



# Strategic Plan 2024 – 2029

The Canadian Association of Research Administrators (CARA) is the national voice for research administrators in Canada and a nationwide community that brings together research administration professionals fulfilling a diverse range of roles in a field that is complex and ever-evolving. CARA is committed to supporting the profession by offering members a safe, inclusive, and professional space to learn and grow through networking with peers, sharing best practices, professional development, mentorship, and leadership opportunities.

## CARA'S MISSION IS TO:

- Foster research administration and management expertise in Canada by facilitating a strong and vibrant community;
- Provide and facilitate robust career and professional development programs and services for members;
- Enable synthesis and dissemination of information/knowledge on research administration and management with a view to developing individual and organizational excellence.

## OUR VISION

To be the national, collaborative body of knowledge and expertise on research administration and management in the Canadian research landscape.

## OUR VALUES

- Equity, Diversity and Inclusion, which starts with dismantling systemic barriers to equitable participation in CARA and the research administration profession; to seek and value diverse representation in the CARA community as we are stronger, more productive, and effective because of diversity; and, to create a supportive, active, accessible, and diverse research administrator/management community that values a variety of perspectives, thoughts, and ideas.
- Integrity, which includes respect, trust, transparency and honesty.
- Sustainability, to ensure operational viability of the association.

## EQUITY, DIVERSITY AND INCLUSION STATEMENT

The Canadian Association of Research Administrators (CARA) supports communication, advocacy, and collaboration in support of its members' professional development. CARA members are a diverse group of over 1,000 professionals who live and work on Indigenous peoples' ancestral and unceded lands in what is now called Canada. We acknowledge that Indigenous peoples have lived through decades of legislated oppression and continue to feel the effects of ongoing colonialism today. Those of us who are newcomers in Indigenous territories are responsible to promote truth-telling and to proactively pursue reconciliation with Indigenous peoples.



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We are committed to becoming an anti-racist organization and, as part of that journey, we seek to raise our awareness and understanding of systemic oppression and marginalization of Indigenous peoples, Black people, people of colour, and other historically marginalized racialized and ethnic peoples, and to have in place policies and practices that remove systemic barriers. We understand the importance of taking into account intersectionality, and as such the intersecting identities of gender, disability, sexual orientation, as well as other attributes. As an association that serves a diverse membership, we are committed to providing equitable and inclusive services and supports, and building a community that is actively anti-racist and anti-discriminatory. We are committed to showing leadership in developing and supporting equity, diversity, accessibility, and inclusion in all aspects of CARA.

## OUR STRATEGIC PRIORITIES AND CORE VALUES 2024-29

CARA's strategic priorities guide the board's decision-making and actions on behalf of CARA members. The priorities shape the programs CARA delivers, the services CARA provides and the management of its business and finances. These priorities allow the board to set appropriate operational targets, manage the executive office and ensure value for CARA members. Our strategic priorities for 2024 - 2029 are:

CORE VALUES	PRIORITIES
<ul style="list-style-type: none"><li>› Equity, Diversity and Inclusion</li><li>› Professional Excellence</li><li>› Sound Governance</li></ul>	<ul style="list-style-type: none"><li>› Engagement with Members &amp; Community</li><li>› Professional Development</li><li>› Sustainability</li></ul>



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## EQUITY, DIVERSITY, AND INCLUSION

As an association that serves a diverse membership, we will work towards providing equitable and inclusive services and supports and building a community that is anti-racist and anti-discriminatory.

### PRIORITY ACTIONS:

- Review our policies and practices from an equity, diversity and inclusion (EDI) lens;
- Provide CARA members with education and training opportunities to support them in building stronger, more equitable and anti-racist research administration environments;

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## PROFESSIONAL EXCELLENCE

There is a wealth of knowledge and expertise among CARA members, providing an opportunity for Professional Excellence to continue to thrive.

### PRIORITY ACTION:

- Develop, cultivate, explore and establish national and international opportunities to support and sustain research administration excellence

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## SOUND GOVERNANCE

Sound governance is essential to how CARA handles its affairs. It provides the necessary framework to implement rules, ensure compliance with CARA's policies, and to promote accountability and transparency. This principle of good governance will ensure that CARA achieve its goals and maintains its professional reputation.

### PRIORITY ACTION:

- Annually review CARA's business processes to ensure good governance and financial stewardship



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## ENGAGEMENT WITH MEMBERS & COMMUNITY

CARA's strength as an organization is based on its members, volunteers, partners and stakeholders. Building strong relationships within research administration and with partners is part of who CARA is. Communities of practice focus on collective learning - on sharing ideas and information towards a common goal.

### PRIORITY ACTION:

- Develop engagement opportunities across all activities, national, regionally and internationally

## PROFESSIONAL DEVELOPMENT

Research administration in Canada reflects a broad range of expertise complimented by specific areas of focus. CARA members are dedicated professionals who seek opportunities to learn and grow their careers in step with the evolving nature of research administration. CARA is dedicated to providing its members with opportunity to engage in, and benefit from professional development.

### PRIORITY ACTION:

- Provide training, support and resources for CARA members

## SUSTAINABILITY

A sustainable CARA is one where we are effective and diligent with our resources and value is delivered to our members in an effective and appropriate manner. We acknowledge and understand that resources include the time of members who are volunteers, time and demands on staff, and funds available.

### PRIORITY ACTIONS:

- Annually review CARA's business model to ensure sustainability and maintain/improve programs and support for CARA members