MEMORANDUM

DATE: February 9, 2018
TO: UVic community and partners
FROM: David Castle, Vice-President Research
RE: SRP 2017 Implementation Progress Report
FOR: Information

The UVic Strategic Research Plan (SRP) was published in January 2016. At the core of the plan are five priorities, and associated objectives and strategies, for enhancing and leveraging the best of UVic research. The priorities set directions for improving UVic’s research environment and institutional support for research, with the ultimate aim of enabling current and successive generations of researchers to excel in research.

The final section of the SRP commits to monitoring and reporting on the plan’s implementation, and to continuing to engage with key governance groups, over the five-year life of the plan. Thus, a system has been established that uses the SRP’s five priorities, 35 objectives and 67 strategies as a framework for creating annual implementation plans and progress reports.

SECOND PROGRESS REPORT ON IMPLEMENTATION

To date, one progress report (2016) and two annual implementation plans (2016-17, 2017-18) have been generated, and the second report on implementation progress (2017) is now available (attached). The report describes progress made so far across all of the SRP strategic priorities and objectives, and against 61 of the 67 strategies. The SRP Scorecard, a quick reference report on implementation progress that shows the planned implementation timing and sequence for the strategies, is also available. The reports were developed in consultation with UVic’s Council of Centre Directors, Research Advisory Committee, Office of Research Services Management, Deans’ Council, Executive Council and Senate.

Over the past year, achieving the implementation strategies has included:

Strategic Research Plan Priority 1: Defining and Achieving Research Excellence

- Office of Community-University Engagement has reported on the impact of UVic’s community engagement initiatives and began work on an impact framework for community-engaged research.
- Major awards have included a Killam Prize, a CIFAR Global Scholars Award, a CIHR Gold Leaf Prize for Transformation, a SSHRC Talent Award, two RSC College Memberships and two RSC Fellowships.
- VPRE provided support for interdisciplinary conferences and workshops, e.g.: Forgotten Corridors: Global Displacement & the Politics of Engagement conference; Digital Humanities Summer Institute; and First Nations, Land and James Douglas: Indigenous and Treaty Rights in the Colonies of Vancouver Island and British Columbia, 1849-1864 symposium.
- UVic Libraries’ has released 14 open access monographs and textbooks, and hosts 34 open access journals. UVic Libraries’ open access repository contains more than 7000 items of UVic research.
- UVic Libraries developed its new grants services package that addresses data storage, organization, sharing and discovery and suggests in-kind costs that can be used in grant applications.
- UVic continued to advocate, through RUCBC, for improved graduate student funding and the new provincial coalition government has identified establishing a new graduate student scholarship fund as a key priority.
FINAL DRAFT MESSAGE FROM VPR TO UVIC COMMUNITY AND PARTNERS

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

- UVic and the Royal BC Museum have renewed their MOU and established a new student access framework to support the integration of research into educational programs.
- The JCURA program continued-on and awarded 108 undergraduate students with $1,500 each in-kind towards fees to undertake research under the mentorship and guidance of a faculty.
- The inaugural REACH Awards were held, which combined UVic’s internal research and academic award ceremonies into a single high impact event.

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

- UVic released its new International Plan and formed a working group to lead on its implementation. The Office of Research Services established the new position of International grants facilitator.
- The BC SUPPORT Vancouver Island Regional Centre was established, which is a collaboration between UVic and Island Health, to facilitate patient oriented research collaborations.
- The Coast Capital Savings Innovation Centre, UVic’s on-campus incubator, supported 70 groups, held six business plan (PlanIt) and pitch (PitchIt) competitions; established a mentor network; and supported the generation of 36 of 99 invention disclosures.
- UVic developed its first ever Indigenous Plan. Work also continues to develop research protocols for engaging with Indigenous communities and conducting research on Indigenous lands.

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

- The VPRE piloted an annual faculty and centre research planning process where faculties and centres complete templates that describe plans to grow existing or initiate new research initiatives.
- A number of improvements to research space were initiated or completed, including:
  - Starting a $20 million upgrade to some of the science labs, scheduled for completion in 2019.
  - Starting a $9 million renovation of the Queenswood property to turn it into UVic’s new ocean and climate research campus.
  - Completing $5 million in renovations to the McKinnon Building to support Exercise Science, Physical & Health Education research.
  - Investing $2 million in renovations to support civil engineering research.
  - Investing $1 million in emergency eye wash station updates to support safe research on campus.
  - Updating the Phoenix Theatre sound system and theatre rigging.
- A Research Communications Committee has been established, co-chaired by the VPR and VPER, to guide the development and implementation of a strategic research communications plan.

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

- Development of the Research Administration Information System continued, with a focus on building and conducting pilot testing for the UVic Ethics portal.
- A new contracts database and system to improve the workflow for invention disclosures, patenting and licencing have been implemented.
- ORS Grants continued to build UVic’s research facilitators network, with facilitators now in eight faculties. Using a cost-share model, funding for a 2-year pilot project was provided to faculties to expand institutional grant facilitation support.
- The Provosts office, in collaborations with ORS Institutional Programs implemented new guidelines for UVic’s CRC program to ensure the program’s financial sustainability over the long-term.

NEXT STEPS
The third annual implementation plan (2018-19) will be developed in Spring 2018 and the third report on implementation progress in Fall 2018. The OVPR will continue to collaborate and engage with the executive portfolios, faculties and research centres as the SRP continues to be implemented.
ACRONYMS AND ABBREVIATIONS

1. AVPR  Associate Vice-President Research
2. AVPRO  Associate Vice-President Research Operations
3. BCIT  British Columbia Institute of Technology
4. CAE  Canadian Academy of Engineering
5. Carleton  Carleton University
6. CCSIC  Coast Capital Savings Innovation Centre
7. CFI  Canada Foundation for Innovation
8. CFI-JELF  Canada Foundation for Innovation - John R. Evans Leaders Fund
9. CIFAR  Canadian Institute for Advanced Research
10. CIHR  Canadian Institutes for Health Research
11. CIRCLE  Centre for Indigenous Research and Community-Led Engagement
12. COCD  Council of Centre Directors
13. CRC  Canada Research Chairs
14. CUVIC  Community-University-Victoria
15. Emily Carr  Emily Carr University of Art + Design
16. EPT  Enhanced Planning Tool
17. FGS  Faculty of Graduate Studies
18. Guelph  University of Guelph
19. IP  Intellectual property
20. JCURA  Jamie Cassels Undergraduate Research Awards
21. MSFHR  Michael Smith Foundation for Health Research
22. NSERC  Natural Sciences and Engineering Research Council
23. OCUE  Office of Community-University Engagement
25. ORS  Office of Research Services
26. OVPR  Office of the Vice-President Research
27. Queen’s  Queens University
28. RAC  Research Advisory Committee
29. RPKM  Research Partnerships and Knowledge Mobilization
30. RUCBC  Research Universities’ Council of British Columbia
31. SFU  Simon Fraser University
32. SRP  Strategic Research Plan
33. SSHRC  Social Sciences and Humanities Research Council
34. TRIUMF  TRI-University Meson Facility
35. U of A  University of Alberta
36. U of T  University of Toronto
37. UBC  University of British Columbia
38. UC+M  University Communications and Marketing
39. UM  Université de Montréal
40. UMan  University of Manitoba
41. VIATEC  Victoria Innovation, Advanced Technology and Entrepreneurship Council
42. VITP  Vancouver Island Technology Park
43. VPAC  Vice-President Academic and Provost
44. VPER  Vice-President External Relations
45. VPFO  Vice-President Finance and Operations
46. VPR  Vice-President Research
47. VPRE  Portfolio of the Vice-President Research
48. York  York University
STRATEGIC RESEARCH PLAN 2017 IMPLEMENTATION PROGRESS REPORT

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</th>
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<tbody>
<tr>
<td>1.1 Adopt the definition of research excellence in the Plan to guide strategic decision-making</td>
<td>1.1.1 Communicate with academic units and integrate the definition into EPT processes</td>
<td>Start 2017/18</td>
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<td>1.2 Provide and sustain a high-quality research environment</td>
<td>1.2.1 Integrate EPT quality indicators for research into annual priorities of OVPR and implementation plans</td>
<td>Start 2017/18</td>
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<td>1.2.2 Align submissions to Integrated Planning with Strategic Research Plan priorities</td>
<td>• VPRE aligned its requests to the Integrated Planning Committee with the research plan.</td>
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<td>1.2.3 Work with the Office of VPAC and the Dean of Graduate Studies to consider increasing the proportion of graduate students among the total student population</td>
<td>• In January 2018, VPAC will launch a Strategic Enrolment Management framework with a goal of establishing key enrolment goals for UVic including the balance between undergraduate and graduate enrolments.</td>
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<td>1.2.4 Work with VPAC to foster a culture of recognition of research excellence through reporting and acknowledgement of research funding success</td>
<td>• The President’s Office formally recognized researchers for significant grants. • ORS sent email communications to Deans, Associate Deans Research and Department Chairs on research grant success.</td>
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<td>1.3 Promote research that engages with partners and communities to maximize opportunities for impact</td>
<td>1.3.1 RPKM to coordinate and facilitate research partnerships with the Office of the VPER and OCUE</td>
<td>• The VPR participated on UVic’s Community-University Engagement Executive Committee and ORS RPKM participated on OCUE’s Internal Working Group. • OCUE and the VPR sponsored the research project, Community-Engaged Research at the University of Victoria 2009-2015 that examined the breadth and impact of UVic’s community engagement initiatives. • OCUE initiated work to develop an impact framework to support faculty members who participate in community-engaged research. • ORS RPKM assisted OCUE with the organization of CUVIC 2016: Reconciliation, Innovation and Transformation through Engagement, which was attended by 200+ delegates from over 30 cities across Canada.</td>
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| 1.4 Recognize and reward high-quality, fundamental and problem-focused     | 1.4.1 Increase the annual number of award nominations                      | • UVic’s [award](#) successes included a Killam Prize, a CIFAR Global Scholars Award, a CIHR Gold Leaf Prize for Transformation, a CAE Fellowship, a SSHRC Talent Award, 2 Royal Society of Canada College Memberships and 2 Royal Society of Canada Fellowships.  
• The President’s Advisory Committee on External Awards built a list of faculty who should be considered for awards in the short and long term.  
• The President’s Advisory Committee on External Awards enlarged the list of awards it reviews with the addition of the Guggenheim and Sloan Awards. |
| research, nationally and internationally                                   |                                                                           | Start 2017/18                                                                                                                                     |
| 1.5 Increase research funding for research chairs and graduate student    | 1.5.1 Work with VPER to use fundraising priority-setting process to increase | • VPRE continued to work annually with UVic Alumni and Development on fundraising priorities, including funds for research chairs and graduate student scholarships. |
| scholarships and sponsorships via endowments                              | donations                                                                |                                                                                                                                                  |
| 1.6 Focus knowledge mobilization initiatives to derive greater impact and  | 1.6.1 Align EPT quality and demand indicators for research with mandate and | • ORS’ RPKM has aligned its services planning and reporting with EPT and provides the VPR with monthly and annual statistical reports. |
| social benefit from research                                              | activities of RPKM and OCUE                                              |                                                                                                                                                  |
| 1.7 Support research communications to increase access to publicly        | 1.7.1 Work with UC+M to enhance and implement strategic research           | • UC+M developed and implemented its [Edge](#) campaign highlighting UVic graduate-level research.  
• UC+M’s Edge Department and Unit Implementation Team (DU-IT) continued to brand faculty webpages with both Edge language and images.  
• UC+M and OVPR began a rollout of research communications developed in the strategic research communications plan, which included:  
  o Development of a new social media strategy to enhance campus-wide collaboration and university positioning.  
  o Enhancement of federal funding agency recognition, e.g. via a social media Twitter campaign and the distribution of [Ideas In Action](#).  
  o Development of internal quarterly reports outlining priority research initiatives, events, and awards requiring communications support.  
  o Ongoing media relations and engagement on emergent impact stories, focusing on areas of institutional priority.  
• Implementation of UVic’s sixth annual [Ideafest](#), a festival of research that highlights research excellence from across disciplines. Over 5500 audience members attended and close to 400 members of the UVic community participated as presenters and organizers in the over 40 events on offer. |
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| 1.7.2 Work with UC+M to create tools and training for research communications, including social media | • UC+M and the OVPR facilitated access to research communications tools and training, including:  
  o Event management training for Ideafest organizers  
  o Social media training for research centres and academic units  
  o Op-ed writing training for faculty with an external facilitator  
  o Pilot use of Hootsuite Enterprise to enhance university positioning on social media. | |
| 1.7.3 Support the organization of conferences, workshops, colloquia, and reporting meetings with stakeholders | • The VPRE provided funding for the organization of conferences, workshops, colloquia, and reporting meetings with stakeholders, including:  
  o Biology Graduate Symposium  
  o Conference on Advanced Vibrational Spectroscopy 2017  
  o Forgotten Corridors: Global Displacement & the Politics of Engagement  
  o Still Interpreting – New Ways of Analyzing Variation 45  
  o Winter Nuclear and Particle Physics 2017  
  o First Nations, Land, and James Douglas: Indigenous and Treaty Rights in the Colonies of Vancouver Island and British Columbia, 1849-1864  
  o Digital Humanities Summer Institute 2017  
  o International Symposium on Rarefied Gas Dynamics Meeting.  
  • ORS RPKM:  
  o Led the planning for the 2017 BC Tech Summit – a large and highly visible event that showcases research excellence in BC.  
  o Hosted the Opening Doors, Strengthening Partnerships event, attended by 122 attendees to celebrate current and future partners. | |
| 1.7.4 Work with libraries to support open-access initiatives | • UVic Libraries:  
  o Assisted faculty by releasing 14 open access monographs and textbooks, and hosting 34 open access journals. UVic Libraries’ open access research repository contains more than 7000 items of UVic research.  
  o Communicated about open access on the Scholarly Communications section of their website and at faculty and department meetings.  
  o Initiated a project that aims to understand UVic’s current and emerging data management needs, including for open data. Twenty-four in-depth interviews have been completed, and a campus wide survey is scheduled for Fall 2017. | |
| 1.8 Enhance supports for graduate student research | 1.8.1 Undertake a review of graduate student support with VPAC and FGS | • FGS’ review of supports resulted in plans to develop the Strategic Enrolment Management model and the establishment of the Faculty of Graduate Studies Council. |
| | 1.8.2 Work with VPER to use fundraising priority-setting process to increase donations for graduate research | • VPRE continued to work annually with UVic Alumni and Development on fundraising priorities, including funds for graduate student scholarships. |
### Objectives

1.8.3 Work with other research universities in BC to improve competitiveness in graduate student funding, relative to other provinces

- **RUCBC** continued to advocate to the Province to improved graduate student funding.
- The July 2017 mandate letter from the Premier of British Columbia to the Minister of Advanced Education, Skills and Training includes introducing a new graduate student scholarship fund, as a key priority.
- As Chair of RUCBC, UVic President Jamie Cassels submitted RUCBC’s 2017/18 budget proposal to the Government of British Columbia, title Maximizing BC’s Potential. The submission identified funding for graduate student scholarships as a priority.

1.8.4 Improve competitiveness in recruiting graduate students by enhancing financial packages and enhancing campus space allocations for graduate student use

- UVic continued its efforts to recruit high quality graduate students, including by increasing its awards, fellowships and bursaries and participating in programs such as MITACS Global Link.
- UVic continued to look for innovative solutions (e.g. the Library study carrels) in order to enhance campus space allocations for graduate students.
- Improvements underway to UVic’s research space are detailed in 4.2.3

1.9 Enhance supports for post-doctoral research

1.9.1 Work with VPAC and FGS to consolidate administrative supports for post-doctoral fellows

- ORS RPKM continued to be the first point of contact for postdocs, responding to inquiries regarding appointment procedures and eligibility.
- UVic’s Office of the General Counsel continued to be the point of contact for postdocs with immigration queries.

1.9.2 Work with VPAC and FGS to improve the profile of and supports for post-doctoral fellows

**Start 2017/18**

### 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

#### Objectives

2.1 Recruit and retain the best researchers

2.1.1 Work collaboratively with VPAC on hiring processes

- VPAC and ORS Institutional Programs have implemented new procedures to facilitate alignment between hiring processes and the CRC and CFI programs.
- Working collaboratively with VPAC, ORS is developing an equity, diversity and inclusion action plan that aligns with UVic goals and Federal requirements.

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 VPRE conducted the pilot year for its annual Faculty and Centre Research Planning process.
- This process is intended to increase awareness of faculty and centre research plans at a high level, and to understand those plans in context with the Academic and Resources Planning and Enhanced Planning processes.
### Objectives

#### 2.2.2 Work with VPAC to review awards related to the integration of research and educational programs consistent with UVic learning outcomes

- UVic held its inaugural REACH Awards, which combined UVic’s internal research and academic award ceremonies into a single high impact event.
- UVic awarded its new awards for Excellence in Undergraduate Research-Inspired Teaching and Excellence in Graduate Student Supervision and Mentorship.

#### 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 continued engaging students in research with its successful JCURA program, which awarded 108 undergraduate students with $1,500 each to undertake research under the mentorship and guidance of a faculty.
  - UVic renewed its MOU with the Royal BC Museum and established a new student access framework for the museum that supports faculty who are seeking to integrate research into their educational programs.

- **2.3.2 Provide on-campus and distance-learning research opportunities**
  - Start 2017/18

#### 2.4 Support graduate student success while optimizing existing resources

- **2.4.1 Work with FGS to monitor program completion rates for graduate students**
  - FGS’ updated Graduate Supervision Policy included an enhanced emphasis on regularizing supervisor/committee progress meetings and reports.
  - FGS’ work to amend the graduate fellowship funding program includes exploring the use of incentives for timely degree completion.

#### 2.5 Draw on library expertise in research-related education and training

- **2.5.1 Promote digital information fluency training throughout UVic**
  - UVic Libraries continued to offer workshops on digital information fluency, to enhance research skills among graduate and undergraduate students.
  - UVic Libraries’ Digital Scholarship Commons has opened and is providing graduate students with community, highly transferable skills and access to advanced technologies. They have already delivered 3D design and printing workshops to more than 300 students.

### 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 | - UVic released its new International Plan: Making a World of Difference (2017-2022) and formed a working group to lead on its implementation.  
- The AVPR participates on the International Research and Academic Planning Group. |
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| 3.1.2 Identify supports for ongoing and new international research partnerships | | • ORS established the new position of International grants facilitator.  
• ORS’s new International grants facilitator commenced work to:  
  o Identify international funding/mobility opportunities and promote them via ORS research announcements, website and notification to researchers.  
  o Host capacity-building events focused on international funding opportunities or partnerships in specific regions.  
  o Identify research areas and regions/countries of strategic interest.  
  o Liaise with funding agencies, government and consular officials to promote UVic research and identify opportunities for collaboration.  
• UVic hosted international companies’ on-campus to facilitate engagement with researchers and research centers, for example, ORS RPKM and the UVic Center for Aerospace Research recently hosted Boeing and Bombardier. |
| 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 | • Engaging partners/potential partners to identify priorities for enhancing responsiveness is an ongoing activity of UVic and ORS RPKM, for instance:  
  o The BC SUPPORT Vancouver Island Regional Centre was established, which is a collaboration between UVic and Island Health, to facilitate patient oriented research collaborations that target Ministry of Health priorities, e.g. Seniors, mental health, substance use, Indigenous Health.  
  o Through a private donor, the Victoria Hospitals Foundation, Island Health and UVic are establishing the Cognitive Health Initiative.  
  o UVic continued its partnership with the South Island Prosperity Project, whose mission is to facilitate and promote development of a strong, diversified economy in South Vancouver Island.  
• UVic’s CCSIC provided on-campus incubator services designed to help students, faculty, staff and recent graduates take business concepts from idea to incubator-ready. |
| 3.2.2 Contribute to the review of a revised intellectual property policy | | • ORS RPKM updated UVic’s IP policy and engaged with the Faculty Association on the new draft IP policy. |
| 3.2.3 Foster greater collaboration between UVic researchers and companies at VITP | | • VITP’s high-tech companies and organizations participated in CCSIC and ORS’ RPKM events.  
• VITP and CCSIC established an arrangement that will allow CCSIC affiliated start-up companies to be temporarily housed at VITP. |
| 3.2.4 Work with the VPER, OCUE and regional economic development leadership to create the conditions and opportunities for economic and social development that improve wellbeing of citizens | | • UVic continued its partnership with the Prosperity Project which included:  
  o UVic’s CCSIC, VIATEC and Prosperity Project establishing a Mentor Hub, a shared mentor network consisting of 30 mentors and advisors.  
  o ORS RPKM and CCSIC worked with the Prosperity Project and VIATEC to support more start-ups in Greater Victoria, including the identification of CCSIC clients ready to be accelerated. |
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<td>3.2.5 Foster collaborative approaches to designing, conducting and implementing research and educational programs with partners</td>
<td>• The VPRE continued to participate in and provide leadership for collaborative partnerships, for example: &lt;br&gt; o Collaborated with Island Health to form the <strong>BC SUPPORT Vancouver Island Regional Centre</strong>, which is currently supporting the development of 19 patient-oriented research projects across the Island. &lt;br&gt; o Participated on the <strong>Autism Research Steering Committee</strong>, co-chaired by MSFHR and Genome BC with representatives from BCIT, Child &amp; Family Research Institute, Emily Carr, Ministry of Children and Family Development and UBC. &lt;br&gt; o Participated on <strong>TRIUMF’s Five-Year Plan</strong> Steering Committee. UVic is a consortium member of TRIUMF in conjunction with U of A, UBC, Carleton, Guelph, UMan, UM, SFU, Queen’s, U of T and York.</td>
<td><strong>ORS RPKM</strong> continued facilitating research partnerships with community and industry organizations and managed the shared research agenda with the Ministry of Children and Family Development.</td>
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<td>3.3 Streamline contracts management to improve service on- and off-campus</td>
<td>3.3.1 Establish electronic workflows and refine approval process</td>
<td>• A new ORS RPKM Contracts Database has been implemented and has enhanced service delivery and increased efficiency. In 2016-17 ORS RPKM Contracts group worked on 464 contracts. &lt;br&gt; • ORS RPKM implemented a new system for its IP and licensing operations. The new system, Inteum, has improved the workflow for invention disclosures, patenting and licensing.</td>
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<td>3.4 Enhance supports for innovation and entrepreneurial activity</td>
<td>3.4.1 Work with Office of the VPFO to explore the potential for the university to gain access to venture capital</td>
<td>• <strong>CCSIC</strong> supported and mentored 70 client groups its first year of operations and supported the generation of 36 of 99 invention disclosures in 2016-17. &lt;br&gt; • CCSIC held three business plan competitions (PlanIt) and three business pitch competitions (PitchIt) events that awarded funding to 35 start-ups. &lt;br&gt; • ORS RPKM and CCSIC facilitated access for its clients to venture funds via the <strong>Capital Investment Network</strong> and <strong>VIATEC</strong>’s angel networks. &lt;br&gt; • ORS RPKM and CCSIC worked with UVic Alumni and Development to create a plan for seeking donor funds for student ventures.</td>
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<td>3.5 Increase UVic’s research profile regionally, nationally and internationally</td>
<td>3.5.1 Work with UC+M and RPKM to enhance and implement strategic research communications about research partnerships</td>
<td>• ORS RPKM continued to have regular meetings with UC+M on partnerships communications; published on its website a select group of UVic technologies available for licensing and partnering and recognized successful research collaborations at an annual event.</td>
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<td>3.6 Enhance community-engaged research</td>
<td>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 IACE</td>
<td>• A working group co-chaired by the Director of <strong>CIRCLE</strong> and the AVPRO with membership from <strong>OCUE, IACE</strong> and ORS RPKM continued to develop research protocols for engaging with Indigenous communities and conducting research on Indigenous lands. &lt;br&gt; • In 2017, UVic published its <strong>Indigenous Plan</strong>. Strand 4 of the plan is on Research and provides goals and actions for conducting research in Indigenous communities and for research involving indigenous people.</td>
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### Objectives

#### 3.7 Further integrate university libraries into UVic research processes

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<td>3.7.1 Identify opportunities for librarians to collaborate on research projects</td>
<td>UVic Libraries developed and disseminated its new grants services package. This package addresses data storage, organization, sharing and discovery and provides in-kind costs that can be used in grant applications. UVic Libraries also continued to partner on faculty funding applications, for example SSHRC partnership and NSERC Create grants. The VPR continued as Chair, Research Data Canada Steering Committee.</td>
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<td>3.7.2 Raise awareness of the ability of UVic Libraries to access other collections and repositories</td>
<td>UVic Libraries promoted its ability to provide access to specialized collections and repositories and provided its, Special Collections: Open Eyes, Open Minds Workshop.</td>
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**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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<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 RAC and COCD</td>
<td>The VPRE conducted the pilot year for its annual Faculty and Centre Research Planning process. Faculties and centres completed a template that describes plans to grow existing or initiate new large scale and/or team-based and/or multi-faculty partnerships, or network-based research. The OVPR also updated the RAC and COCD Terms of References.</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 is working with VPRE on a review of research infrastructure management processes and tools. ORS Institutional Programs is following up with research centres and faculties on their strategic priorities, discussing opportunities for efficiencies.</td>
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<td>4.2.2 Ensure that the allocation of space, infrastructure and research chairs aligns with SRP priorities</td>
<td>New CRC guidelines and processes have been approved and implemented. These new guidelines address the sustainability of the CRC program, follow Federal requirements for equity and diversity, and aligns with the SRP. A new CFI-JELF process has been implemented and is aligned with the UVic SRP and ensures UVic will make best strategic use of its CFI allocations. A new Institutional Research Review Committee has been approved and is currently being established. The new committee will provide advice to the VPR on the evaluation, prioritization and strategic development of major institutional research initiatives.</td>
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<td>4.2.3 Identify opportunities for increasing and improving space for researchers and students</td>
<td>• Improvements to research space included:</td>
<td>o Starting a $20 million upgrade to some of the science labs, scheduled for completion in 2019.</td>
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<td>o Starting a $9 million renovation of the Queenswood property to turn it into UVic’s new ocean and climate research campus.</td>
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<td>o Completing $5 million in renovations to the McKinnon Building to support Exercise Science, Physical &amp; Health Education research.</td>
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<td>o Investing $2 million in renovations to support civil engineering research.</td>
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<td>o Investing $1 million in emergency eye wash station updates to support safe research on campus.</td>
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<td>o Updating the Phoenix Theatre sound system and theatre rigging.</td>
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<td>4.2.4 Explore ways to provide seed-funding for interdisciplinary conferences and workshops</td>
<td>• Research units can apply for Tri-Council funding for conferences and workshops, for example ORS’ RPKM received NSERC Connect funding to host interdisciplinary conferences and workshops, such as for its Opening Doors, Strengthening Partnerships event and for UVic’s Biomedical Technology Industry Partnership Day 2017.</td>
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<td>• As described in 1.7.3, the VPRE provides some funding for interdisciplinary conferences and workshops.</td>
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<td>4.3 Fully engage the expertise and leadership of research chairs</td>
<td>4.3.1 Develop a research chairs forum focused on research leadership for UVic</td>
<td>Start 2017/18</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>• VPFO in collaboration with the VPRE developed performance measures, outcomes and outputs for the use of Research Support Funds to ensure compliance with federal policy.</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 requested on contracts and agreements for eligibility and compliance.</td>
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<td>4.5.2 Collaborate with other universities and organizations regarding related (SRP) initiatives</td>
<td>• The VPR continued to work closely with RUCBC and Universities Canada and their members.</td>
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<td>4.6 Enable and support research centres to respond to emerging research opportunities, promote collaborative and interdisciplinary research</td>
<td>4.6.1 Develop standardized annual reporting templates</td>
<td>• The VPRE has conducted a successful pilot year for its annual Faculty and Centre Research Planning process and planning template.</td>
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<td>4.6.2 Increase research networking capacity and infrastructure</td>
<td>• UC+M developed a social media strategy to enhance campus-wide collaboration and university positioning.</td>
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<td>• The VPRE in collaboration with University Systems and other units, initiated the process to acquire a research information system. The process has included exploring a potential joint effort with UBC and SFU.</td>
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## STRATEGIC RESEARCH PLAN 2017 IMPLEMENTATION PROGRESS REPORT

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<tr>
<td>4.7 Provide the best possible governance of research</td>
<td>4.7.1 Support, or lead, research-related policy and procedure reviews</td>
<td>• The VPRE conducted a review of UVic’s research policies, which included engaging with key governance groups, an open consultation period with the UVic community and discussions with the UVic Faculty Association.</td>
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</table>
| 4.8 Continue to build the visibility and reputation of UVic as a research-intensive university | 4.8.1 Develop and implement a strategic research communications plan with UC+M and align Strategic Research Plan priorities with the UVic Edge | • UVic established a Research Communications Committee, co-chaired by the VPR and VPER, to provide advice and guidance on the development and implementation of a strategic research communications plan.  
• The OVPR and UC+M developed and began to implement a strategic research communications plan, see example activities and products in 1.7.1 |

### 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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<tr>
<td>5.1 Position the Office of Research Services for 2021</td>
<td>5.1.1 Ensure that ORS’ annual service plan reflects Strategic Research Plan priorities</td>
<td>• ORS’s annual service plan development aligns with the UVic SRP’s priorities.</td>
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|                                                                           | 5.1.2 Implement enterprise-class research information and administration systems | • UVic continued to develop its Research Administration Information System focused on the development of a UVic Ethics portal. To support those UVic researchers involved in multi-jurisdictional research with other BC institutions, a separate shared provincial research ethics platform (hosted at UBC) is being developed with UBC, UBC affiliated hospitals, SFU, UNBC, and the provincial health authorities who are partners in the BC Ethics Harmonization Initiative.  
• The VPRE in collaboration with University Systems and other units, initiated the process to acquire a research information system. The process has included exploring a potential joint effort with UBC and SFU.                                                                 |
| 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 Grants hosted capacity building workshops and grant information sessions; hosted networking events with international and research area themes and met with researchers on enhancing research funding success.  
• ORS Grants continued to monitor the use of peer review via a declaration on the research application summary form to see if the additional co-support resulted in increased grants success.  
• UVic continued to build its research facilitators network, with grants facilitators now in eight faculties. Bi-monthly meetings were held with UVic research facilitators to build capacity and share key information on grants.  
• Using a cost-share model, funding for a two-year pilot project was provided to faculties to expand grant facilitation support.  
• ORS Grants and Health Research Project Officer provided co-grants crafting on CIHR and Michael Smith Foundation for Health Research applications. |
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<td>5.2.3 Monitor application success rates</td>
<td>• ORS continued to monitor its grants success rates, including comparing UVic success rates with national success rates for major funding competitions.</td>
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| 5.2.4 Optimize ORS workflow consistent with differentiated services | • As noted in 5.1.2, UVic continued to develop its Research Administration Information System.  
• The VPRE in collaboration with University Systems and other units, initiated the process to acquire a research information system. The process has included exploring a potential joint effort with UBC and SFU. | |
| 5.2.5 Develop pre-selection guidelines for institutional program opportunities | • New CRC guidelines and processes have been approved and implemented. These new guidelines address the sustainability of the CRC program, follow Federal requirements for equity and diversity, and aligns with the Strategic Research Plan priorities.  
• A new CFI-JELF process has been implemented that is aligned with the UVic SRP and ensures UVic will make best strategic use of its CFI allocations.  
• A new Institutional Research Review Committee has been approved and is currently being established. The new committee will provide advice to the VPR on the evaluation, prioritization and strategic development of major institutional research initiatives. | |
| 5.2.6 Work with Faculty of Graduate Studies to develop grants facilitation supports for graduate students | • FGS continued to provide facilitation support to graduate students with their Tri-council grant applications and FGS’ Scholarship Coordinator continued to attend ORS’ research facilitators’ network meetings. | |
| 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 is working with VPRE on a review of research infrastructure management processes and tools. |
| | 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 | • VPFO and VPRE developed performance measures, outcomes and outputs for the use of Research Support Funds to ensure compliance with federal policy. |
| 5.5 Improve UVic’s internal research grants program | 5.5.1 Strike a review committee, develop recommendations and consult before implementation | • The committee completed its review in 2015-16, which resulted in the establishment of a new set of criteria and new assessment committee structure for UVic’s Internal Research/Creative Project Grants. A routine review of the program is anticipated in 2018-19. |
| 5.6 Support new collaborative research initiatives in response to emerging opportunities | 5.6.1 Explore sources of funds to increase discretionary activity | • VPRE worked with Alumni and Development to establish research fundraising priorities and the VPRE continued to explore the identification of other sources of funds. |