



THE UNIVERSITY OF BRITISH COLUMBIA  
Centre for Migration Studies

# **CENTRE FOR MIGRATION STUDIES**

## **STRATEGIC PLAN**

# **2022-2025**

# Guiding Principles & Vision



- **Foster** reciprocal and transformative research collaborations among migration scholars from different disciplines and institutions, and between migration scholars and practitioners
- **Decolonize** migration studies
- **Build** an inclusive community, based on values of reciprocity and relationality, respect and integrity, equity and justice, and accountability
- **Facilitate** meaningful learning by holding space for reflexivity, uncertainty, complexity, lived experience, and recognizing the social embeddedness of learning

A world where mobility is embraced as part of the human experience and where people belong regardless of migration status

# Strategic Objectives and Priorities 2022–2025

CMS strategic planning is aligned with four UBC strategic plans:

Indigenous Strategic Plan (ISP), Inclusion Action Plan (IAP), UBC Strategic Plan, and Faculty of Arts Strategic Plan.

**Objective I.** CMS will build an identity and will be recognized as a transformative research agent by 2025.

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## Strategic Priority I.1 (SPI.1):

### Advance the decolonization of migration studies

The UBC Centre for Migration Studies is located on the ancestral and unceded territory of the Musqueam people. Our work extends across unceded Coast Salish territories in what is commonly known as Metro Vancouver. We recognize that we benefit both collectively and individually from the dispossession of Coast Salish peoples and that, as university-based researchers, our ways of knowing, learning, and teaching are shaped by colonial worldviews.

We are committed to pursuing the decolonization of migration studies by supporting research and programming that centers the intersection of migration, settler colonialism, empire, and Indigeneity, any by exploring reciprocal ways of generating and sharing knowledge. We seek to decolonize the ways in which CMS is governed and builds relationships, both within and beyond the university.

UBC Strategic Plan Strategy 10: Research Culture, Strategy 17: Indigenous Engagement | ISP Goal 1: Leading at all levels, Goal 2: Advocating for the truth, Goal 3: Moving research forward, Goal 4: Indigenizing our curriculum, Goal 5: Enriching our spaces | IAP Goal 4: Learning, Research, and Engagement: Action G | Arts Strategic Plan Strategy 9: Indigenous Engagement

## Actions

- **Embed decolonizing processes into CMS governance and policies.**

Meaningfully integrate land acknowledgments into CMS meetings and events (ISP Goal 2 Advocating for the truth: Action 7). Actively recruit Directors, Executive Committee members, staff, and CMS fellows with a demonstrated commitment to decolonization and skills to build reciprocal relationships with Indigenous partners; incorporate these competencies into job descriptions and interview processes. Pursue the implementation of UBC's Indigenous Strategic Plan through the Indigenous Strategic Initiatives Fund. CMS Executive Committee to complete the Intent to Action Tool. Integrate decolonization into CMS graduate student training (ISP Goal 4: Actions 16, 17). Embed decolonization competencies in the review processes for CMS funding competitions and awards. Provide Indigenous participants in programming and research with timely and equitable compensation (ISP Goal 3: Action 13). Prioritize Indigenous businesses and artists for provision of goods and services (ISP Goal 5: Action 23).

- **Support decolonizing collaborations and research initiatives.** Provide financial and administrative support to CMS research groups that undertake decolonizing research, scholarship, and programming (ISP Goal 1 Action 2, Goal 3 Actions 10, 12, 13, 14). Deliver CMS programming that centers the intersection of migration, settler colonialism, empire, and Indigeneity (ISP Goal 1 Action 2, Goal 2 Action 8, Goal 3: Actions 10, 14). Build relationships with decolonizing community initiatives and Indigenous researchers (ISP Goal 3: Actions 10, 14). Closely work with the CMS Community Advisory Board to mutually support decolonization initiatives at CMS and in the wider community.

## Strategic Priority I.2 (SPI.2): Strengthen collaborative migration research

The Centre for Migration Studies is committed to excellence in migration and mobilities research and serves as an incubator for transformative, inclusive, collaborative, interdisciplinary, and intersectoral research. CMS seeks to foster collaborative research embedded in equitable relationships.

UBC Strategic Plan Strategy 2: Inspiring Places, Strategy 5: Systems Renewal, Strategy 6: Collaborative Clusters, Strategy 7: Research Support, Strategy 8: Student Research; Strategy 9: Knowledge Exchange, Strategy 10: Research Culture, Strategy 13: Practical Learning, Strategy 16: Public Relevance, Strategy 19: Global Networks, Strategy 20: Coordinated Engagement | ISP Goal Action 3 Moving research forward: Actions 10, 13, 14 | IAP Goal 1 Recruitment, Retention and Success: Actions A, D, E, F, Goal 2 Systems Change: Actions A, D, F, Goal 3 Capacity Building: Action B, Goal 4 Learning, Research, and Engagement: Actions C, E | Arts Strategic Plan Strategy 1: Research Culture; Strategy 2: Collaborative Research, Strategy 3: Knowledge Mobilization, Strategy 8: Public Relevance, Strategy 11: International Engagement, Strategy 12: Community Engagement

### Actions

- **Catalyze interdisciplinary collaborations at UBC.** Provide financial and administrative support to CMS research groups as incubators of interdisciplinary collaboration. Facilitate the formation of new research groups and coordination among research groups. Provide seed funding for interdisciplinary research through the CMS Small Grants Program for Faculty-Graduate Student Research Collaborations and matching funds for SSRHC Connection grants.
- **Catalyze national and international research collaborations and partnerships.** Secure at least one large and multi-year research grant (SSHRC Partnership Grant or CFREF) to build national and international research partnerships and enhance CMS' global reputation for research excellence. Deliver CMS Speaker Series, conferences, and workshops to present cutting-edge research and facilitate scholarly exchange. Expand research networks by hosting visiting scholars and postdoctoral researchers whose work contributes to CMS strategic priorities.

- Catalyze CMS-community collaborations. Institutionalize CMS Community Advisory Board (CAB).** Deepen partnership between CMS and AMSSA (Affiliation of Multicultural Societies and Service Agencies of B.C.) through regular meetings/retreats. Support relationship building between CMS research groups, CAB, and AMSSA through regular communication and opportunities for exchange. Develop a strategy for a research-based space in the community that brings together CMS and BC immigrant- and refugee-serving organizations to identify common research interests. Develop programming and support grant applications and research initiatives in collaboration with community partners (e.g., SSHRC Engage Grants). Deepen and expand CMS-community collaborations by matching university and community researchers, and administratively supporting grant applications and budget management. Support community-based research by providing opportunities for community researchers to affiliate with CMS as Honorary Research Associates. Provide community partners with access to CMS decolonization workshops and methods training. Organize Community Luncheons to provide community partners with opportunity to network with CMS faculty and graduate students. Support the work of Local Immigration Partnerships in the Lower Mainland. Contribute to the work of AMSSA's Research Advisory Council (once established).
- Embed inclusivity and equity in CMS collaborations.** Co-develop research protocols with community collaborators to ensure that community-based research is relational, reciprocal, respectful, relevant, transparent, and based on free, prior and informed consent. Develop programming and support research initiatives that are co-developed with Indigenous and other community partners. Embed equity, diversity and inclusion and decolonization principles in all programmatic planning. Actively recruit Directors, Executive Committee members, staff, CMS fellows, Honorary Research Associates, and Visiting Scholars with equity and inclusion competencies to collaborate in a diverse environment; incorporate these competencies into job descriptions and interview processes. Embed equity, diversity and inclusion principles in the review processes for all CMS research funding programs and awards. Provide community speakers with timely and equitable compensation.



## Strategic Priority I.3 (SPI.3): Train next-generation migration researchers

Migration studies is an inherently interdisciplinary field of research. CMS offers interdisciplinary academic training and professional development opportunities to graduate students with an active interest in migration and mobility who are enrolled in UBC degree programs. CMS graduate training initiatives seek to enhance the fluency of graduate students (and advanced undergraduate students) in interdisciplinary migration research and in knowledge dissemination to scholarly, community, and policy audiences.

UBC Strategic Plan Strategy 8: Student Research, Strategy 13: Practical Learning, Strategy 14: Interdisciplinary Education, Strategy 15: Student Experience | ISP Goal 4: Indigenizing our curriculum: Actions 16, 17 | IAP Goal 3: Actions A, B | Arts Strategic Plan Strategy 4: Educational Excellence and Renewal, Strategy 5: Program Design, Strategy 6: Experiential and Practical Learning, Strategy 7: Student Experience, Strategy 10: Intercultural, Diverse, and Inclusive Understanding, Strategy 11: International engagement

### Actions

- **Ensure long-term viability of graduate training in migration studies at UBC.** Establish a Senate-approved Graduate Certificate in Migration Studies.
- **Foster graduate student community through CMS Fellows Program.** Provide a cohort of graduate students and advanced undergraduate students with varied opportunities for collaboration, one-on-one mentoring, research and conference travel support, and encourage community-building during CMS Tea Hour.
- **Provide graduate training that is interdisciplinary, inclusive, and decolonizing, as well as community- and policy-engaged.** CMS Grad Student Power Hour and CMS Research Groups to provide graduate affiliates with opportunities for engaging in interdisciplinary research and presenting and receiving feedback on research-in-progress. CMS research talks, conferences, and professional development workshops to provide academic and professional development training to graduate affiliates, including decolonization and EDI competencies.

CMS Small Grants Program for Faculty-Graduate Student Research Collaborations to provide opportunities for collaborative research and co-authoring with faculty. Collaborate with the UBC School of Public Policy and Global Affairs for joint policy-engaged graduate training. Community Luncheons to provide graduate affiliates with opportunity to network with CMS faculty, graduate students, and community partners. Liaise with community partners to offer graduate student research internships. Offer graduate affiliates financial support for research stays and research presentations at CMS partner universities.

## Strategic Priority I.4 (SPI.4):

### Mobilize knowledge through outreach and communication

The Centre for Migration Studies supports policy- and community-relevant research and seeks to engage community organizations, policymakers, and the broader public in dialogue on migration and belonging.

UBC Strategic Plan Strategy 2: Inspiring Places, Strategy 5: Systems Renewal, Strategy 6: Collaborative Clusters, Strategy 8: Student Research, Strategy 9: Knowledge Exchange, Strategy 10: Research Culture, Strategy 13: Practical Learning Strategy: 16: Public Relevance, Strategy 20: Coordinated Engagement | ISP Goal 3 Moving research forward: Actions 10, 13, 14 | IAP Goal 3 Capacity Building: Action B, Goal 4 Learning, Research and Engagement: Action E | Arts Strategic Plan Strategy 2: Collaborative Research, Strategy 3: Knowledge Mobilization, Strategy 8: Public Relevance, Strategy 12: Community Engagement

## Actions

- **Deliver academic and public programming.** CMS and Research Group Speaker Series, conferences, and workshops to present cutting-edge research and facilitate exchange. Policy roundtables to bring university researchers, community practitioners, and policy makers in conversation with each other. Organize events that are in-person (on- and off-campus), and/or hybrid and remote.



- **Communicate research through new media.** Share CMS research through open-source CMS Working Paper Series, CMS Global Migration Podcast, CMS weekly update, CMS quarterly newsletter, YouTube, and social media.
- **Secure funding for Communications staff position (also see SPII.2).** Develop and implement Strategic Communication Plan.

## **Objective II.**                      **CMS will achieve a solid foundation for sustainability by the end of 2025.**

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### **Strategic Priority II.1 (SPII.1): Secure financial sustainability**

The Centre for Migration Studies seeks to secure funding to (1) sustain our work and retain CMS staff; (2) increase our administrative and financial capacity to implement this Strategic Plan and maximize the impact of our work; (3) provide us with a 5-year planning horizon.

UBC Strategic Plan Strategy 6: Collaborative Clusters

### **Context**

The Centre for Migration Studies relies on UBC funds for its operations and programming. For the Centre's first term (2020-25), our core staff (1.0 FTE Research Manager, 0.8 FTE Program Assistant) have been financed by contributions from the Faculty of Arts, Political Science, Sociology, Geography, Anthropology, Allard Law, and Central, Eastern, and Northern European Studies. A third, 2-year staff position of Engagement Strategist (0.5 FTE) is supported by an anonymous source. The Faculty of Arts provides the Centre with space in C.K. Choi (Director's Office, 3 staff offices, Community Room with shared desk space) and access to meeting/conference rooms. CMS programming and graduate administrative and research assistant costs are paid from its GCRC grant (Grants for Catalyzing Research Clusters, VP Research & Innovation).

The Centre further administers several collaborative grants (SSHRC Connection, SSHRC Partnership Development) that bring additional programming to the Centre and pay for some of the direct costs of collaborative research.

This funding model is premised on the renewal of financial support by 7 UBC units and a continuation of (bi)annual GCRC funding. GCRC funds have been essential to the success of our programming and outreach, but also present challenges. The future of the GCRC competition itself, and continued access of Established Research Excellence Clusters (such as CMS) to GCRC funds, is uncertain. The need to develop new applications (bi)annually places a high administrative burden on both the CMS Director and CMS staff and takes time away from pursuing research grants. The relatively short time horizon of the GCRC competition (1-2 years) poses a challenge to longer-term and strategic programmatic planning and partnership-building.

In addition to securing funding to sustain our current administrative commitments and programming, we require additional staff support: the current 0.8 FTE Administrative Program position is insufficient to support our programming, the Engagement Strategist position is only funded until 2024, and we do not have Communications staff support despite the centrality of public outreach in our work.


## Actions

- **Secure UBC support. Secure renewable faculty and departmental financial support beyond the Centre's first term (subject to performance review), and at a level that will cover actual core staff needs.** In addition to the current Research Manager position, we require the conversion of the current 0.8 FTE Administrative Program position to full-time, a new role of Communications Manager (0.5 FTE), and funds to continue to support the existing Engagement Strategist position.

- **Secure philanthropic support.** Work with Arts Development to secure philanthropic contributions, shifting reliance from GCRC grants to donor funding, and paying for current CMS programs as well as enabling the development of new initiatives such as postdoctoral research fellowships.
  - **Secure additional grant support.** Secure high-budget and multi-year research grants (such as SSHRC Partnership, CFREF) to build national and international research collaborations and fund project-specific staff positions, and enhance CMS' global reputation for research excellence.
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