MEMORANDUM

DATE: November 14, 2016

TO: The UVic campus community and partners

FROM: David Castle, VP Research

RE: 2016 Strategic Research Plan Progress Report

FOR: Information

UVic’s Strategic Research Plan (SRP), published in January 2016, is a five-year plan that identifies several of the university’s research strengths, priorities, and our commitment to ensuring that research excellence benefits our local, national, and international communities. The plan sets out five broad priorities, 35 associated objectives and 67 implementation strategies for UVic. Always intended to be a working document that would inform priority setting and decision making, the plan reflects the university community’s interest in an ‘actionable and measurable’ plan. The SRP goes further to commit to an annual implementation, monitoring and reporting process to ensure that the priorities, objectives and strategies are met or accomplished over the life of the plan. The plan will inform, guide and provide the framework for assessing the impact of adopting a multi-year research strategy at UVic.

Because the plan was published at the start of the calendar year, this first report on SRP implementation activity reflects activity in the first half of calendar year 2016. The decision to proceed with a half-year report is based on the desire to get annual reporting on-cycle with the academic year. Henceforth, annual SRP implementation reports will reference activity from the previous academic year (July 1 to June 30), and will be made available in the fall. In the first six months of the plan’s implementation a number of its strategies have been accomplished or set in motion. Some early successes have been achieved in each of the priority area and include:

**Strategic Research Plan Priority 1: Defining and Achieving Research Excellence**
- Collaborative work by the Office of the Vice President Research (OVPR) and University Communications and Marketing (UC+M) to enhance UVic’s strategic research communications.
- Progress on the development of a new enrolment management model and allocation strategy for distribution of fellowship and scholarship funds by the Faculty of Graduate Studies (FGS) that once finalized, will be implemented over three years.
- The establishment of the Office of Community- University Engagement (OCUE) to champion community engaged research as one of OCUE’s priorities.

**Strategic Research Plan Priority 2: Enhancing the Integration of Research and Education**
- Establishment of new internal teaching awards, including an award for Excellence in Research-Inspired Teaching.

**Strategic Research Plan Priority 3: Expanding Partnerships, Innovation and Entrepreneurship**
- Refreshing of the International Plan by the International Research and Academic Planning (IRAP) group.
- An update of UVic’s Intellectual Property (IP) policy. A fully updated policy is expected to be available by end 2016-17.
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- Establishment of the Coast Capital Savings Innovation Centre (CCSIC) to support and mentor entrepreneurs to take business concepts from idea to incubator-ready.

Strategic Research Plan Priority 4: Improving Research Competitiveness through Differentiation and Specialization

- Development of an annual Strategic Research Initiative Planning Template for completion by Faculties and Research Centres.
- Development of performance measures, outcomes and outputs by Office of the Vice President Finance and Operations (OVPFO) and the OVPR for the use of Research Support Funds to ensure compliance with federal policy and the research aspirations of its faculty in an increasingly competitive environment.

Strategic Research Plan Priority 5: Enhancing and Optimizing the Provision of Research Service

- Implementation of a new set of criteria and assessment committee structure for UVic’s internal Research / Creative Project Grants program.
- UVic Systems, in collaboration with the Office of Research Services (ORS), embarked on the development of a research administration system.

The OVPR will continue to collaborate and engage with the executive portfolios, faculties and research centres as the plan is implemented. Guidance from key UVic governance groups, including Deans’ Council, the President’s Advisory Committee, the Research Advisory Committee, the Council of Centre Directors and Senate will be sought as appropriate.
## Strategic Research Plan Priority 1: Defining and Achieving Research Excellence

Define research excellence and achieve it by aligning resources, supports and incentives to ensure that the pursuit of research excellence remains at the forefront of UVic’s academic mission.

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<th>Objectives</th>
<th>Strategies</th>
<th>Completed actions and comments</th>
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| 1.3 Promote research that engages with partners and communities to maximize opportunities for impact | 1.3.1 RPKM to coordinate and facilitate research partnerships with the Office of the Vice-President External Relations (VPER) and the Office of Community-University Engagement (OCUE) | • UVic established [OCUE](http://example.com) to provide strategic oversight and vision to the University around:  
  ○ Community engaged learning  
  ○ Community engaged research  
  ○ Being a good neighbour  
  ○ Knowledge mobilization.  
• UVic has a reputation for excellence in community engaged research and OCUE will champion research activities in this area.  
• OCUE has started its ‘community-engaged researchers’ monthly meetings. |
| 1.4 Recognize and reward high-quality, fundamental and problem-focused research, nationally and internationally. | 1.4.1 Increase the annual number of award nominations | • UVic’s success with external awards is increasing and in particular UVic recently realized significant success with its Royal Society of Canada nominations in 2015 with three new Fellows, three new College Members and three Medal Winners. |
| 1.7 Support research communications to increase access to publicly funded research | 1.7.1 Work with University Communications and Marketing (UC+M) to enhance and implement strategic research communications about UVic research excellence | • The OVPR and UC+M have been working collaboratively to enhance UVic’s strategic research communications.  
• A strategic research communications plan has been developed and will be finalised and implemented in 2016-17.  
• Additional communications accomplishments include:  
  ○ Implementation of a successful communications strategy for the release of the Strategic Research Plan.  
  ○ Drafting research banners and handout that highlights UVic’s research excellence which will be finalized in 2016-17.  
  ○ Collaborative development and implementation of a communications strategy to support UVic’s CFREF application.  
  ○ One-year social media pilot that both engaged Tri-Council and CFI funders in UVic content and tracked responses from UVic Twitter feeds.  
  ○ Ideafest (attracted over 4800 audience members) and the UC+M-led [Walrus event](http://example.com). |
|                                                                            | 1.7.2 Work with UC+M to create tools and training for research communications, including social media  | • The OVPR annually offers research event management and communications training for Ideafest organizers.  
• Ideafest 2016 included a successful enhanced social media marketing strategy.  
• UC+M purchased a Hootsuite Enterprise account that will be piloted in 2016-17.  
• OVPR initiated a social media strategy that both engaged Tri-Council and CFI funders in UVic content and tracked responses from UVic Twitter feeds.  
• UC+M drafted a social media training strategy for interested academic units. |
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#### 1.7.3 Support the organization of conferences, workshops, colloquia, and reporting meetings with stakeholders

- To date in 2016, UVic’s OVPR provided some financial support for:
  - Autism Research Meeting 2016
  - BC Tech Summit
  - IUBMB 2016 Conference
  - MEICON (Middle East and Islamic Studies Consortium of BC) 2016
  - Cultural, Social and Political Thought 2016 Graduate Student Conference
  - New Ways of Analyzing Variation 45 Conference
  - 2016 Digital Humanities Summer Institute
  - History of the BookSpeakers Series.

#### 1.8 Enhance supports for graduate student research

| 1.8.1 Undertake a review of graduate student support with VPAC and the Faculty of Graduate Studies (FGS) | FGS’ review of supports resulted in plans to develop a new enrolment management model and allocation strategy for distribution of fellowship and scholarship funds that once finalized, will be implemented over three years.
| 1.8.3 Work with other research universities in BC to improve competitiveness in graduate student funding, relative to other provinces | The Research Universities’ Council of British Columbia (RUCBC) continues to petition the province to improved graduate student funding.
| 1.8.4 Improve competitiveness in recruiting graduate students by enhancing financial packages and enhancing campus space allocations for graduate student use | FGS has worked with the Library to establish graduate study carrels, which provide access to 94 desks with lockable drawers for graduate students without an office.

#### Strategic Research Plan Priority 2: Enhancing the Integration of Research and Education

*Promote and support, in alignment with the UVic Edge, the integration of research and educational programs to create dynamic learning reflective of UVic’s extraordinary environment and which contributes to the vital impact of research*

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| 2.2 Ensure that educational programs are predicated on research excellence and reciprocally, that research excellence is reflected in educational programs | 2.2.1 Coordinate academic and research planning processes with VPAC | The OVPR has developed and piloted an annual Strategic Research Initiative Planning Template for completion by Faculties and Research Centres.
| | | Annually, the completion of this process will be aligned with academic planning processes. |
| | 2.2.2 Work with VPAC to review awards related to the integration of research and educational programs consistent with UVic learning outcomes | UVic has established new internal teaching awards, including:
| | | - Award for Excellence in Research-Inspired Teaching
| | | - Award for Excellence in Graduate Supervision and Mentorship. |
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| 2.3 Provide every student with the opportunity to become engaged in the culture and activities of a research-intensive university | 2.3.1 Work with academic units to expand opportunities for student engagement in research | • UVic continues engaging students in research with its successful Jamie Cassels Undergraduate Research Awards (JCURA) program.  
• Awards of $1,500 each are available for undergraduate students to undertake research under the mentorship and guidance of a faculty member. |

#### Strategic Research Plan Priority 3: Expanding Partnerships, Innovation and Entrepreneurship

**Expand UVic’s focus on partnerships as mechanisms to enhance innovation; generate new research opportunities; engage with community partners; mobilize knowledge in society, policy and professional practice; and support entrepreneurship on campus.**

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| 3.1 Promote internationalization of UVic research | 3.1.1 Implement international working group recommendations | • The International Research and Academic Planning (IRAP) group refreshed the [International plan](#).  
• Their report has been reviewed and a committee launched to lead on its implementation. |
| 3.2 Improve institutional responsiveness to new opportunities for research partnerships and community engagement with regional, national and international partners | 3.2.1 Engage partners and potential partners to identify key priorities for enhancing responsiveness | • The OVPR established the new role of Executive Director, Strategic Research Initiatives. |
| 3.2.2 Contribute to the review of a revised intellectual property policy | | • The Research Partnerships and Knowledge Mobilization (RPKM) unit in conjunction with the OVPR have updated UVic’s IP policy.  
• The draft-revised policy was then referred to the Faculty Association’s IP Review Joint Committee for consideration.  
• IP Review Joint Committee has completed its assessment and a report on their findings has been presented to the President of university and the President of the Faculty Association.  
• A fully updated policy is expected to be available by end 2016-17. |
| 3.2.5 Foster collaborative approaches to designing, conducting and implementing research and educational programs with partners | | • UVic is highly receptive to collaborative approaches to research and educational programs with partners. Some example include:  
  o The working group established to discuss indigenous research protocols co-chaired by Charlotte Reading Director of CIRCLE and Rachael Scarth AVPRO with membership from OCUE, OIA and ORS RPKM.  
  o Establishment of the Coast Capital Savings Innovation Centre (CCSIC) to support and mentor entrepreneurs to take business concepts from idea to incubator-ready.  
  o Development of a partnership between Island Health and UVic to operate the BC Support Unit Vancouver Island Centre, a regional hub for patient-oriented research projects. |
| 3.3 Streamline contracts management to improve service on- and off-campus | 3.3.1 Establish electronic workflows and refine approval process | • A research administration system is currently being developed by UVic Systems.  
• Information gathering on potential research information systems is underway prior to the development of an acquisition process. |
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3.5 Increase UVic’s research profile regionally, nationally and internationally

3.5.1 Work with UC+M and RPKM to enhance and implement strategic research communications about research partnerships

- The OVPR and UC+M have been working collaboratively to enhance UVic’s strategic research communications.
- A strategic research communications plan has been developed and will be finalized and implemented in 2016-17.
- RPKM has regular meetings with UC+M’s edge team on partnerships communications.
- RPKM to participate in the annual BC Tech Summit.

3.6 Enhance community-engaged research

3.6.1 RPKM to develop cultural protocols and best practices for initiating, continuing and expanding research partnerships in collaboration with other units including OCUE and the Office of Indigenous Affairs (OIA)

- A working group has been established to discuss indigenous research protocols co-chaired by Charlotte Reading Director of CIRCLE and Rachael Scarth AVPRO with membership from OCUE, OIA and ORS RPKM.

Strategic Research Plan Priority 4: Improving Research Competitiveness through Differentiation and Specialization

Concentrate resources in areas with demonstrated or strong potential for research excellence.

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<tr>
<td>4.1 Provide and sustain a high-quality research environment that enables and nurtures the expertise and aspirations of researchers</td>
<td>4.1.1 Develop and implement annual priority-setting process with the Research Advisory Committee and the Council of Centre Directors</td>
<td>The OVPR has developed and piloted an annual Strategic Research Initiative Planning Template for completion by Faculties and Research Centres, which will continue to be implemented in 2016-17.</td>
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<td>4.2 Enable existing and emerging dynamic research capabilities</td>
<td>4.2.1 Promote clustering of resources where strategically advantageous</td>
<td>Internal Audit have suggested the OVPR undertake a management assessment of key research infrastructure in 2016-17. Institutional Programs is working with Internal Audit on this assessment.</td>
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<td></td>
<td>4.2.2 Ensure that the allocation of space, infrastructure and research chairs aligns with Strategic Research Plan priorities</td>
<td>The OVPR is developing new CRC and CFI allocation processes to ensure alignment with the SRP priorities.</td>
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<td>4.4 Continue to ensure that UVic meets the use and reporting requirements of the Research Support Fund</td>
<td>4.4.1 Work with VPFO to review Research Support Fund use to ensure consistency with evolving reporting requirements</td>
<td>Development of performance measures, outcomes and outputs by VPFO and VPR for the use of Research Support Funds to ensure compliance with federal policy. The outcomes report from this review is available at <a href="http://www.uvic.ca/research/learnabout/home/federalrsp/index.php">www.uvic.ca/research/learnabout/home/federalrsp/index.php</a>.</td>
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<td>4.5 Optimize the collection of indirect costs of research</td>
<td>4.5.1 Engage internal community and external funders to optimize the collection of indirect costs of research</td>
<td>ORS continually monitors indirect funds for eligibility and compliance.</td>
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<th>4.5.2 Collaborate with other universities and organizations regarding related (SRP) initiatives</th>
<th>The OVPR works closely with RUCBC, for example on their appeal to the Province for additional funds for graduate students.</th>
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<tbody>
<tr>
<td>4.6 Enable and support research centres to respond to emerging research opportunities, promote collaborative and interdisciplinary research</td>
<td>Information gathering on potential research information systems is underway prior to the development of an acquisition process.</td>
</tr>
</tbody>
</table>
| 4.7 Provide the best possible governance of research | The majority of the research related policies are due for renewal in 2017.  
The review process is underway.  
The new Responsible Funding Management and Financial Accountability policy was approved and will be implemented in 2016-17. |
| 4.8 Continue to build the visibility and reputation of UVic as a research-intensive university | The strategic research communications plan, which has been developed and will be finalized and implemented in 2016-17, incorporates the use of UVic Edge branding and positioning.  
All communications activities and accomplishments carried out in the first year of the SRP used the Edge branding and positioning, including for example:  

- The communications strategy for the release of the Strategic Research Plan.  
- The draft research banners and handout, which will be finalized in 2016-17, which highlight UVic’s research excellence.  
- The UVic research webpages  
- The OVPR’s Ideas in Action and Knowledge publications  
- All IdeaFest promotions. |

### Strategic Research Plan Priority 5: Enhancing and Optimizing the Provision of Research Service

*Further the pursuit of research excellence for researchers and UVic as a whole by making strategic investments in systems, staff and staff training, and through the optimization of service delivery and asset management.*

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<td>5.1 Position the Office of Research Services for 2021</td>
<td>5.1.1 Ensure that the Office of Research Services (ORS) annual service plan reflects Strategic Research Plan priorities</td>
<td>ORS’s annual service plan is being updated to reflect the Strategic Research Plan’s priorities.</td>
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</table>
| 5.1.2 Implement enterprise-class research information and administration systems | A research administration system is currently being developed by UVic Systems.  
Information gathering on potential research information systems is underway prior to the development of an acquisition process. |
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### 5.2 Increase the quantity and improve the quality of research grant applications

#### 5.2.1 Work with faculty to assess the needs of researchers for achieving, measuring and recognizing success

- ORS has met with all Faculties to explore the status of peer review on campus and to build strategic plans to improve uptake. Some Faculties and Departments have integrated peer review processes to improve the quality of grant submissions for specific funding opportunities.
- ORS regularly hosts capacity building workshops and grant information sessions to provide information on ORS’ services; build key skills for improving grant submissions; and provide information and resources to apply for specific funding opportunities.

#### 5.2.2 Create a university-wide, robust system of grants facilitation and management distributed through the faculties

- UVic is currently building its research facilitators network, with a number of faculties having designated Research and Scholarship Coordinators.
- ORS chairs bi-monthly meetings with UVic research facilitators to build capacity and share key information on grants.
- The new position of International grants facilitator has been established in ORS for 2016-17.

#### 5.2.3 Monitor application success rates

- ORS continually monitors its grants success rates, including comparing UVic success rates with national success rates for major funding competitions.

#### 5.2.5 Develop pre-selection guidelines for institutional program opportunities

- New pre-selection guidelines are being developed for the Canada Foundation for Innovation (CFI) and Canada Research Chairs (CRC) programs.

### 5.3 Support the development of annual research plans by academic units

#### 5.3.1 Conduct a review of asset management models at other institutions

- Internal Audit has suggested the OVPR undertake a management assessment of key research infrastructure in 2016-17.
- Institutional Programs is working with Internal Audit on this assessment.

#### 5.3.2 Develop an asset management process for major UVic research infrastructure

As above

#### 5.3.3 Seek advice from Internal Audit

As above

### 5.4 Improve the management of major research infrastructure

#### 5.4.1 Work with VPFO to review Research Support Fund use to ensure consistency with evolving reporting requirements

- Development of performance measures, outcomes and outputs by VPFO and VPR for the use of Research Support Funds to ensure compliance with federal policy.
- The outcomes report from this review is available at [www.uvic.ca/research/learnabout/home/federalrsp/index.php](http://www.uvic.ca/research/learnabout/home/federalrsp/index.php).
- The use of the Research Support Fund is continually monitored for compliance.

### 5.5 Improve UVic’s internal research grants program

#### 5.5.1 Strike a review committee, develop recommendations and consult before implementation

- The committee has returned their recommendations and a new set of criteria and new assessment committee structure for UVic’s internal research / creative project grants has been implemented.
- Additional information is available here: [www.uvic.ca/research///conduct/home/funding/internalgrants/index.php](http://www.uvic.ca/research///conduct/home/funding/internalgrants/index.php).