



UNIVERSITY OF
CALGARY

University of Calgary Research and Innovation Plan 2024-2027

Summary

research.ucalgary.ca/research/research-innovation-plan



As established by **Ahead of Tomorrow**, our institutional 2023-2030 Strategic Plan, the goal of the University of Calgary is to maximize research impact, and we will do this by harnessing the power of research and innovation to tackle society's biggest challenges.

Three objectives have been set for 2030 in Ahead of Tomorrow:

1. Become #1 University in U15, research revenue per scholar.
2. Grow external research revenue to \$750M a year.
3. Grow our position as Canada's #1 creator of start-ups to the top 50 start-up creators in the world.

The **2024-2027 Research and Innovation Plan** addresses the research and innovation strategy for Ahead of Tomorrow. Activities and initiatives in this plan are integrated with approaches described in the Academic Plan, Community Engagement Plan, and Operations Plan.

As with all University activity, the Research and Innovation Plan should be considered and interpreted through our foundational commitments to: Equity, Diversity, Inclusion, and Accessibility; Indigenous Engagement; Mental Health; Global Engagement; and Sustainability.

Measuring progress

Progress towards objectives will be measured in the following ways:

- Research Revenue Per Scholar in U15
- Research Revenue
- Top 50 Start-Up Creators in the world

UCalgary has created new research support teams for international partnerships, non-traditional funding programs, and industry partnerships. To track progress in these specific areas, we will gather information on additional key performance indicators aligned with these new programs, as elements of the Research and Innovation Plan (2024–2027):

- Annual Research Revenue from Industry Partnerships
- Annual Research Revenue from International Partnerships
- Annual Research Revenue from non-traditional Canadian funding sources (i.e. outside of tri-council funding opportunities)

Activities and Initiatives

As a major research University, the University of Calgary's research enterprise is multi-faceted and complex with many initiatives that support it. The Office of the Vice-President (Research) has identified five domains of activity that support and advance this research enterprise.

Domain #1: Enhancing Institutional Capacity

We will create new opportunities for growth in faculty positions, maximize funding opportunities for postdoctoral scholar competitions, develop and/or expand programs for

graduate students and undergraduate students to participate in research, advance Indigenous Engagement, and enhance institutional EDIA capacity and literacy. These opportunities will be developed in conjunction with the Academic Plan.

Domain #2: Connecting Our People with Opportunities

Building on the foundation of existing research supports available in faculties and Research Services, the University of Calgary has developed new research support units to connect students, postdoctoral scholars, faculty, and staff with i) non-traditional funding opportunities; ii) international research and innovation opportunities; iii) industry engagement activities and iv) community-based initiatives and organizations.

The ultimate objective of all UCalgary research support units and programs is to remove or mitigate any barriers that may prevent our faculty, trainees, and/or staff from optimally engaging in research. Collectively, these units and programs will enhance the institution's ability to secure new funding and produce far-reaching impact. These activities will be undertaken in conjunction with the Academic Plan and the Community Plan.

Domain #3: Becoming Best-in-Class for Administrative and Regulatory Functions

Research functions are numerous and complex, and a leading research university must enable all involved in research to navigate these functions effectively and efficiently. This work will be undertaken in conjunction with the Operational Plan.

Domain #4: Leading Research Impact

The University of Calgary seeks to position itself as a leader in producing impact in social, health, environmental, cultural, economic, legal, technological, and policy domains. UCalgary became a signatory to the San Francisco Declaration on Research Assessment (DORA) in January 2021. The Declaration affirms a university-wide commitment to societal impact, with validation of multiple forms of output from UCalgary research, scholarship, and innovation activities. DORA also emphasizes the university's accountability to rigorous assessment and reporting of impact both internally and externally.

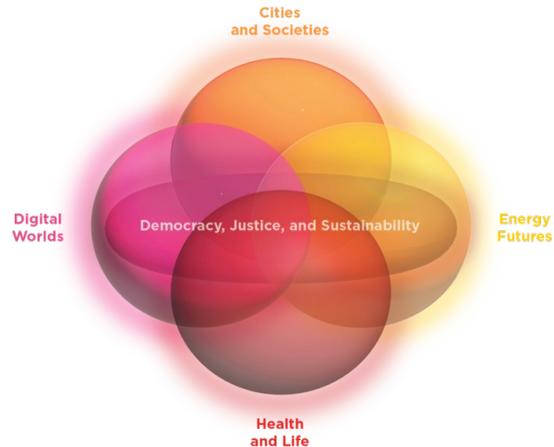
Domain # 5: Innovation

The University of Calgary's innovation ecosystem is foundational to our ambition as Canada's entrepreneurial university. The UCalgary innovation ecosystem is broad, includes activities and support functions in faculties, departments, and programs, as well as support functions in several innovation resource nodes accessible to the entire UCalgary community.

Areas of Focus for Transdisciplinary Research and Scholarship

UCalgary is committing resources, developing capacity, and enabling collaboration across our campuses and communities, continuing our tradition of multidisciplinary, interdisciplinary, and transdisciplinary paradigms, all built on a foundation of disciplinary excellence.

The UCalgary community identified five Transdisciplinary areas of focus in the 2021 Framework for Growth. These areas of focus draw on the disciplinary excellence within faculties, and build on these by connecting scholars in collaborative research that transcends disciplinary boundaries.



Areas of focus

Cities and Societies

Will study how to design, plan, and build sustainable, equitable and healthy communities where all members of society can thrive. This area will consider themes including smart cities and the role of technology, transportation and infrastructure, biodiversity, healthy cities, and populations, and designing for diversity and inclusivity.

Digital Worlds

Will examine how we can use data to expand and create connections to inform a world with no boundaries. This area will look at how we can harness new technologies and consider themes of extended reality, human connection and enrichment, intelligent tools, security, ethics, regulations and law, and socio-culture transformation.

Health and Life

Will build upon UCalgary's strong network of existing health research institutes, biomedical engineering, kinesiology, and life sciences programs to increase collaborations and knowledge sharing to tackle critical issues in child health and wellness, cancer, inflammatory chronic diseases, brain and mental health, cardiovascular, bone and joint, and public health. The area of focus will also encompass the broader themes of biodiversity and One Health, with a focus on the interplay of environment, animal, and human health.

Energy Futures

Will examine the evolving energy system and the technological, economic, social, and political opportunities and challenges it presents. This area will consider themes of

climate and environment, energy use and sources, politics and policy, economics, and the socio-cultural role of energy.

Democracy, Justice, and Sustainability

This horizontal thematic, intersecting with the four others, will examine how we can transform our institutions, governments, societies, and spaces to be equitable, inclusive and diverse. This area will consider themes including justice, democracy, freedom and autonomy, pluralism, anti-racism and decolonization, all considered through the lens of sustainability and the UN's sustainable development goals.

Research Priorities and EDI Practices in CRC Allocations

As stated in our [institutional CRC EDI Action Plan](#), the University of Calgary continues to strive for increased representation, inclusion, and advancement of equity-deserving groups including women and gender equity-seeking groups, racialized individuals, Indigenous peoples, persons with disabilities, and members of the LGBTQ2S+ communities. The CRC EDI Action Plan describes our planning and approval processes, and sets out strategic objectives, actions, and indicators to increase equity targets, improve support systems and undertake recruitment and nomination of Canada Research Chairs with transparency and accountability.

The areas of research for future Chairs and CFI support will align with the institutional areas of focus identified above. Up to twice per year (depending on the upcoming availability of chair allocations), the Research Services Office distributes an open call for CRC allocations to Faculties, which submit a 'Request for CRC Allocation' document. The request document describes the research area, resources (space, equipment, start-up funding, collaborative opportunities) that will be available, which institutional areas of focus the chair would align with, and a plan to ensure a fair and equitable recruitment process. The allocation requests are reviewed by a SUPPORT committee composed of current and former chairholders, which provides recommendations to the VPR. Equity recruitment plans are reviewed and approved by the institutional CRC Equity Officer, who confirms that the planned recruitment processes meet or exceed CRC requirements. The VPR reviews both the SUPPORT committee recommendations and the Equity Officer's feedback on the planned recruitment processes. The VPR makes the final decision regarding the allocation of CRC opportunities, ensuring that all allocation decisions align with UCalgary's CRC EDI action plan, as well as areas of focus in the research and innovation plan.