

# **Canada Research Chairs**

## **Strategic Research Plan**

April 2003 (revised)



Université d'Ottawa  
University of Ottawa



The University of Ottawa has recently concluded a planning exercise aimed at establishing the parameters defining the University, and determining the strategic areas of development.

## 1. Parameters

The following parameters define the University of Ottawa:

\* **A Comprehensive University**

The University offers a comprehensive range of excellent undergraduate, graduate, and professional programs. Innovative interdisciplinary ventures flourish within this milieu.

\* **A Research Intensive University**

The University is committed to excellence in research in the main areas of knowledge and has established laboratories, centres and institutes of international stature. This research intensive environment enhances the quality of the teaching programs at all levels.

\* **A University in the National Capital**

The University is situated in the capital of the country and has immediate access to government agencies, research councils, embassies, and national and international organizations. In addition, the capital region is the principal centre for the high technology industry in Canada. The University forms partnerships with industry and government organizations for the benefit of its programs.

\* **A Bilingual University**

The University embraces the cultural duality and traditions of Canada. Through research and teaching the University promotes a better understanding of Canada's challenge as a country with a particular focus on the Franco-Ontarian population.

\* **A Cosmopolitan University**

The multicultural student body and faculty broadens the academic and social environment of the University. Learning has no borders, and the University is engaged on the international scene in all key sectors.

## 2. Rationale for Strategic Planning

Given the:

- # parameters which define the University of Ottawa,
- # need to effect restructuring and rationalization so as to shape the University for the 21<sup>st</sup> century,
- # need to develop niche programs, research centres and institutes which will serve as the centrepieces of the University,

strategic areas of development were determined for the University. Deans, faculty, and central administration participated in the decision making process. Meetings were held,

including several retreats, and the defined priority areas received the unanimous endorsement (one abstention) of the Senate, and the unanimous approval by the Board of Governors. The Affiliated Institutes participated in the process by means of the Council of Affiliated Research Institutes.

### **3. Strategic Areas of Development**

Four strategic areas of development have been established. They are:

\* **Canada**

- § Social and cultural challenges
- § Bilingualism and multiculturalism
- § The two legal systems in an international perspective
- § The Francophone community of Ontario
- § Governance
- § Canada in the context of globalisation

\* **Health**

- § Biomedical technology
- § Cancer research
- § Cardiovascular research
- § Neurosciences
- § Population Health, especially health delivery systems, supportive care, and women's health issues

\* **Information Technology (IT)**

- § IT/e-commerce Innovations in the telecommunications, software engineering, and health care sectors
- § Impact of IT/e-commerce on intellectual property, human rights, education, and management

\* **Molecular Sciences**

- § Biopharmaceuticals
- § Catalysis and new materials
- § Environmental issues
- § Molecular biology and genetics

In the past two years the University of Ottawa has made significant investments (faculty, support staff, research funds) in these areas. It intends to allocate additional resources, to build on these investments in inter-sector collaborations.

### **4. Process**

The Administrative Committee appointed the CRC Selection Committee. The committee members are university not Faculty representatives from different sectors. Furthermore, they are an equal number (2) of members with dominant, or exclusive, affiliation to one of the three granting Councils.

Deans were asked to submit nominations for Chairs, from existing as well as potential external appointees, to the Selection Committee. It was agreed, by the Deans and Administrative

Committee that, in the choice of researchers to submit to the Canada Research Chairs program, the University of Ottawa will endeavour to cluster CRC's in particular components of the Strategic Areas of Development. For example, one could envisage a cluster where up to four, possibly five, CRC's are (subject to approval by the Federal government adjudicating committee), over a 2-5 year period, allocated to a particular theme within one of the four strategic areas. The appointments may be attributed to 1-5 faculties.

## **5. Planned, Provisional Distribution of Canada Research Chairs**

	<b>Tier I</b>	<b>Tier II</b>
Canada	4-6	4-6
Health	11-13	11-13
Information Technology	4-6	4-6
Molecular Sciences	4-6	4-6

It is anticipated that approximately 40% of the Chairs will be of existing faculty, with the balance being recruited from elsewhere in Canada and abroad. A sustained effort will be made to recruit Canadians, currently in other countries, to return to Canada and continue their careers at the University of Ottawa. Foreigners will also be recruited for some of the Chairs.

## **6. Fostering Excellence in Research**

Fostering excellence is pivotal to our success in research, whether the research is basic or applied, of intrinsic value or of commercial importance. By launching new initiatives in strategic areas, by promoting collaboration within and across faculties and affiliated institutes (e.g. an Interfaculty Collaborative Research Grants program has been established), and by increasing our partnerships with the private sector, we intend to provide the milieu in which creativity can flourish and to secure a leadership position among the research intensive universities in Canada.

The University is committed to providing an environment where world-class leading edge research can be performed on state of the art equipment. State of the art research infrastructure is an essential component of establishing an environment that enables researchers to compete on an international level. It is an excellent vehicle to attract prominent researchers to the University and its affiliated Institutes. Through the provision of CFI infrastructure, our institution will not only maintain a competitive edge with regards to research and education but also allow for the strategic development of research into new areas.

The Canada Research Chairs program will markedly accelerate the attainment, by the University of Ottawa, of its goals established for the strategic areas of development. The CRC and CFI programs are a cohesive, quintessential prescription for competitiveness on a global basis. The degree of success in meeting our objectives will be assessed by internal and external review of our programs.

Due to the unique location of the University of Ottawa and its affiliated institutes, researchers are well positioned to take advantage of the opportunities for collaboration with individuals at

leading private sector research laboratories and government laboratories. Maintenance of close interactions with non-university research of economic or industrial importance is an important part of our strategy. It also forges closer links that ensure the continued excellence of research programs that provide industry relevant training to students.

## **7. Gender Equity**

The University of Ottawa's commitment to gender equity is reflected in its policies, its collective agreement with the Association of Professors of the University of Ottawa (APUO) and its organizational structures and units. In 1994, Policy 94 on the "Pro-Active Recruitment of Women Professors" was implemented which requires the active recruitment of women by faculties and departments and the active participation of women in the recruitment and selection processes. Article 8 of APUO Collective Agreement entitled "Absence of Discrimination" specifies that there will be no discrimination on basis of gender (amongst others). An office for Employment and Education Equity has been established at the central level to implement programs to promote equity in all aspects of campus life. Our Faculty of Medicine has created an Office of Gender and Equity Issues which includes in its mandate a responsibility to "Monitor the progress within the Faculty towards gender equity in relation to admission, recruitment, retention and promotion of women". This initiative won the 1999 Gender Equity Award from the Gender Issues Committee of the Council of Ontario Faculties of Medicine, Council of Ontario Universities.

These efforts have had a significant and positive impact on the recruitment of women into tenure track positions and, as a result, the number of female professors has increased substantially across all disciplines. Our rate of nomination of women candidates for Canada Research Chairs is anticipated to reflect our success in promoting gender equity in normal faculty recruitment programs. As of April 2003, we have been awarded and have appointed 21 Canada Research Chairs, 4 of which are women, one Tier 1 Canada Research Chair in each of the CIHR, SSHRC and NSERC disciplines and a Tier 2 Chair in the NSERC discipline (who has since been attracted to a position elsewhere).

Our current focus for the allocation of Canada Research Chairs is identifying, recruiting and nominating external candidates for Canada Research Chairs. The identification of prospective candidates is the critical step of our CRC recruitment process. Six multi-disciplinary working groups have been established in clusters related to our Strategic Areas of Development who are charged with the task of identifying potential CRC candidates. Chairs of these cluster working groups and Deans of all Faculties have been informed of the need, consistent with the University's policy, to ensure gender equity within our CRC program. They have been asked to intensify their efforts to identify prospective women candidates, with a particular emphasis on Tier 2 candidates in all three disciplines. This has already resulted in an increased rate of internal approval of women for nomination for Canada Research Chairs at the Tier 2 level. A review of our implementation of the CRC program is being planned for later this year and progress in addressing the gender imbalance issue will be reviewed then.