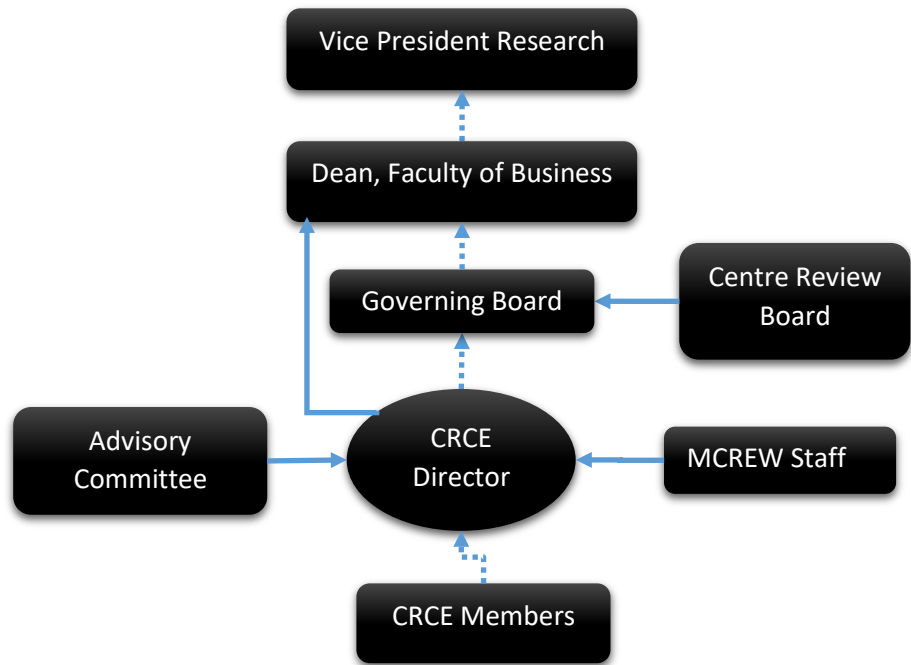
APPENDIX A

Budget for McMaster Centre for Research on Employment and Work (MCREW)

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total	$ Secured	$ Anticipated
OPENING BALANCE/CARRY FORWARD		$ 92,747	$ 142,267	$ 169,787	$ 285,807			

REVENUE - indicate whether secured or anticipated	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total	$ Secured	$ Anticipated
Please ensure that any anticipated revenue from grant funding will only support costs eligible for that grant and note funding available for indirect or general operations.								
External Funds								
SSHRC IG 435-2023-0526	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	$ 50,000	
Co-investigator on SSHRC IG (55-20015600)	$ 5,000					$ 5,000	$ 5,000	
Co-investigator on SSHRC IG (55-20018055)	$ 4,402					$ 4,402	$ 4,402	
Co-investigator on SSHRC IG on GRTW		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000		$ 40,000
Co-investigator on SSHRC IG on int'l students			$ 5,000	$ 5,000	$ 5,000	$ 15,000		$ 15,000
SSHRC Connection Grants		$ 25,000		$ 25,000		$ 50,000		$ 50,000
SSHRC PDG with core centre members		$ 65,000	$ 65,000	$ 65,000		$ 195,000		$ 195,000
SSHRC PG with core centre members - Stage 1				$ 20,000		$ 20,000		$ 20,000
Faculty Allocation of CFI JELF Envelope of $100,000 (plus ORF-RI match)				$ 200,000		$ 200,000		$ 200,000
Internal Funds								
DSB support	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 250,000	
CRC faculty support (50-10514506)	$ 80,000					$ 80,000	$ 80,000	
DSB/McMaster research support (50-20009293 & 50-10529211)	$ 49,335					$ 49,335	$ 49,335	
Business Research Chair research support		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 40,000	
TOTAL REVENUE	$ 198,737	$ 170,000	$ 150,000	$ 395,000	$ 85,000	$ 998,737	$ 478,737	$ 520,000

EXPENSES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total	$ Secured	$ Anticipated
Administrative Expenses:								
Administrative Personnel						$ -		
Executive director stipend	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000		
Research coordinator	$ 10,750	$ 21,500	$ 21,500	$ 21,500	$ 21,500	$ 96,750		
Office Supplies:								
General office supplies	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 5,000		
Office Equipment:								
Computing needs: repairs, maintenance, replacement	$ 250	$ 250	$ 250	$ 2,750	$ 250	$ 3,750		
Travel:								

						Total		
Partnership development/outreach	$ 1,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 9,000		
Meeting expenses:								
Monthly meetings	$ 250	$ 500	$ 500	$ 500	$ 500	$ 2,250		
Advisory Committee meetings		$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 10,000		
5-year review					$ 5,000	$ 5,000		
Renovations:								
Office equipment maintenance and repairs	$ 1,500	$ 1,500	$ 3,500	$ 5,000	$ 5,000	$ 16,500		
Total Administrative Expenses	$ 19,750	$ 34,250	$ 36,250	$ 40,250	$ 42,750	$ 173,250	$ -	$ -
Research Expenses:								
Research Personnel:						$ -		
Undergraduate research assistant	$ 18,750	$ 18,750	$ 18,750	$ 18,750	$ 18,750	$ 93,750		
PhD Students	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000		
Research Equipment:								
Statistical software: 2 Mplus and NVivo licenses + 2 yearly SPSS licenses	$ 5,490	$ 730	$ 730	$ 730	$ 730	$ 8,410		
Computing needs: repairs, maintenance, replacement	$ 250	$ 250	$ 250	$ 2,750	$ 2,750	$ 6,250		
Faculty Allocation of CFI JELF Envelope of $100,000 (plus ORF-RI match) for lab equipment				$ 150,000.00	$ 50,000	$ 200,000		
Meeting expenses:								
Student poster day		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 12,000		
Yearly symposium		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000		
Speaker series (2 invited speakers/year)	$ 1,750	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 15,750		
Communication of Results/Knowledge Translation:								
Infographics: technical writing and graphic design for every paper published by a core member (@$2,500 each)	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000		
Website: design, hosting, maintenance, ongoing development, security monitoring	$ 15,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 35,000		
Open access fees for core member publications	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000		
Total Research Expenses	$ 86,240	$ 86,230	$ 86,230	$ 238,730	$ 138,730	$ 636,160		
TOTAL EXPENSES	$ 105,990	$ 120,480	$ 122,480	$ 278,980	$ 181,480	$ 809,410		
IN-YEAR (Surplus/ Deficit)	$ 92,747	$ 142,267	$ 169,787	$ 285,807	$ 189,327			

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