

# **Research Orientation for New Faculty Hires**

August 30, 2016



# International Relations

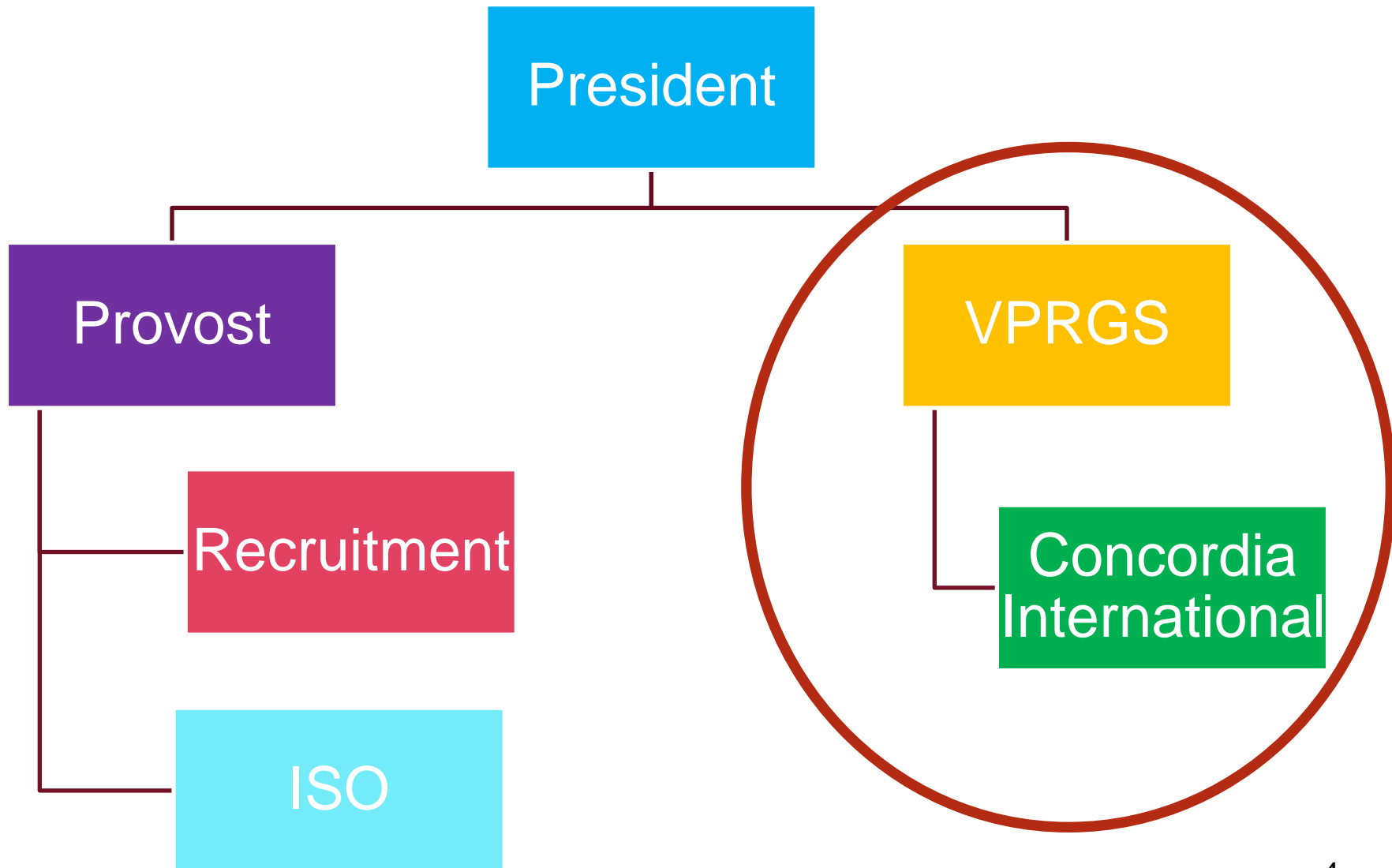


**Scope**

# Rationale



# Administrative Structure



# Concordia's Strategic Directions



To build a next generation university, we will...



**DOUBLE  
OUR  
RESEARCH**



**TEACH  
FOR  
TOMORROW**



**GET YOUR  
HANDS  
DIRTY**



**MIX  
IT UP**



**EXPERIMENT  
BOLDLY**



**GROW  
SMARTLY**



**EMBRACE  
THE CITY,  
EMBRACE  
THE WORLD**



**GO  
BEYOND**



**TAKE  
PRIDE**



## Vision

Bold and vibrant, Concordia University will establish transformative cross-border alliances to inspire innovation and contribute to solving global challenges.

Our diverse community will continue to welcome the best ideas and talent, and our positive contributions will radiate out from Montreal into the world beyond.



## Demonstrate research leadership in addressing global challenges

- Establish and lead global networks
- Double the number of cotutelles and international post-docs
- Launch, with a network of select institutions, international graduate classes, symposia and graduate student field schools at home and abroad
- Provide support to faculty in preparing international grant applications and hosting international conferences.





## Establish an academic environment that fosters the mobility of individuals

- Increase double degrees' programs and international field schools
- Provide immigration and logistical support for academic visitors and increase our intake of international researchers and interns
- Harmonize and streamline the academic exchange processes among faculties to foster the number of students going abroad
- re-evaluate our international student recruitment strategy in light of the overall international strategy and refocus it accordingly
- Develop with Concordia alumni and friends opportunities for international coop placements and internships



## Implement global next generation initiatives

- Explore the feasibility of creating a foundation in Europe
- Establish a database on faculty members' international linkages
- Advance the use of technologies to connect our community internationally and attract international students
- Extend our know-how globally in specific areas such as District3, knowledgeOne, Fablabs, Continuing Education and Executive Programs
- Collaborate with federal and provincial governments and private partners to enhance the promotion and placement of Concordia Start-ups internationally.



## Globalize our outreach for greater impact and visibility

- Launch a Concordia Global Leadership Network that involves faculty and students in developing world projects and hosting yearly forum on global challenges
- Harness Montreal's strength as a global hub in attracting and managing international organizations through the establishment of a think-tank on cities' globalization. The think tank will focus on urban globalization/ part of Urban Futures
- Work actively on enhancing our positioning in global rankings
- Globalize our continuing and executive education programs.

# Research Integrity and Conflict of Interest

- **Cameron Skinner, Associate professor**
- **Department of Chemistry and Biochemistry**
- **RIO**



Rio 2016



# Research Integrity

- Public trust
  - Results
  - Funding
  - Research subjects (of mice and men...)
  - Training





# Does this apply to me (my students)?

- All research at Concordia covered
- Includes all funded and unfunded work
- On campus and off campus
- Additional level of reporting & oversight when federally/provincially funded
- If bursary/assistantship originates with federal/provincial funding
- Thesis, and thesis work considered “research”, if deposited then also considered academic

# Yep, we've got a Policy for that!

- Search “Policy” on Concordia’s main page
  - Policy on Intellectual Property ([VPRGS-9](#))
  - Policy for the Ethical Review of Research Involving Humans ([VPRGS-3](#)) & Animals ([VPRGS-13](#))
  - Policy on Conflicts of Interest in Research ([VPRGS-5](#)): COI
  - Policy for the Responsible Conduct of Research ([VPRGS-12](#)): RCR

# Common pitfalls

- Authorship
- Publications
- Conflicts of interest

Photo: LT. MATTHEW HERTZFELD, TOLEDO, OHIO FIRE AND RESCUE DEPARTMENT VIA AP FOUND AT  
[HTTP://WWW.STARTRIBUNE.COM/OHIO-SINKHOLE-SWALLOWS-CAR-DRIVER-ESCAPES-WITH-HELP-OF-LADDER/214214761/](http://www.startribune.com/ohio-sinkhole-swallows-car-driver-escapes-with-help-of-ladder/214214761/)

# Authorship – credit where credit is due

- Varies amongst the disciplines – Cries out for clarity
  - Supervisors have role in overseeing authorships
  - Sort this out before the paper is written/submitted
  - Who belongs? (first, middle, last, contributors, acknowledgements)

# Authorship – credit where credit is due

- Basics need to be adhered to though:
  - Each author is responsible for the publication
  - Each author must contribute in a meaningful way
  - Each author must agree to the publication

# Authorship – Well, we thought he was an author...

Facebook

How to catch an

Search

Policies by them

7. Conflicts of In

Reverse tissue

Science.gc.ca

Science journal

Images slippery

What's Behind

Journal repels a

Analyze this! A

retractionwatch.com/2015/12/07/journal-repels-a-paper-on-a-magnetic-material-after-authorship-issue/

Apps

Concordia

MyConcordia

Introduction to the R

www.buttspumpsand

Comfort Zone

Facebook

10 Day Pulaski

DSR

OG Program (OOGP)

Rollin' Wild - Official

steelhead\_eggs

Rod building

Fishing

Forensics\_talk

ice fishing designs

Ligne Vaudreuil-Hud

## Retraction Watch

Tracking retractions as a window into the scientific process

### Journal repels a paper on a magnetic material after authorship, funding issues

without comments

A paper on the properties of a magnetic material is being retracted after including an author without his permission, and omitting a funding source.

According to the note, the work was done in [Miao Yu's](#) lab at Chongqing University in China; the authors then added Yu's name to [the paper](#) without his authorization, and neglected to list a relevant funding source.

Here's [the retraction note](#) for "Temperature-dependent dynamic mechanical properties of magnetorheological elastomers under magnetic field," published in the *Journal of Magnetism and Magnetic Materials*:

“ This article has been retracted at the request of the Editor-in-Chief as the authors have used Professor Miao Yu's name in the article without his authorization. Besides, the work presented in the



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[How you can support Retraction Watch](#)

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[About Adam Marcus](#)

[About Ivan Oransky](#)



# Authorship – credit where credit is due

- Basics need to be adhered to though:
  - Each author is responsible for the publication
  - Each author must contribute in a meaningful way
  - Each author must agree to the publication
  - Do not neglect appropriate authors



# Authorship – Don't freeze-out authors

Facebook | How to catch an | Search | Policies by them | 7. Conflicts of In | JN Reverse tissue e | Science.gc.ca - | Science Journals | images slippery | What's Behind | JN Journal repels a | JN Analyze this! An |

retractionwatch.com/2013/10/23/analyze-this-analytical-letters-retracts-chemistry-paper-for-authorship-misdirection/

Apps | Concordia | MyConcordia | Introduction to the R | www.buttspumpsand | Comfort Zone | Facebook | 10 Day Pulaski | DSR | OG Program (OOGP) | Rollin' Wild - Official | steelhead\_eggs | Rod building | Fishing | Forensics\_talk | ice fishing designs | Ligne Vaudreuil-Hud |

## Retraction Watch

Tracking retractions as a window into the scientific process

### Analyze this! Analytical Letters retracts chemistry paper for authorship misdirection

without comments

[Analytical Letters](#) has retracted a 2011 article by a chemistry researcher at Wright State University in Dayton, Ohio, who seems to have avoided **giving credit where credit was due.**


The article, "Conducting Polymer Matrix Poly(2,2'-bithiophene) Mercury Metal Incorporation," was written (so readers were told) by [Suzanne Lunsford](#).

Here's how the [retraction notice](#) explains it:

“ We, the Editor and Publisher of *Analytical Letters*, are retracting the following article:

Suzanne Lunsford "Conducting Polymer Matrix Poly(2,2'-bithiophene) Mercury Metal Incorporation" *Analytical Letters*, 44.4 (2011): 727-735 <http://dx.doi.org/10.1080/00032711003783143>

The author's institution, Wright State University, has conducted an investigation into the authorship of this article, and established that the claim of sole authorship is not justified. This constitutes a breach of warranties made by the author with respect to authorship. We note we received no...



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[How you can support Retraction Watch](#)

[Meet the Retraction Watch staff](#)

[About Adam Marcus](#)

[About Ivan Oransky](#)

[The Center For Scientific Integrity](#)

Desktop 12:43 PM 26/08/2016



# Authorship – credit where credit is due

- Basics need to be adhered to though:
  - Each author is responsible for the publication
  - Each author must contribute in a meaningful way
  - Each author must agree to the publication
  - Do not neglect appropriate authors
  - No “guest/honorary” authors
  - Collaborators are not automatic authors!
  - Declining authorship
  - The Journals – established criteria and certification

# Publications: Open Access

- Tri-Council grant recipients are required to ensure publications arising from Agency-supported research are freely accessible within 12 months of publication.
- Recipients can do this through:
  - Online Repositories - Spectrum
  - Journals
    - Pay to allow open access (eligible grant expense!)
    - Open Access

# Publications: Open Acce\$\$

- Proceed with caution – not all Open Access journals are equal
- Some are (strictly) for profit with no real peer review despite claims
- And then there is...

Want to publish in Nature and Science – Easy!!

“Marsland Press, offers the opportunity to publish in a journal called Nature and Science.” But, not exactly the same as publishing in Nature and Science.

# Conflicts of Interest

- A conflict of interest may arise when activities or situations place an individual or institution in a real, potential or perceived conflict between the duties or responsibilities related to research, and personal, institutional or other interests.
- These interests include,
  - business, commercial or financial interests
  - the individual, their family members, friends, or their former, current or prospective professional associates.

# Conflict\$ of Intere\$t

- Real, potential or perceived financial conflicts of interest may affect any type of research.
- Ensure that financial considerations do not serve to diminish respect for the principles of scientific validity and transparency of research procedures.
- Financial incentives have the potential to distort researchers' judgment or the perception of their judgement and ethical integrity of research

# Conflict\$ of Intere\$t

- Researchers need to disclose
  - all kinds of payment (financial or in-kind) by sponsors, commercial interests, and consultative or other relationships
  - any other relevant information that may affect the project (e.g., donation to an institution by a research sponsor)

# Hiring “relatives” & Working with students

- Close working/personal relationships can produce COI
- Must be very sensitive to perceived COI
- Delicate situation but can often be managed
  - Relatives
    - Children
    - Brothers/sisters
  - Partners
    - Husband/Wife
    - Romantic

# Conflicts of Interest: What to do?

- Failure to disclose and manage conflicts may impede the informed and autonomous choices of individuals.
- So declare it!!
  - Ask beforehand – not a case of “forgiveness is easier than permission”
  - Use the “Conflict of Interest Disclosure Form” available on the “Policy by Theme” page or contact OOR or the RIO.
  - Many COI’s can be managed (see [VPRGS-5](#))



# Research Misconduct- How did we get here?

- Breaching other policies within research context
- Bad “research” behavior
  - COI
  - Plagiarism
  - Misused funds
  - Breach of research contracts
  - Fraudulent use of data
  - Etc.
- VPRGS-12 – investigation/sanction

# Who does the RCR Policy apply to?

- All researchers carrying-out research at Concordia
  - Faculty members – funded or unfunded
  - Graduate students
    - Includes thesis research work
  - Undergrads carrying out thesis research
  - Visiting scholars
  - Post-doctoral researchers
  - Research Assistants

# Research misconduct investigations at Concordia

- Complaint
  - Receive a complaint – externally, student, Journal, Subject etc.
  - Uncover a problem – Administrative complaint (Chair, AREC/HREC, Funds etc.)
  - May deal with any aspect related to research
  - Goes to VPRGS and triggers VPRGS-12 Policy & Procedures

# Research misconduct investigations at Concordia

- Inquiry
  - Two Designated Investigators (DI's) – usually Dean + senior administrator
  - Fact-finding, brief (60 days)
  - Operates in a Collective Agreement framework for unionized Respondents
  - Reports to VPRGS
  - May need to report to funding organization
  - Can dismiss, uphold or send to Investigation

# Research misconduct investigations at Concordia

- Investigation
  - Panel of 3, or more, senior members with appropriate expertise
  - Will have a member from another university
  - Will investigate the allegations more thoroughly, 60 days
  - Can dismiss or uphold
  - Makes recommendations regarding sanctions
  - Report to VPRGS and funding agency if needed
  - Appeals process

# Research misconduct investigations at Concordia

- Concordia sanctions include, but not limited to,
  - a verbal warning
  - special monitoring of future research
  - a letter in employment file
  - withdrawal of specific privileges
  - removal of specific responsibilities
  - suspension or expulsion
  - Termination
- Additional sanctions could be imposed by funding agencies (banning from applying, review committee)

# Public disclosure of Research Misconduct

- Announced in 2015: Coming to Canada for Tri-Council funded work (NSERC, CIHR, SSHRC)
- Probably provincial agencies will follow
- Disclosure for NIH funded work common in US via ORI

# What's Behind Research Misconduct?

- Motivations towards Misconduct

- Prestige and acknowledgement

*“Science fetishizes the published paper as the ultimate marker of individual productivity. And it doubles down on that bias with a concept called “impact factor” — how likely the studies in a given journal are to be referenced by subsequent articles.” (ADAM MARCUS and IVAN ORANSKY)*

- Scholarly gain

- Fast-track to \$\$\$/grants/students
    - Tenure

- I need

- To get out of here/graduate
    - “Help” my supervisor

- Carelessness

- Conflicts of interest



Modified from NYTimes, 2015, accessed Aug26, 2016:

[http://www.nytimes.com/2015/05/23/opinion/whats-behind-big-science-frauds.html?\\_r=4](http://www.nytimes.com/2015/05/23/opinion/whats-behind-big-science-frauds.html?_r=4)



# Spotting “Red Flags”

“Scientific scandals come in all shapes and sizes and can result from the actions of lab members at any level”

- ❏ Lack of transparency
  - ❏ Access to the raw data
  - ❏ Convoluted data work-up
  - ❏ Only person “capable” of analysis
- ❏ Suspicious lab practices
  - ❏ Secretive, can’t be reproduced, exceptional “talent”
- ❏ “Revolutionary” findings
  - ❏ Too good to be true? Run independent validation
- ❏ Misleading statistics
- ❏ Small lies, big lies

Taken & modified, Aug 2016, from: <http://www.the-scientist.com/?articles.view/articleNo/44582/title/Scientific-Misconduct--Red-Flags/>

# See any “Red Flags”?

- **Seeing Red?**
  - Learn as much as possible
  - What potential explanations could account for the discrepancies?
  - Protect yourself - written record of your observations
  - Approach your colleague – with care
  - Escalate the issue
    - Notify Chair/VPRGS/RIO
    - Avoid personal conflict

Taken & modified, Aug 2016, from: <http://www.the-scientist.com/?articles.view/articleNo/44582/title/Scientific-Misconduct--Red-Flags/>

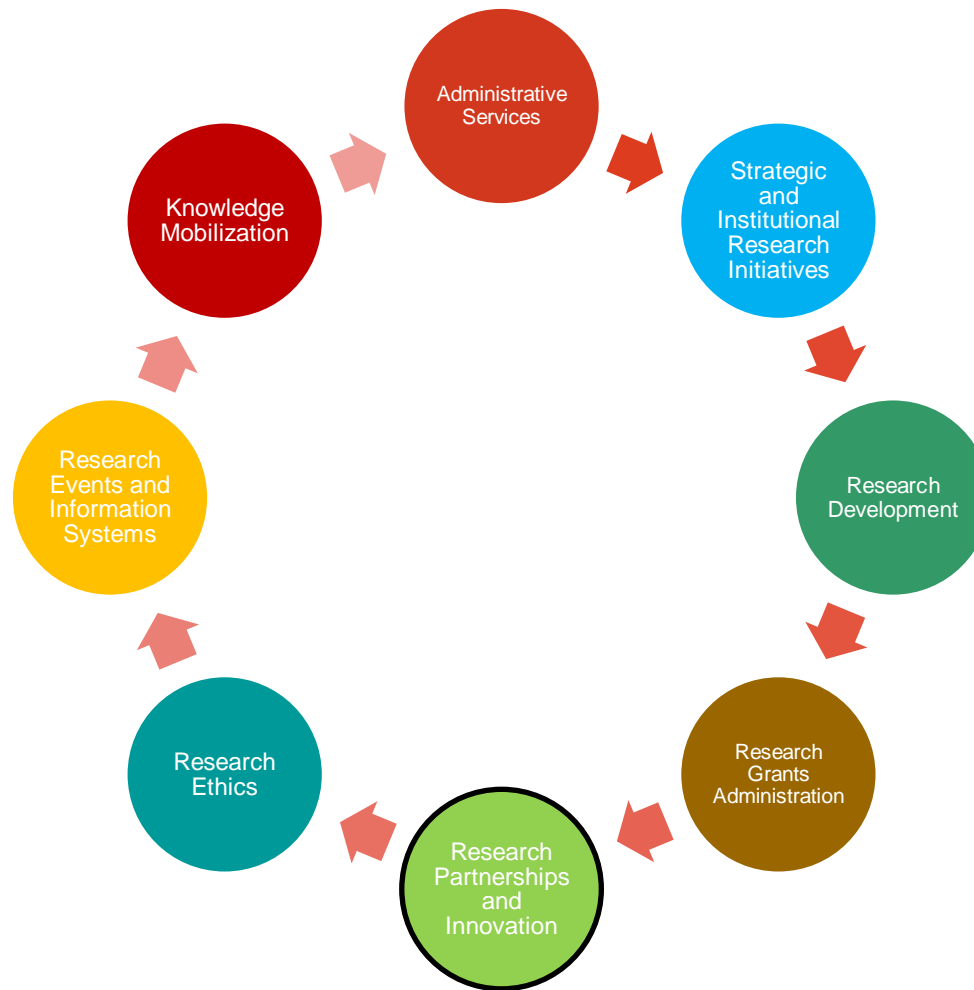
**Questions? Unsure? Contact the RIO**

# Contact coordinates

- Cameron Skinner
- Loyola Campus – SP 275-27
- x3341
- RIO@Concordia.ca

# Industry Partnerships

# Research Support at Concordia



# Services Provided by the RPI

Negotiate, draft and review all research-related agreements with public and/or private sponsors

Manage Concordia's research output intellectual property (IP) portfolio

Assist in identifying potential partners and developing relationships

Provide guidance regarding research agreements (MTAs, NDAs, R&D contracts etc.), IP, and technology transfer

Assist in partnership project funding proposal development and review



# Why Collaborate with Industry?

- R&D collaborations between university and industry are a key driver of innovation and the nation's economy
- **Governments** recognizing the importance of these collaborations have developed and expanded a variety of **partnership funding programs**
- Some of the many benefits to **companies** include: intellectual and financial leveraging, opportunity to participate in the training of HQP, access to specialized infrastructure and expertise
- **Benefits** to Universities include:
  1. Opportunities to work on **applied, cutting-edge, research topics**
  2. Access to broader spectrum of **research funding** opportunities
  3. **Students** have the opportunity to **work with, and learn from, industry experts**
  4. **Organizational reputational growth** through long-term relationships with strategic R&D partners



# Relationship Building

A few tools to get started in building relationships with industrial partners are:

Seminars & invited talks

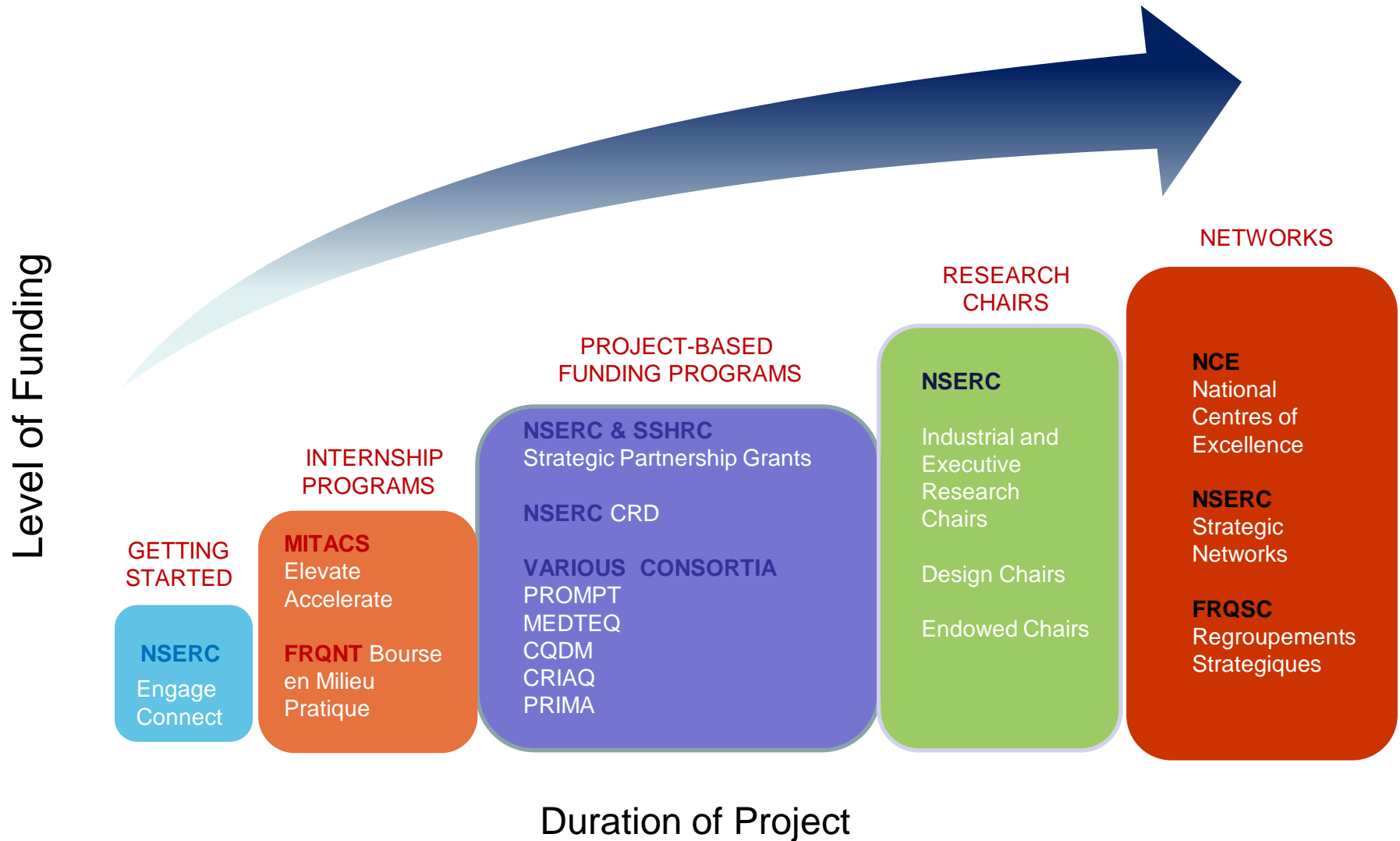
Open Houses

Lab/Company Visits

Teaching & co-teaching

Match-making Events

# Evolution of R&D Relationships and Programs



# CONTACT US:

**Shelley Sitahal**

**Director**

**Shelley.Sitahal@concordia.ca**

**Ext. 4874**

**Vanessa Buzzelli**

**Advisor Internship and Service Agreements**

**Vanessa.Buzzelli@concordia.ca**

**Ext. 4873**

**Jonathan Farber**

**Intellectual Property Specialist**

**Jonathan.Farber@concordia.ca**

**Ext. 7340**

**Nadia Manni**

**Research Agreements Specialist**

**Nadia.Manni@concordia.ca**

**Ext. 7336**

**Karan Singh**

**Research Agreement Specialist**

**Karan.Singh@concordia.ca**

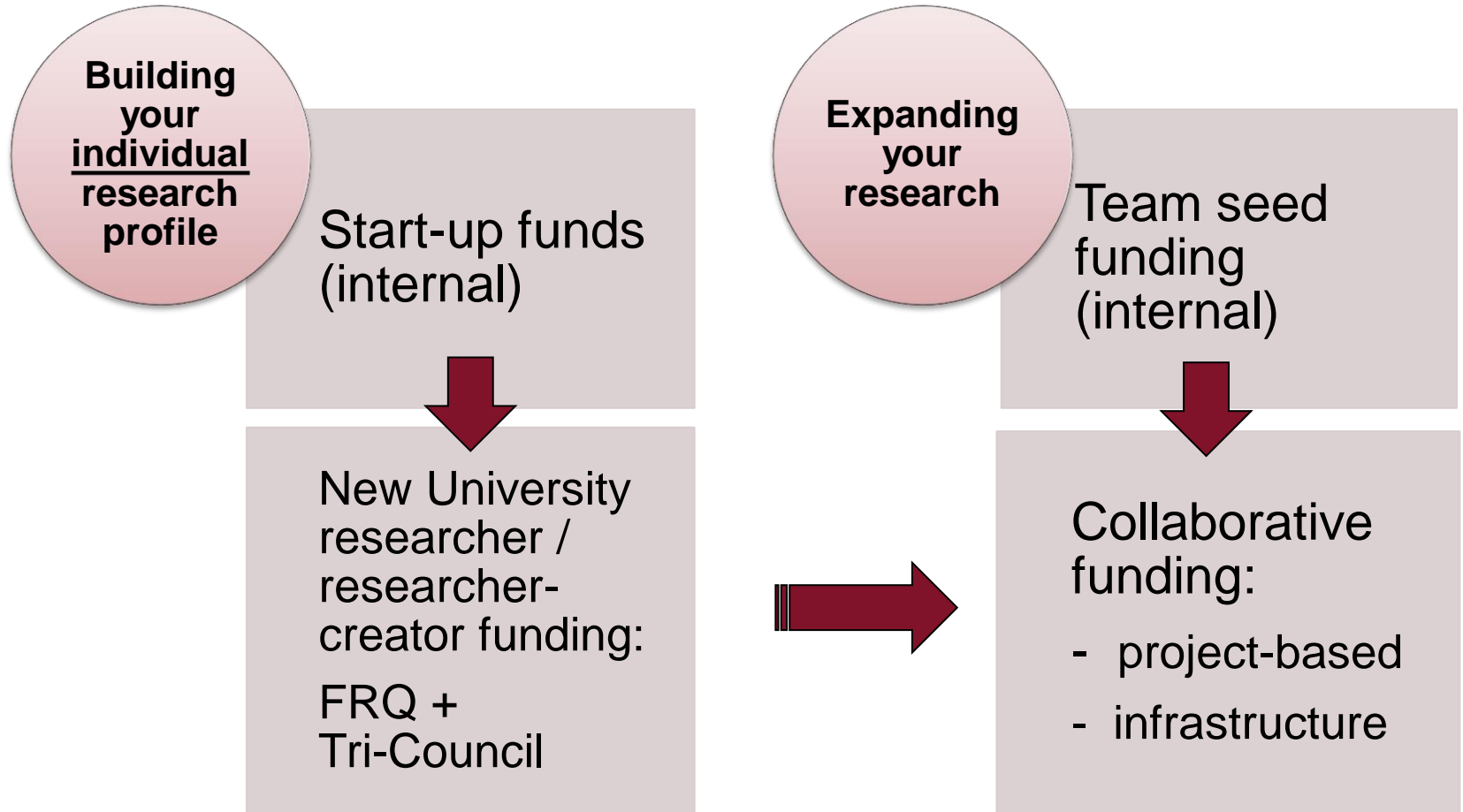
**Ext. 5917**

# Research Development and Facilitation

# Research Development Unit

Our objectives	It's really all about...
Proactively deliver information and support services to assist faculty in the acquisition of funded research	Expert navigation of agency guidelines and procedures
Increase the quality of research grant applications submitted from the University	Proposal review and troubleshooting
Strive to optimize success rates in grant competitions and other research-related opportunities	Timely strategy of grant applications

# Research Development Unit



# Research Development Unit

Facilitation & Development - TO BE COMPLETED UP TO 1 WEEK PRIOR TO DEADLINE			
Grant presentation & readability	<input type="checkbox"/>	Research methodologies & proposed analysis	<input type="checkbox"/>
Research objectives & questions	<input type="checkbox"/>	Addresses agency's evaluation criteria	<input type="checkbox"/>
Literature review	<input type="checkbox"/>	Proposed budget & justification	<input type="checkbox"/>
Impact & knowledge mobilization	<input type="checkbox"/>		
Feedback & Review			
Communicated directly with the applicant in person / over the phone			<input type="checkbox"/>
Provided applicant with written report/email summarizing feedback			<input type="checkbox"/>
Written comments and or electronic track changes have been inserted directly into the proposal			<input type="checkbox"/>
Have offered a follow up review of the final version			<input type="checkbox"/>
Additional comments:			

# Research Facilitators at Your Service

**Arts & Science (Natural Sciences & Health):**

[Lynn Roy](#) (interim), x4452

**Arts & Science (Social Sciences & Humanities):**

[Michele Kaplan](#), x2071

**Engineering & Computer Science:**

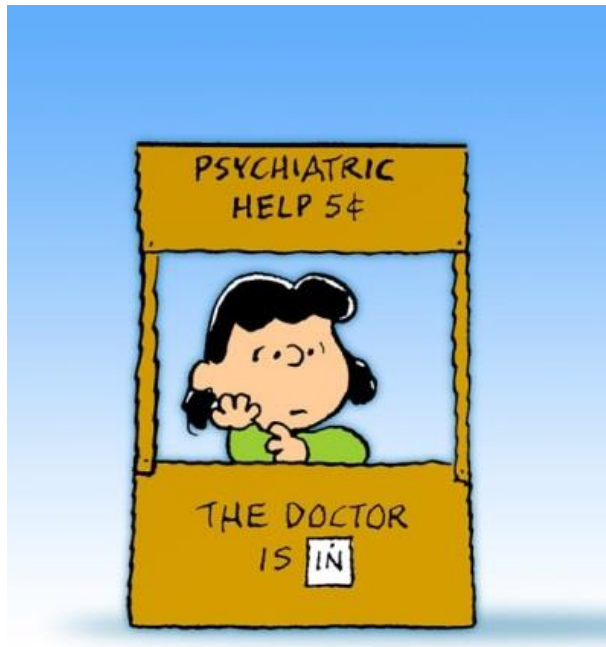
[Lauren Segall](#), x3263

**Fine Arts:**

[Lyse Larose](#), x5632

**John Molson School of Business:**

[Arlene Segal](#), x2388





# Grants Administration

# Grants Administration

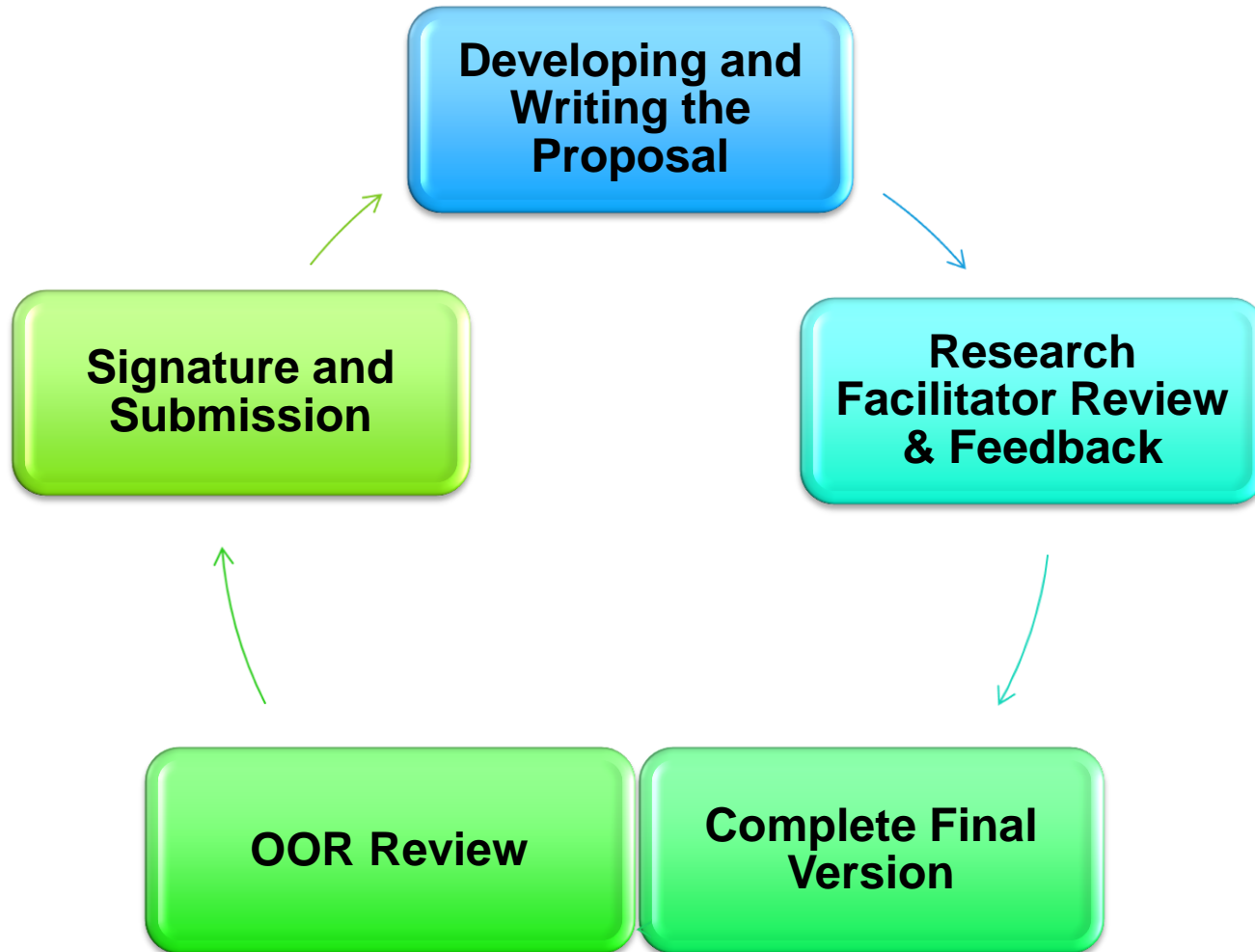
## Pre-Award

The process of completing and submitting a grant application.

## Key Points

- University (OOR) Review of a Grant Application
  - Internal Deadlines
  - Indirect Costs
- Feedback
- Signature and Submission of a Grant Application

# Grant Submission Cycle



# Grants Administration

## Post-Award

The process following the announcement of an award and how the research project is managed.

## Key Points

- Agency Decisions
  - Communication of Results
- Compliance
- Account Set-Up
- Management of the Award
  - Budget changes and revisions
  - Leaves and Extensions

# Grants Administration

## Unit contacts:

**Andrea Rodney, Manager**

[Andrea.Rodney@concordia.ca](mailto:Andrea.Rodney@concordia.ca)

514-848-2424 ext.4887

**Kristina Copestake, Administrator, Research Grants**

[Kristina.Copestake@concordia.ca](mailto:Kristina.Copestake@concordia.ca)

514-848-2424 ext. 4886

**Nancy Lulic, Assistant, Research Grants**

[Nancy.Lulic@concordia.ca](mailto:Nancy.Lulic@concordia.ca)

514-848-2424 ext. 4888

# Restricted Funds

# RESTRICTED FUNDS

Our mandate:

- To provide **financial management and control** on behalf of external stakeholders:
  - Governmental agencies
  - Private industries and donors
  
- As well as an infrastructure to **facilitate the management of the funds** to our internal stakeholders:
  - Researchers
  - Financial managers and administrators

## SERVICES WE PROVIDE

- Provide your new fund number and the necessary information to get you started to use your grant.
- Clarify questions on the eligibility of expenses on your research grants.
- Create invoices and all the financial reports required by your funding agency.
- Assist you in your budgetary needs and any other questions related to the life cycle of your grant.



## Contact us with your questions

- For more information please contact your financial officer(details provided in your package).

Thank you!

- Angela Luciano, Project Accountant Manager,  
Restricted Funds: [angela.luciano@concordia.ca](mailto:angela.luciano@concordia.ca).

# Accounts Payable

# Accounts Payable Processes

- Payment of invoices
  - Related to Purchase Orders/Blankets
  - Direct payments
- Reimbursement of Expenses
- Corporate Cards
- Pcards
- Foreign Currency Payments
- Travel
- Restricted Funds

# Accounts Payable Contacts

## ■ Payment of Invoices

- Invoices on POs – Vendors A-L: **Ida Garzone**, [Ida.Garzone@concordia.ca](mailto:Ida.Garzone@concordia.ca) or x4923
- Invoices on POs – Vendors M-Z: **Wendy Ridders**, [Wendy.Ridders@concordia.ca](mailto:Wendy.Ridders@concordia.ca) or x4944
- Direct pay Invoices: [Margaret.Schuster@concordia.ca](mailto:Margaret.Schuster@concordia.ca) or x4941

## ■ Reimbursement of Expenses

- Expense Reports over 500\$: **Mary Melnyk**, [Mary.Melnik@concordia.ca](mailto:Mary.Melnik@concordia.ca) or x4921
- Expense Reports 500\$ and under: **Katherine Scribner**, [Katherine.Scribner@concordia.ca](mailto:Katherine.Scribner@concordia.ca) or x4341

## ■ Corporate Card: cindy Warren: [Cindy.Warren@concordia.ca](mailto:Cindy.Warren@concordia.ca) or x4946

## ■ Pcard: Frederick Clayman, [Frederick.Clayman@concordia.ca](mailto:Frederick.Clayman@concordia.ca), x4763

## ■ Foreign Currency Payments: Frederick Clayman, [Frederick.Clayman@concordia.ca](mailto:Frederick.Clayman@concordia.ca), x4763

# Accounts Payable Contacts

- **Travel Agencies:** **Katherine Scribner**, [Katherine.Scribner@concordia.ca](mailto:Katherine.Scribner@concordia.ca) or x4341
  - Norko International Travel
  - Uniglobe Voyages Lexus
  - Voyages Groupe Ideal

\* See Cspace for Travel Agency contact information
- **Travel** (Hotels, rental Cars, Airfare, Train, Other): **Mary Melnyk**, [Mary.Melnik@concordia.ca](mailto:Mary.Melnik@concordia.ca) or x4921
- **Other Inquiries:**
  - **Margaret Schuster**, [Margaret.Schuster@concordia.ca](mailto:Margaret.Schuster@concordia.ca) or x4941
  - **Cspace page** (Services → Financial)

# Business Process Office

# Business Process Office (BPO) - Overview

- The Business Process Office (BPO) is responsible for coordinating business process initiatives, including process development and identification of potential opportunities and efficiencies. It is also responsible for supporting Financial Services in all system related operations including; administration, implementation, maintenance, security, training and upgrades.
- Other responsibilities also include; support for banking services and compliance, projects and, to act as a primary liaison between Financial Services and other service units.

# Business Process Office (BPO) - Services

- Access to Financial Systems (Banner and Millennium)
  - Financial Reports
  - Purchasing Card
  - Web Requisitions
- Financial System User Training
- Banking Services Support and Compliance
- Business Process Analysis



# Business Process Office (BPO) - Contacts

- [fisadmin@concordia.ca](mailto:fisadmin@concordia.ca) or [help@concordia.ca](mailto:help@concordia.ca)
- Paul Sarenas - Business Process Manager (x4982)
- Riccardo Campopiano - Systems Analyst (x4945)
- Renee Cohen - Process and Policies Analyst (x4929)
- Liliane Law - FIS Support Analyst (x4922)

# Hiring Research Personnel

(TRAC-RA and CARE)

# Research Orientation for New Faculty Hires

## Employee and Labour Relations, Human Resources

	TRAC - RA	CARE - RA	CARE - PT	Note
Name	Teaching and Research Assistants at Concordia – Research Assistants	Concordia Association of Research Employees – Research Associates and Assistants	Concordia Association of Research Employees – Professionals and Technicians	
Position Titles	-Student Research Assistant	-Research Associate -Research Assistant	-Support Professional -Support Technical	See appropriate HR Form, Hyperlink at page 7

# Research Orientation for New Faculty Hires

## Employee and Labour Relations, Human Resources

	TRAC - RA	CARE - RA	CARE - PT	Note
Definitions	Student RA employed by CU	(Non-Student) Research Associates and Assistants employed by CU, not covered by another bargaining unit.	Professionals and Techs. employed by CU, paid from research funds, not covered by another bargaining unit.	As per Labour Board
HR Form	Employment Contract for Student RA (TRAC) 2016-2017	Notice of Hire, (Non-student) Research grant employee.	Notice of Hire, (Non-student) Research grant employee.	See Hyperlinks at page 7

# Personnel file

- While we acknowledge the time investment, the collection of information is essential to build the personnel file.
- Hiring will only be processed upon completion / gathering of the necessary information on the notice of hire.

# Personnel file

Principal investigators, or their delegate, will be responsible to ensure that the following information / documentation is made available to Human Resources:

- Notice of hire duly completed;
- Copy of employee's résumé;
- Copy of relevant diplomas and certifications;
- Copy of work permit and permanent resident visa.

# Personnel file

The notice of hire is essential to the processing of your new employee through human resources and payroll. It contains critical information, such as:

- Employee's bio data;
- Social Insurance number;
- Employee's category (as per upcoming negotiated definitions);
- Employee's contact info.

# Research Orientation for New Faculty Hires

## Employment Contract for Student Research Assistant

**Employment Contract for Student Research Assistant (TRAC)**  
2016-2017 Academic Year Only

*Note: This form is for May 1, 2016 to April 30, 2017 and needs to be filled electronically*  
*I understand that any individual whose status would make them eligible to apply for a TRAC grant (only grants starting with RA or R) cannot be paid any part of a salary/expense on any TRAC grant*

### Student Research Assistant (TRAC-RA) 2016/2017 Personal Information

Family Name		Given Name	
Student Insurance No.	Student ID Number	Employee ID Number	
Home Address (including postal code)		Home Telephone Number	
Internal Address (if applicable)	Internal Tel # (if applicable)	Concordia E-mail	
Citizenship (mandatory)	Select one option please	VISA Type	Student Visa (attach copy)
Country of Birth (change if applicable)	Will default to citizenship, but change if applicable	VISA Expiry Date	Gender
Payment Details	Select one option please	Date of Birth	Select one
		Select month	Select day
		Select month	Select year

### Position Information

Department	Select one option please	HRIS Code	Faculty
Academic Level (in progress)	Select one option please	Position Title	Research Assistant
Duties (please specify)			

### Period of Employment

Start Date	YYYY-MM-DD	Number of pay periods	VALUE
End Date	YYYY-MM-DD		

### Salary Information

Total Salary for the Period (including vacation pay)	Total Salary for the Period (including vacation pay)
<small>Note: A 10.1% benefits charge will be added to cover legally required payments.</small>	
Total Number of Contract Hours	
Hourly Rate of the TRAC-RA Collective agreement: (including vacation pay)	Hourly Rate (including vacation pay)
<small>Per Appendix A, minimum hourly rates (including vacation pay) are as per 2014/2015 rates: Doctoral \$24.41 Masters \$18.09 Undergraduate \$14.09</small>	
Average hours worked per pay period (for Payroll use)	Is this a Work-Study position approved by Financial Aid and Awards?
	No

**Problem: Hourly Rate does not exceed required minimum per Appendix A**

Banner GL Account	Account Code	Account Description	Grantor's Name (printed)	Signature (see note 4)	Date	Distribution by Org. (change \$ if applicable)
	Code	Select one			/ /	SN Missing
	Code	Select one			/ /	SN Missing
	Code	Select one			/ /	SN Missing
	Code	Select one			/ /	SN Missing
	Code	Select one			/ /	SN Missing

**NOTES:**

- This form shall only be used for active Concordia University students in good standing.
- Contracts are normally awarded for two academic years or less.
- "Contract Amount" includes holiday pay and 4% vacation pay.
- Each grantor is responsible for ensuring their sufficient funds are available in their account to cover their portion of the contract and related benefits (10.1%).

**EMPLOYER (I) acknowledge that I am an active Concordia University student in good standing, (during which this contract will be null and void).**

**PRINCIPAL INVESTIGATOR (I) acknowledge that I am responsible for ensuring that sufficient funds are available for this contract and the associated employer-related payments of 10.1%. Total cost of contract including 10.1% -->**

**Date** \_\_\_\_\_ **Dean or Delegate (Name)** \_\_\_\_\_ **Signature** \_\_\_\_\_

**Contact for administrative purposes:** Name (please print) \_\_\_\_\_ email or phone ext. \_\_\_\_\_

(In the event of missing or invalid information on this form, please name the contact person HR can communicate with)

This contract is governed by the terms of the Collective Agreement between Concordia University and UAW Local 1704. The Collective Agreement is located at the top-left of the page. The University of Concordia is a member of the UAW Local 1704. The University of Concordia is a member of the UAW Local 1704. The University of Concordia is a member of the UAW Local 1704.



# Research Orientation for New Faculty Hires

## Notice of Hire Research Grant Employee

**CONFIDENTIAL**



**NOTICE OF HIRE**  
(NON-STUDENT) RESEARCH GRANT EMPLOYEE  
Non TRAC Union

SECTION 1 – EMPLOYEE INFORMATION				
Employee I.D.			S.I.N.	
Family Name			Gender	<input type="radio"/> Female <input type="radio"/> Male
Given Names			Date of Birth (yyyy/mm/dd)	
Address	STREET	APT.	CITY	PROVINCE POSTAL CODE
Res Telephone #	Internal Office Address		Office Ext.	
Citizenship (Mandatory)	<input type="radio"/> Copy already on file at Human Resources <input type="radio"/> Canadian Citizenship <input type="radio"/> Permanent Resident Visa (attach copy) <input type="radio"/> Employment Authorization (attach copy) - Expiry Date (yyyy/mm/dd)			
SECTION 2 – PERIOD OF EMPLOYMENT & SALARY INFORMATION				
<small>(Benefit deduction &amp; vacation costs will be applied above the salary indicated)</small>				
Date of Hire (yyyy/mm/dd)	Total Period of Employment		Month(s) Year(s)	
Date of Termination (yyyy/mm/dd)	Hours per week (MANDATORY)			
Select ONE choice only	Salary for Period \$	OR	Annual Salary \$ / year	
SECTION 3 – POSITION INFORMATION AND ACCOUNT CODE				
Position Title		less than 12 Months	more than or equal to 12 Months	
<input type="radio"/> Research Assistant	66610	Vacation Pay	66615	Vacation Pay
<input type="radio"/> Research Associate	66620	Paid Every Pay Period	66625	Time Taken or Paid Upon Termination
<input type="radio"/> Support – Office	66630		66635	
<input type="radio"/> Support – Professional	66640		66645	
<input type="radio"/> Support – Technical	66650		66655	
<input type="radio"/> Postdoctoral Fellow	66670	Time Taken	66680	Time Taken
<input type="radio"/> Postdoctoral Fellow Foreign	6667F		6668F	
<input type="radio"/> Other (specify title and account code)				
Project Name				
Department				
Faculty				
<input type="radio"/> Arts & Science		<input type="radio"/> Fine Arts		
<input type="radio"/> Engineering & Computer Science		<input type="radio"/> John Molson School of Business		
Fund #	Distribution (% of Amt)	Grantee's Name	Grantee's Signature*	Date (yyyy/mm/dd)
Employee's Signature				
CONTACT FOR ADMINISTRATIVE PURPOSES				
Full Name (please print)			Email or Phone Ext.	

\*I understand that any individual whose status would make them eligible to apply for a full council grant (only grants starting with M, N or S) cannot be paid any part of a salary/ stipend on any full council grant.

Please forward the original form to Payroll (PB-1130). Send a copy to the Dean's Office and retain a copy for your files

Last update: August 2016

PAY\_Research\_Grant\_Hire\_0612

# Research Orientation for New Faculty Hires

## Need help or information on...

Subject	Contact
How to complete a notice of hire, change or termination form?	<a href="mailto:ann-marie.giglioneconcordia.ca">ann-marie.giglioneconcordia.ca</a>
Benefits, RRSPs, Tuition.	<a href="mailto:benefits@concordia.ca">benefits@concordia.ca</a>
Pension	<a href="mailto:pension@concordia.ca">pension@concordia.ca</a>
Payroll	<a href="mailto:payroll@concordia.ca">payroll@concordia.ca</a>
Staff ID Cards	Drop by S-FB-1130; for Non-Student Grant Contracts (non-TRAC) $\geq 1$ yr. All other researchers a letter from the supervisor is required to authorize the card.
Labour Relations, CARE-RA & CARE PT	<a href="mailto:pierreclaud.bourke@concordia.ca">pierreclaud.bourke@concordia.ca</a>
Labour Relations, TRAC-RA	<a href="mailto:Caroline.durand@concordia.ca">Caroline.durand@concordia.ca</a>

# Research Orientation for New Faculty Hires Forms...

Form	Link
Notice of Hire / Notice of Change / Notice of termination	<a href="https://cspace.concordia.ca/services/hr/forms.html#research">https://cspace.concordia.ca/services/hr/forms.html#research</a>
TRAC-RA Collective Agreement	<a href="http://www.concordia.ca/hr/dept/employee-labour-relations/labour-agreements-collective-bargaining/trac-ra.html">http://www.concordia.ca/hr/dept/employee-labour-relations/labour-agreements-collective-bargaining/trac-ra.html</a>
Direct Deposit Form	<a href="https://cspace.concordia.ca/content/dam/concordia/services/hr/docs/payroll/direct-deposit-form-0911.pdf">https://cspace.concordia.ca/content/dam/concordia/services/hr/docs/payroll/direct-deposit-form-0911.pdf</a>
Salary and Benefit Rates Table	<a href="https://cspace.concordia.ca/content/dam/cspace/services/financial/docs/Benefit_Rates_for_2016-2017.pdf">https://cspace.concordia.ca/content/dam/cspace/services/financial/docs/Benefit_Rates_for_2016-2017.pdf</a>

# **Environmental Health & Safety: Research Compliance Reviews PI Health & Safety Responsibilities**

# Environmental Health & Safety

Environmental Health & Safety supports the academic, research and operational activities of the University and promotes a safe, healthy and sustainable campus environment by managing and coordinating programs and services that minimize health, safety, environmental and regulatory risks.

- Prevention
- Industrial Hygiene
- Laboratory Safety
- Sustainability



# Safety Programs - Research

- Biosafety
- Chemical Safety
  - Chemical Inventory
  - Nanomaterial Safety
  - Hazardous Waste Management
  - Transportation of Dangerous Goods
- Controlled Goods
- Controlled Substances
- Laboratory Safety Inspection
- Laser Safety
- Magnetic Field Safety
- Radiation Safety



## Manuals:

- Lab Safety
- Biosafety
- Radiation Safety
- Laser Safety

# Safety Rights & Responsibilities

- Everyone has a basic **right** and **responsibility** to themselves and others to work in an environment which is **safe**
- Everyone, no matter their position, is expected to **take initiatives** on health and safety issues and to work to solve problems and make continuous improvements in the workplace
- Safety is a **shared responsibility** (VPS-40)



# Act Respecting Occupational Health and Safety (L.R.Q., c. S-2.1)

## Employer & Supervisor Responsibilities

Employers or persons directing work must be able to demonstrate **DUE DILIGENCE** by taking the necessary measures to protect the health, safety and physical well-being of workers.





# Canadian Criminal Code (R.S.C., 1985, c. C-46)

**Supervisors are personally liable** and can be held **criminally responsible** (negligent) with regards to the safety of employees, students and visitors.

10 prosecutions to date

*“...a legal duty to take reasonable steps to prevent bodily harm ...”*



# Supervisor's Due Diligence

- **Ensure that the workplace is safe**
- **Complying** with all relevant legislation, regulations and government standards
- **Complying** with all University safety policies & procedures
- **Establishing** safe practices and working conditions
- **Communicating** hazard information and safe work practices
- **Assessing** and **controlling** risk and hazards in their areas
- Plus

# Supervisor's Due Diligence

- Providing **orientation** to all staff and students
- Adequately **supervising** students working with or near hazardous materials
- **Enforcing** safe practices and compliance with internal policies and procedures.
- **Supplying** personal protective equipment and maintaining safety equipment
- **Correcting** any unsafe conditions or hazards
- **Reporting** all injuries and near-misses
- **Leading** by example

# EHS Research Compliance Review



Research compliance review application forms completed by the PI (with assistance from EHS)



Verification of valid training of PI and team members

Verification of internal & external permit requirements

Provided to the Office of Research  
Required for release of funds

# Researcher Safety Orientation

## One-on-One Orientation for PIs

- Review of relevant safety policies
- Internal & external permit requirements
- Safety training requirements



# EHS Support



## Safety Training

- Legislated and University imposed safety training provided by EHS
- Lab-specific training provided by Supervisors
- Supervisor's Training Reports (screenshot)

## Support (documents & forms)

- Safety Orientation Checklist for Laboratories, Studios & Workshops (handout)
- Guidelines for Training Requirements (hand out)

# Supervisor's Training Report

## Supervisor's Safety & Compliance Training Report

**Gasparrini, Pietro**

*Director, Environmental Health And Safety*

### Supervisor's Training History

Training Course	Training Date	Valid Until
Asbestos Safety Training	13-Sep-13	13-Sep-16
Fall Protection/Confined Spaces	26-Nov-14	N/A
Fire Prevention & Emergency Preparedness Training	26-Jul-12	26-Jul-15
Hazardous Waste Management Program Audit Presentation	24-Feb-16	N/A
Hearing Conservation Program Training	04-Jun-14	04-Jun-17
Identification of Risks and Workplace Inspections	23-Apr-15	N/A
Laser Safety	31-Jul-12	31-Jul-15
Radiation Safety Officer Training	18-Jul-13	18-Jul-14
Workplace Harassment Workshop	04-Oct-13	N/A

### Staff/Student Training History

**Filacchione, Lina**

*Staff*

Title (Subject)	Training Date	Valid Until
Asbestos Safety Training (Asbestos)	13-Sep-13	13-Sep-16
Fall Protection/Confined Spaces (Confined Space Safety)	26-Nov-14	N/A
Hazardous Waste Operations & Emergency Response (HAZWOPER) (Chemical Safety)	05-Dec-11	05-Dec-14
Identification of Risks and Workplace Inspections (Orientation)	23-Apr-15	N/A
Lock-Out-Tag-Out (Control of Hazardous Energy (LOTO))	30-Apr-15	N/A
Respiratory Protection (3M) (Respiratory Protection)	26-Nov-14	N/A
WHMIS 1988 for Laboratory Personnel (Chemical Safety)	04-Apr-14	04-Apr-17
Working at Heights (Working at Heights)	28-Jan-16	28-Jan-19
Workplace Harassment Workshop (Orientation)	04-Oct-13	N/A

# Questions?

## Contact EHS

(514) 848-2424 **ext. 4877**

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### **SGW Office**

1455 de Maisonneuve W.  
GM-1000  
Montreal, QC, H3G 1M8

### **Loyola Office**

7141 Sherbrooke St. W.  
PS-201  
Montreal, QC, H4B 1R6

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**[www.concordia.ca/ehs](http://www.concordia.ca/ehs)**

**[ehs@concordia.ca](mailto:ehs@concordia.ca)**



# Research Ethics

# Overview

- Background
- Principles
- Scope
- Process
- Q&A

# Background

## Questionable medical research in the 20<sup>th</sup> century:

- Treatment withheld despite proven efficacy
- Continuing studies despite evidence of toxicity
- Administration of toxic substances to improve understanding of disease
- Experimental surgical techniques tested on healthy patients
- Infants exposed to high doses of x-rays for dubious purposes

Henry K. Beecher. Ethics and Clinical Research. *NEJM*. 1966; 274: 367 – 372.

The New England  
Journal of Medicine

Copyright, 1966 by the Massachusetts Medical Society

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**SPECIAL ARTICLE**  
**ETHICS AND CLINICAL RESEARCH\***  
HENRY K. BEECHER, M.D.†  
BOSTON

**H**UMAN experimentation since World War II has created some difficult problems with the increasing employment of patients as experimental subjects when it must be apparent that they would not have been available if they had been truly aware of the uses that would be made of them. Evidence is at hand that many of the patients in the examples to follow never had the risk satisfactorily explained to them, and it seems obvious that further hundreds have not known that they were the subjects of an experiment although grave consequences have been suffered as a direct result of experiments described here. There is a belief prevalent in some sophisticated circles that attention to these matters would "block progress." But, according to Pope Pius XII,<sup>1</sup> "... science is not the highest value to which all other orders of values ... should be subordinated."

I am aware that these are troubling charges. They have grown out of troubling practices. They can be documented, as I propose to do, by examples from leading medical schools, university hospitals, private hospitals, governmental military departments (the Army, the Navy and the Air Force), governmental institutes (the National Institutes of Health), Veterans Administration hospitals and industry. The basis for the charges is broad.<sup>2</sup>

I should like to affirm that American medicine is sound, and most progress to it soundly attained. There is, however, a reason for concern in certain areas, and I believe the type of activities to be mentioned will do great harm to medicine unless soon corrected. It will certainly be charged that any mention of these matters does a disservice to medicine, but not one so great, I believe, as a continuation of the practices to be cited.

\*From the Anesthesia Laboratory of the Harvard Medical School at the Massachusetts General Hospital.

†Dorr Professor of Research in Anesthesia, Harvard Medical School.

1. See the Brookings Conference on "Problems and Complexities of Clinical Research." I commented that "who seems to be the champion of clinical medicine in the experimental area? It is not the physician, the clinician, the doctor, the scientist." I thought it was obvious that I was being "misinterpreted" referring to the fact that examples could easily be found in all categories where research in man takes place in any significant extent. Judging by press comments, that was not obvious, hence, this note.

Experimentation in man takes place in several areas: in self-experimentation, in patient volunteers and normal subjects, in therapy, and in the different areas of experimentation on a patient not for his benefit but for that, at least in theory, of patients in general. The present study is limited to this last category.

**REASONS FOR URGENCY OF STUDY**

Ethical errors are increasing not only in numbers but in variety — for example, in the recently added problems arising in transplantation of organs.

There are a number of reasons why serious attention to the general problem is urgent.

Of transcendent importance is the enormous and continuing increase in available funds, as shown below.

MONEY AVAILABLE FOR RESEARCH EACH YEAR		
	MASSACHUSETTS GENERAL HOSPITAL	NATIONAL INSTITUTES OF HEALTH*
1945	\$ 500,000	\$ 200,000
1955	2,272,416	86,000,000
1965	5,284,542	430,000,000

\*National Institutes of Health figures based upon decade averages, excluding funds for construction, kindly supplied by Dr. John Stetten, of National Institutes of Health.

†Approximation, supplied by Mr. David C. Crockett, of Massachusetts General Hospital.

Since World War II the annual expenditure for research (in large part in man) in the Massachusetts General Hospital has increased a remarkable 17-fold. At the National Institutes of Health, the increase has been a gigantic 624-fold. This "national" rate of increase is over 30 times that of the Massachusetts General Hospital. These data, rough as they are, illustrate vast opportunities and concomitantly expanded responsibilities.

Taking into account the sound and increasing emphasis of recent years that experimentation in man must precede general application of new procedures in therapy, plus the great sums of money available, there is reason to fear that these requirements and these resources may be greater than the supply of responsible investigators. All this heightens the problems under discussion.

Medical schools and university hospitals are increasingly dominated by investigators. Every young man knows that he will never be promoted to a

Bulletin of the World Health Organization, 2001, 79 (4)

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# Normative Texts

- Among the most important:
  - TCPS 2 - Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans
  - Civil Code of Quebec
  - Professional codes of ethics

# The Three Principles - TCPS2 (2010)

- Respect for persons
- Concern for welfare
- Justice

# Respect for Persons

## ► Respect for persons

- Typically framed as an issue of autonomy and of informed consent
- Special protections for individuals with reduced autonomy:
  - Children
  - Mentally incapacitated adults
  - Prisoners
  - Employees
- Other considerations:
  - Relationship with the participant
  - Relationship with the community

# Respect for Persons

## Elements of informed consent

- An ongoing process
- Information
  - Such as the objective, risks, benefits, methods etc.
- Comprehension
  - How will participating affect me?
- Voluntariness
  - At a minimum, lack of coercion
- Articulation of a choice
  - Written consent forms most common.
  - Other means of obtaining and documenting consent may be appropriate.  
(See TCPS Art. 3.12)

# Concern for Welfare

- Broad conception of harms and benefits
  - E.g. physical harm, but also psychological harm, risk to privacy, financial well-being
- Maximize benefits
  - To the participant
  - To society at large
- Minimize risks
- Reasonable risk-benefit ratio



# Justice

- Minimally, justice requires fair subject selection
  - Not choosing subjects on a convenience basis
  - Inclusiveness in subject selection
- Other considerations
  - Access to the fruits of research
  - Research priorities

# Scope

## What research is subject to ethics review?

- Research: “an undertaking intended to extend knowledge through a disciplined inquiry or systematic investigation.” (TCPS2 p. 15)
- Participant: “those individuals whose data, or responses to interventions, stimuli or questions by the researcher, are relevant to answering the research question.” (TCPS2 p. 16)
- Disciplined inquiry: “an inquiry that is conducted with the expectation that the method, results, and conclusions will be able to withstand the scrutiny of the relevant research community.” (<http://pre.ethics.gc.ca/eng/policy-politique/interpretations/scope-portee/>)
- See the “Cheat Sheet”

# Scope

## Secondary use of information

- “REB review is not required for research that relies exclusively on secondary use of **anonymous** information... so long as the process of data linkage or recording or dissemination or results does not generate identifiable information” (TCPS art. 2.4)

# Process

## The Summary Protocol Form (SPF):

- Please use the most recent version
- Follow the instructions



### SUMMARY PROTOCOL FORM (SPF)

Office of Research – Research Ethics Unit – GM 900 – 514-848-2424 ext. 7481 – [oor.ethics@concordia.ca](mailto:oor.ethics@concordia.ca) – [www.concordia.ca/offices/oor.html](http://www.concordia.ca/offices/oor.html)

#### IMPORTANT INFORMATION FOR ALL RESEARCHERS

Please take note of the following before completing this form:

- You must not conduct research involving human participants until you have received your Certification of Ethical Acceptability for Research Involving Human Subjects (Certificate).
- In order to obtain your Certificate, your study must receive approval from the appropriate committee:
  - Faculty research, and student research involving greater than minimal risk is reviewed by the University Human Research Ethics Committee (UHREC).
  - Minimal risk student research is reviewed by the College of Ethics Reviewers (CER; formerly the "Disciplinary College"), except as stated below.
  - Minimal risk student research conducted exclusively for pedagogical purposes is reviewed at the departmental level. **Do not use this form for such research.** Please use the Abbreviated Summary Protocol Form, available on the Office of Research (OOR) website referenced above, and consult with your academic department for review procedures.
- Research funding will not be released until your Certificate has been issued, and any other required certification (e.g. biohazard, radiation safety) has been obtained. For information about your research funding, please consult:
  - Faculty and staff: OOR
  - Graduate students: School of Graduate Studies
  - Undergraduate students: Financial Aid and Awards Office or the Faculty or Department
- Faculty members are encouraged to submit studies for ethics by uploading this form, as well as all supporting documentation, to ConRAD, which can be found in the MyConcordia portal.
- If necessary, faculty members may complete this form and submit it by e-mail to [oor.ethics@concordia.ca](mailto:oor.ethics@concordia.ca) along with all supporting documentation. Student researchers are asked to submit this form and all supporting documentation by e-mail, except for departmental review. Please note:
  - Handwritten forms will not be accepted.
  - Incomplete or omitted responses may result in delays.
  - This form expands to accommodate your responses.
- Please allow the appropriate amount of time for your study to be reviewed:
  - UHREC reviews greater than minimal risk research when it meets on the second Thursday of each month. You must submit your study 10 days before the meeting where it is to be reviewed. You will normally receive a response within one week of the meeting. Please confirm the deadline and date of the meeting with the staff of the Research Ethics Unit.

Page 1 of 11

SPF Version: September 2014

SPF Version: September 2014

# Other supporting documentation

- Scholarly Review Form (only if you are conducting greater than minimal risk research)
- Recruitment materials to be used, such as advertisements or letters to participants
- Instruments to be used to gather data, such as questionnaires or interview guides
- Consent script
- Debriefing script
- List of resources to whom participants can be referred if necessary
- Letters of support from participating organizations
- Submit by e-mail: [oor.ethics@concordia.ca](mailto:oor.ethics@concordia.ca)

# Research Ethics Boards (REB)

- “University Human Research Ethics Committee” (UHREC) at Concordia
- Mandate: “review the ethical acceptability of all research involving humans”
  - Independent of the researcher
  - Emphasis on protecting the rights and well-being of research participants

# Initial review

- Triage based on risk level
- Delegated review
- Full committee review
- Possible outcomes:
  - Approved
  - Approved with comments / recommendations
  - Conditional Approval
  - Queries
  - Not approved

# Contact Information

- Initial review of faculty research, and general inquiries:  
Monica Toca  
Interim Manager, Research Ethics  
monica.toca@concordia.ca  
514-848-2424 ext. 2425
- Our website: <http://www.concordia.ca/research/for-researchers/ethics.html#tab0>





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