

Sustaining Research Excellence: Challenges and Opportunities

OVPR Annual Report 2010



59344

UNIVERSITY OF
TORONTO

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Background

The University of Toronto is Canada's leading research and innovation institution.

→ (ranked 17th internationally)



Goal

Establish U of T as one of the top 10 research institutions in the world.

→ Must ask 3 questions:

1. What are our unique areas of strength?
2. What challenges do we face?
3. How can the OVPR best support our researchers?

Challenges

The Canadian research funding landscape has changed dramatically in the last 10 years.



Canada Research
Chairs

Chaires de recherche
du Canada

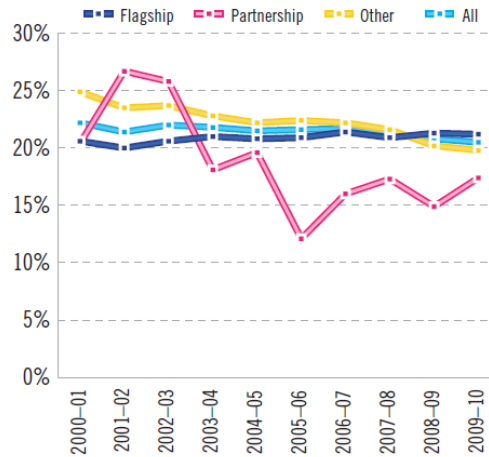
Canada 

Challenges

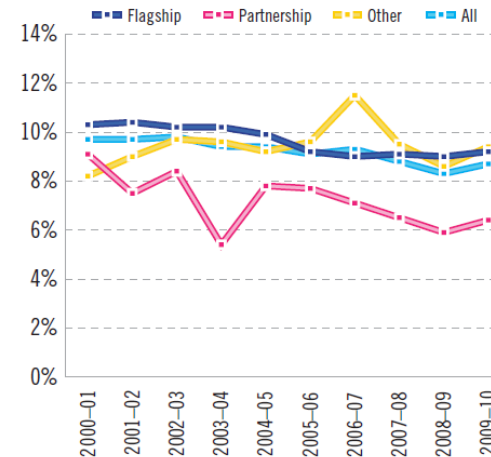
3 challenges that we need to address:

Challenge #1: Increase Tri-Council market share

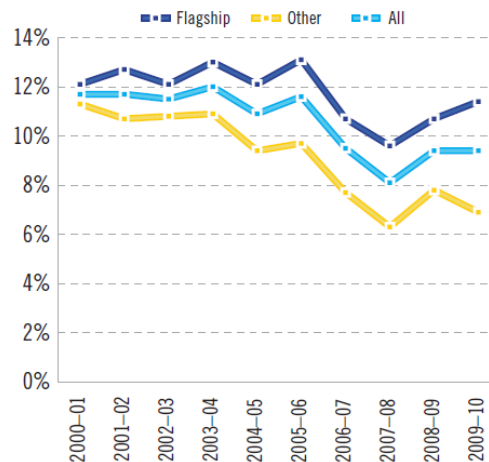
a) CIHR



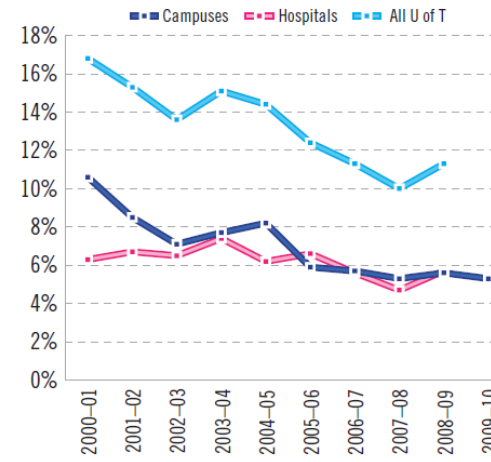
b) NSERC



c) SSHRC

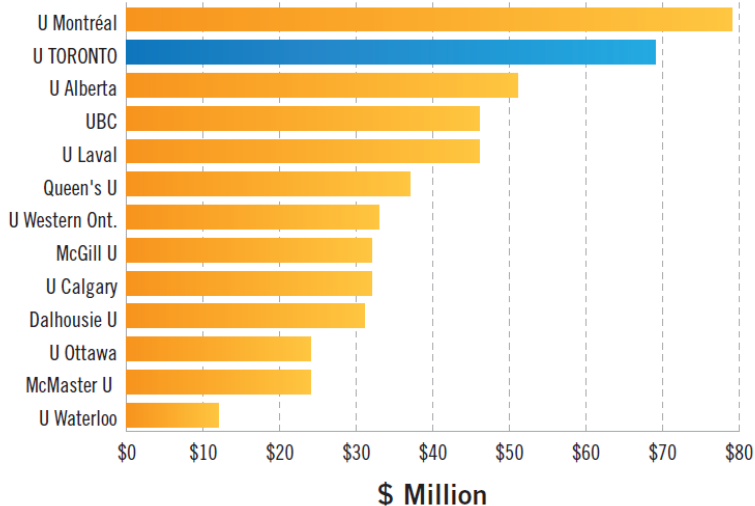


d) NCE

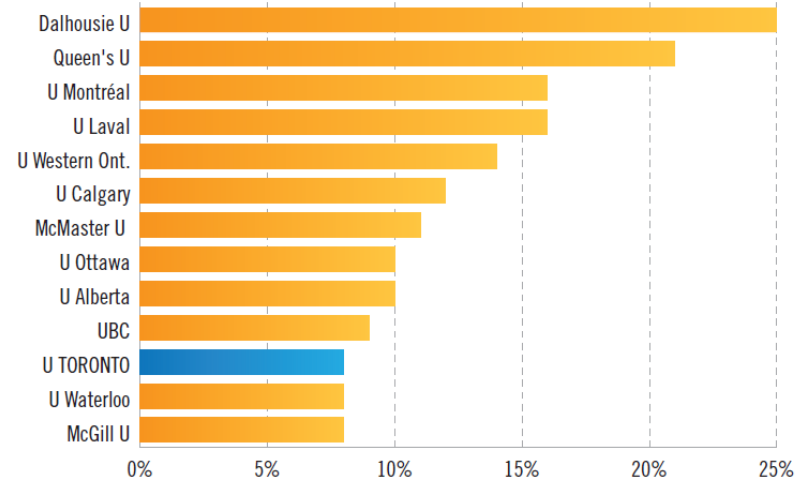


Challenge#2: Strengthen research impact and partnerships

Industry Funding to U13 Universities: Absolute Dollar Value



Industry Funding to U13 Universities: As Percentage of Total



Challenge#2: Strengthen research impact and partnerships

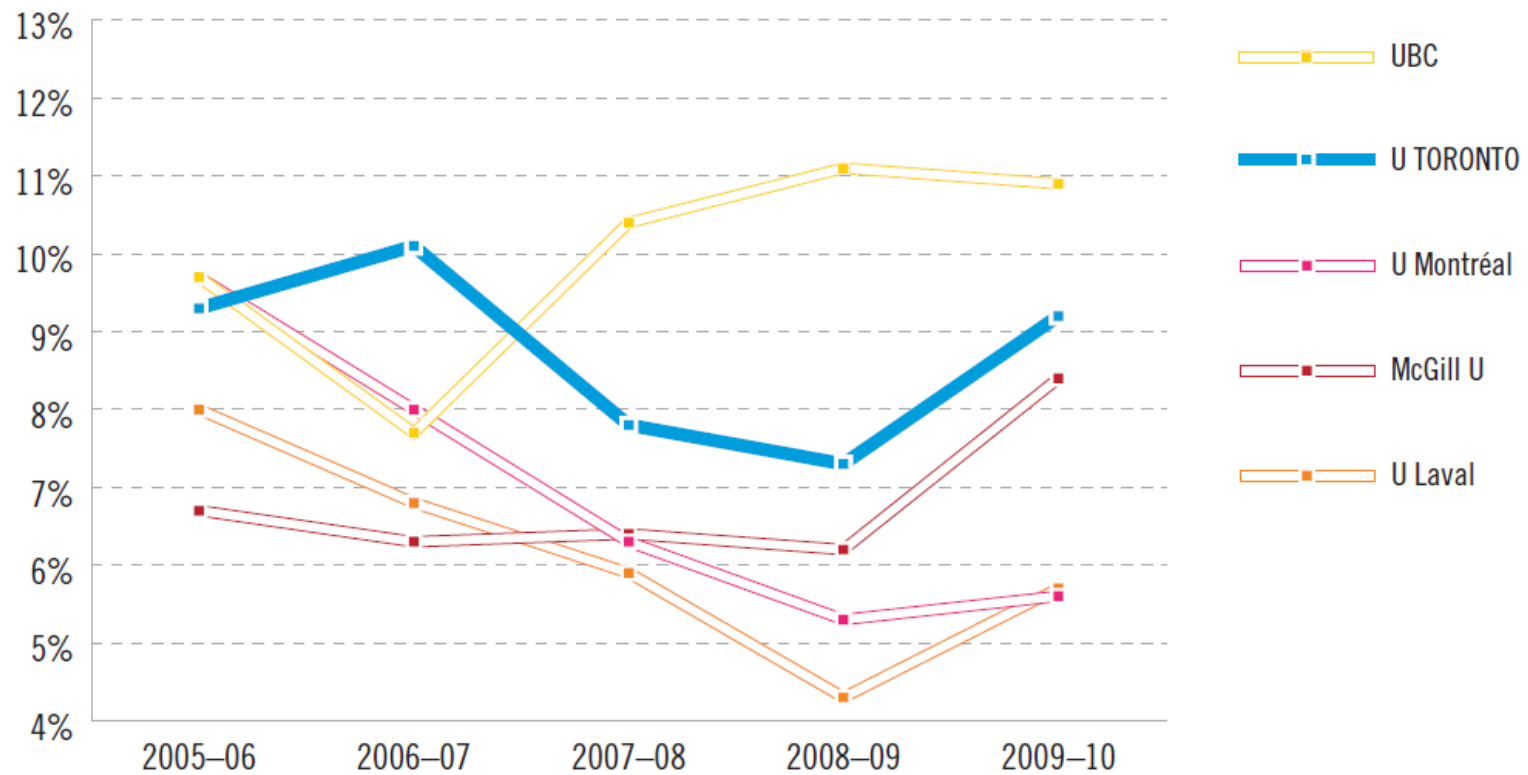


Figure 3: NSERC Strategic Grant (excluding Research Networks) market share comparison of the top 5 Canadian universitiesⁱⁱⁱ.

Challenge#3:

Meet the new demands for oversight & compliance

- Increased demands for accountability, compliance and auditing mean that the University must devote more resources to effectively manage a much heavier workload.
- Increasing Tri-Council oversight requirements have increased the need for ethics reviews for both funded and unfunded research activities. In the fiscal year that ended in 2009 such reviews increased 30 per cent over the prior year.

Strategy: Tri-Pillar Model

In 2009, the OVPR reorganized its human resources to support and promote excellence in research and innovation at U of T.



Each pillar has identified challenges and opportunities and has taken action to implement solutions.

Taking Action: RSO

- Introduced new suite of **Connaught Programs** in 2010
- Established team of **proposal development officers** to help with large-scale initiatives
- Established **divisional research facilitators group** to coordinate with divisions
- Developed **Research Alerts** e-mail service, available summer 2011
- Implemented **Project RAISE**, IT solutions for research admin

Taking Action: IPO

- Recruiting new **Chief of IPO**
- New process in place for **faster contracts implementation**
- Partnered successfully with **MaRS Innovation**; first spin-off, **Xagenic**, is U of T-based
- Contributed to development of new **Centre for Commercialization of Research in Regenerative Medicine**
- Awarded funds from new **Fed Dev Ontario** program for private-sector collaboration

Taking Action: ROCO

- Developed processes to **resolve deficit positions** in non-Tri-Council research accounts
- Responded to the new **Tri-Council Policy Statement** by
 - **delegating** ethics review to divisions when appropriate
 - implementing communications and administrative strategies to address **renewal of expired protocols**
- Implemented solutions to **2004 & 2008 Tri-Council monitoring visit** reports
 - including implementation of **Project RAISE**

Long-Term Strategy: Enabling Research Partnerships and Enhancing Administrative Support

Across the portfolio, we will work more closely in partnership with our stakeholders:

→ the research community, academic divisions, our sponsors

and our current and potential collaborators:

→ the private sector, government agencies, community groups, other institutions

Partners



: RSO will:

- Establish incentives for academic divisions to participate and succeed in CRC-eligible Tri-Council programs
- Establish participation objectives for major research funding programs
- Provide support and resources to maximize the quality of grant submissions
- Monitor trends in the research performance of the University and identify areas for strategic investment of resources

IPO will:

- Work with MaRS Innovation to identify strong opportunities for knowledge translation
- Provide intensive support to faculty members developing large-scale, private sector-partnered proposals
- Connect with faculty inventors by “walking the halls”
- Engage potential partners in the private sector by matching them to U of T innovators
- Foster a new innovation hub in the Banting building

ROCO will:

- Spearhead Project RAISE
- Comprehensive training campaign for Chairs, PIs and business officers
- Continue to work closely with our research sponsors to develop solutions to recommendations that arise from their audits
- Work with divisional leaders and research ethics board members to find solutions to mitigate the workload of ethics committees

Measuring Our Success

Benchmark 1: Increase our market share of tricouncil funding and sustain a steady-state of 250 CRCs

Benchmark 2: Increasing private sector funding by at least 50 per cent over the next 5-10 years

Benchmark 3: Receiving a "satisfactory" rating from Tri-Council at the next monitoring visit in 2015 and beyond

Conclusions

- OVPR Tri-pillar structure - designed to address the needs of our stakeholders and allow us to pursue an aggressive long-term strategy for the continued success of U of T
- Fostering and enhancing partnerships - the basis of our long-term strategy for improving the performance of the research and innovation enterprise at U of T.
 - Each pillar has a plan to work with current and potential partners
 - Each pillar has a benchmark to measure our success

Together, we can seize the opportunities of today's research funding landscape to help U of T achieve the goal of joining the ranks of the world's 10 leading research institutions.