

# University of Ottawa Strategic Research Plan

## Summary

### (2014 Update)

#### **Vision**

The uOttawa institutional roadmap, *Destination 2020*, outlines four major strategic goals: research excellence, internationalization, the student experience and bilingualism. The vision for research excellence is to rank among the top 5 Canadian universities in research intensity and to rank among the top 100 worldwide, in specific centres of excellence.

Drawing from a solid culture of inquiry, advancement and excellence across disciplines, the strategic research plan focuses research strengths and efforts in four Strategic Areas of Development in Research (SADRs), *Molecular and Environmental Sciences; Health; Canada and the World; and e-Society*. This provides direction on strategic investments in infrastructure, recruitment of faculty and staff, and allocation of internal research funds. In late 2012, uOttawa reviewed its strategic research plan to assess relative strength and to identify areas that hold promise for the future.

The period 2002/03 to 2011/12 has been a period of dramatic growth, driven by increases in the number of students, faculty members, research revenues, research intensity. Research capacity has been built in all SADRs and in all key input areas--research funding; researchers; graduate students; infrastructure--and considerable research strength has been created. Moving forward, we will build on these research strengths for increased competitiveness on the international scene and to position our researchers to lead global networks. We will also nurture selected areas of emerging excellence that hold promise for the future.

#### **Building Strength in Strategic Areas of Development in Research<sup>1</sup>**

##### **Molecular and Environmental Sciences (CRCs 15)**

Catalysis and Nanotechnology	Environmental Genomics	Sustainable Environment
Renewable Energy	Materials	

##### **Health (CRCs 22)**

Brain and Mind Health	Vascular Health	Regenerative Medicine and Innovative Therapeutics
Practice-Changing Research	Human Development and Health Promotion	Genetics and Systems Biology of Disease

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<sup>1</sup> CRCs filled, as of March 2014.

### **Canada and the World (CRCs 14)**

Human Rights, Diversity and Social Justice	La Francophonie	Governance, International Studies and Public Policy
Linguistics, Official Languages and Bilingualism	Multijuralism	

### **E-Society (CRCs 12; CERC 1)**

Enabling Technologies	Technology & Society	Digital Media and Communications
Photonics		

### **Infrastructure and Research Chairs -- Critical Building Blocks**

CFI and Canada Research Chairs investments have been key tools used by the University to strengthen research capacity. Important external funds from these prestigious federal programs have been leveraged with significant levels of internal uOttawa financial contributions.

#### CRC

In the most recent national re-allocation of Canada Research Chairs (2013) the University received an additional 3 chairs – bringing its total to 76. To complement this cadre, uOttawa-sponsored research chairs (University Research Chairs, Research Chairs in Canadian Francophonie and University Health Research Chairs) are awarded to internal candidates who specialize in a field that aligns with one or more of the SADR's. Since 2005, uOttawa has added 203 net new professor positions out of which 29 are Tier 1 CRC, 35 are Tier 2 CRC and 41 are University Chairs. Of note, 38% of faculty are women, which is directly in line with uOttawa's 1994 policy to actively recruit women. Through the Centre for Academic Leadership Office, uOttawa offers mentoring and support programs in academic leadership to its newly appointed faculty as well as leadership development for women.

### **Institutional Planning and Approval Processes**

The institution's planning and decision-making processes for major federal programs (CFI and Canada Research Chairs) are directly aligned with the SADR's. The Offices of the Vice-President, Research and the Deans provide dedicated support and incentives to align faculty to pursue opportunities and take advantage of these funding sources.

Approval of all institutional programs is the responsibility of the Administrative Committee of the University, chaired by the President. The Office of the Vice-President, Research coordinates and approves all institutional research grant applications, including CFI, CRC and CERC nominations and submissions.

### **Measuring Success**

Ongoing assessment of performance against objectives provides opportunities to fine-tune strategies and activities in support of our vision.