

OFFICE OF THE VICE-PRINCIPAL, RESEARCH

STRATEGIC FRAMEWORK

UTM Academic Affairs Committee – Cycle 3
January 11, 2024

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

PRESENTED BY:

PAYAM ZAHEDI

Director, OVPR

Rationale

Empowering research discovery & impact

As UTM's research enterprise continues to grow, the OVPR plays a foundational role in aiding research excellence by way of state-of-the-art core facilities, internal funding programs, and staff and faculty expertise. This framework reflects our commitment to continue leading as a centre of creativity, discovery, and positive social change.

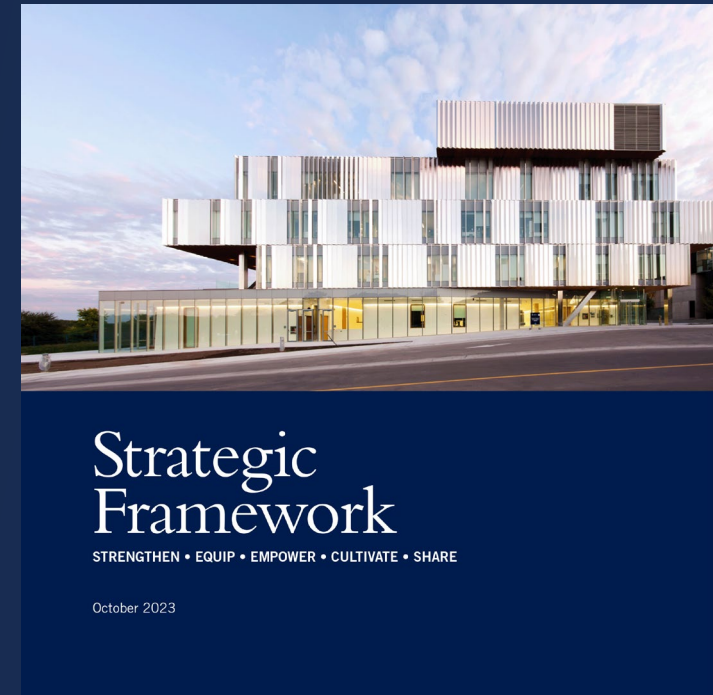
OUR MISSION

To provide a comprehensive suite of high-quality services, resources, and knowledge in support of the research enterprise.



OUR VISION

To support, promote, and inspire the research, scholarship, and creative activity of our community, and to enhance UTM's research reputation and profile.



Process

Guided by a self-study of our strengths, needs & pressure points

20+ interviews conducted with various stakeholders

Engaged community members in the process

Benefitted from plans shared across the University

- *UTM's Strategic Framework*
- *UTM's 2017 Academic Plan*
- *UTM's Sustainability Strategic Plan*
- *University of Toronto Strategic Research Plan 2018-23*

The accountabilities laid out in UTM's Strategic Framework kept us on course:

Have we fostered a dynamic research environment, with administrative and infrastructural supports, that encourage our researchers' diverse pursuits?

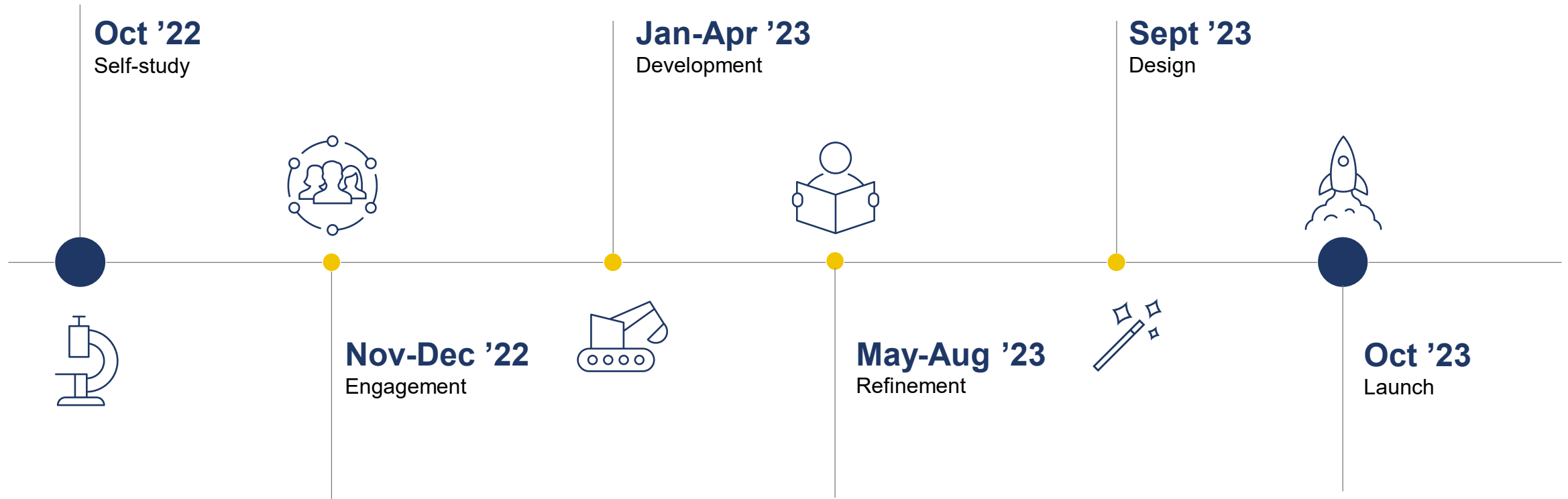
Have we built rewarding collaborations among faculty, students, librarians, and research and core facilities staff at UTM and U of T?

Have our research discoveries shaped academic inquiry, student teaching and learning, innovations in industry and entrepreneurship, and public discourse?

Have we cultivated research partnerships that leverage the strengths of UTM's unique Mississauga location and of U of T's tri-campus system?

Does research at UTM address challenges of immediate and enduring relevance and help translate knowledge effectively for internal and external communities?

Timeline



Framework

OUR MODEL

PILLAR

GOALS

ACTIONS

OUTCOMES



Strengthen Capacity



Equip Trainees



Empower People



Cultivate Partnerships



Share Knowledge



Two strategic enablers steer our decision-making:

➔ Inclusivity as a Core Value

➔ Data & Analytics as Drivers

Our pillars are non-hierarchical, working in synergy to advance UTM's larger research goals.



STRENGTHEN CAPACITY

Through increased internal research support, collaboration, and information-sharing, we will maximize researchers' efforts, improving their capacity to secure external funding and awards.

- ➔ Increase external research funding by offering internal mechanisms to seed and grow research ideas
- ➔ Increase research funds secured from non-traditional research funding opportunities
- ➔ Increase the number of nominations for national and international awards, including researchers from under-represented groups
- ➔ Grow core research facilities offerings, creating opportunities for impactful collaboration and connection on campus



EQUIP TRAINEES

By increasing our recruitment of, and investment in, student and emerging researchers at various stages of their training, UTM will grow our research capacity, retain promising researchers, and create a pipeline of talent.



Recruit and retain the next generation of diverse research leaders, sharing the tools they need for successful careers — both within and outside of academia



Champion initiatives for UTM research at the undergraduate, graduate, and postdoctoral levels, in collaboration with teams across the campus





EMPOWER PEOPLE

By advocating for and supporting faculty, librarians, and staff with a suite of high-quality services, resources, training, and expert knowledge, UTM will foster a dynamic research environment that encourages our researchers' diverse pursuits.

- ➔ Foster a culture of inclusion, innovation, incubation, and collaboration
- ➔ Provide training and support to help researchers develop the leadership skills needed to run a successful academic research program
- ➔ Advocate for UTM researchers to increase awareness of, and support for, their diverse research strengths and activities
- ➔ Encourage responsible data stewardship and support data management strategies



CULTIVATE PARTNERSHIPS

By cultivating research partnerships that leverage the strengths of our unique location — and the benefits of U of T's tri-campus system — UTM will help propel our researchers' work and create knowledge and technologies that impact communities both locally and globally.



- ➔ Clearly communicate support for partnerships available to researchers across UTM; increase fluency in partnered research
- ➔ Support researchers in conceptualizing, identifying, securing, and formalizing external research partnerships
- ➔ Collaborate with UTM community on sustainability research endeavours
- ➔ Grow Indigenous research engagement



SHARE KNOWLEDGE

By expanding our communications reach and by showcasing the work and impact of our diverse research community, the OVPR will connect with university, community, and international audiences — which, in turn, will elevate UTM's research profile and present exciting opportunities for new partnerships, philanthropic investments, and knowledge translation.

- ➔ Inform our community about resources, events, and opportunities, establishing our office as a 'go-to' resource for all things research at UTM
- ➔ Showcase UTM's research and impacts and increase visibility of achievements across owned and earned media channels
- ➔ Implement robust systems to measure and expand our communications activities and to ensure we share our work transparently with our community

LOOKING FORWARD

Designed to be structured and agile, the Framework enables adaptation as research practices and the needs of the community evolve.

Each year, the OVPR will review this strategy, assess priorities, and update the Framework as required.

Research goals and outcomes will be tracked accordingly and incorporated into our Annual Research Report.