

SignPosts Strategic Planning

2006-2009

1. “Snapshot” of the Research & Scholarly Activity Office:

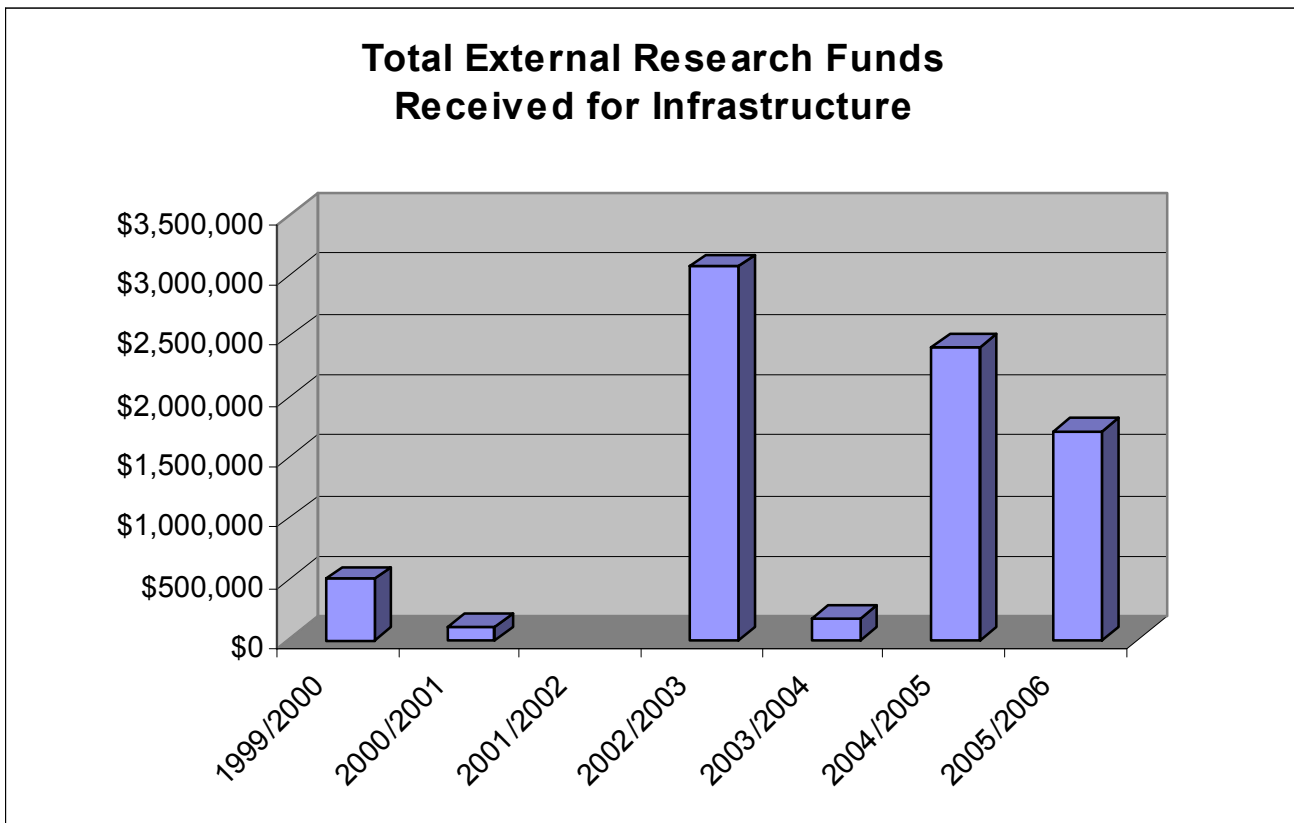
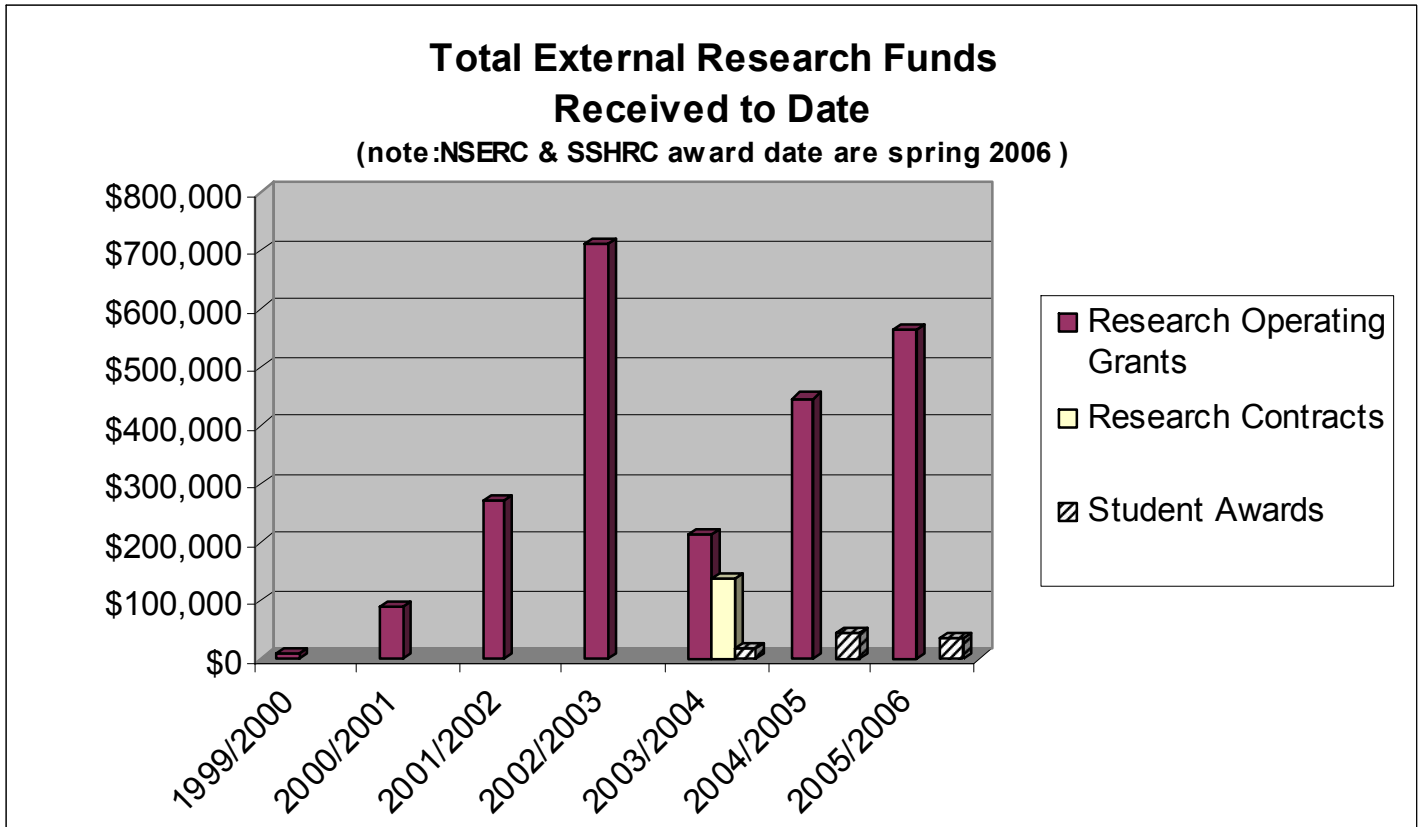
a. Basic services currently offered –

- Support for faculty research applications
- Develop, maintain and manage systems for post-award administration of grants (i.e. establish cost centres, track reporting requirements, award announcements, database development and maintenance for all internal and external research and scholarly activity grants and contracts)
- Support for student undergraduate and graduate scholarship applications (Tri-Council research agency funded)
- Development and/or support on institutional research grant applications
- Provision of short-term workspace for researchers and research assistants
- Management of Institute for Coastal Research (ICR) facilities (i.e. meeting rooms)
- Provide support to institutional committees (Malaspina Research Awards Committee, MFA Leave Committee, miscellaneous research fundraising committees)
- Key liaison with funding agencies, the institution and faculty
- Promote awareness of MUC’s research and scholarly activity
- Plan and coordinate professional development activities for faculty research and scholarly activity (i.e. workshops, seminars, retreats, conferences)
- Provide information on research and scholarly activity funding
- Responsible for ensuring the institution complies with reporting requirements of all research granting funding agencies with whom we hold grants
- Institutional office responsible for overseeing ongoing compliance with the Tri-Council Memorandum of Understanding (i.e. research ethics, financial management, reporting) CHECK MOU FOR OTHERS
- Coordinate support for technology transfer
- Provide limited support for Teaching & Learning Centre, ICR, ETC

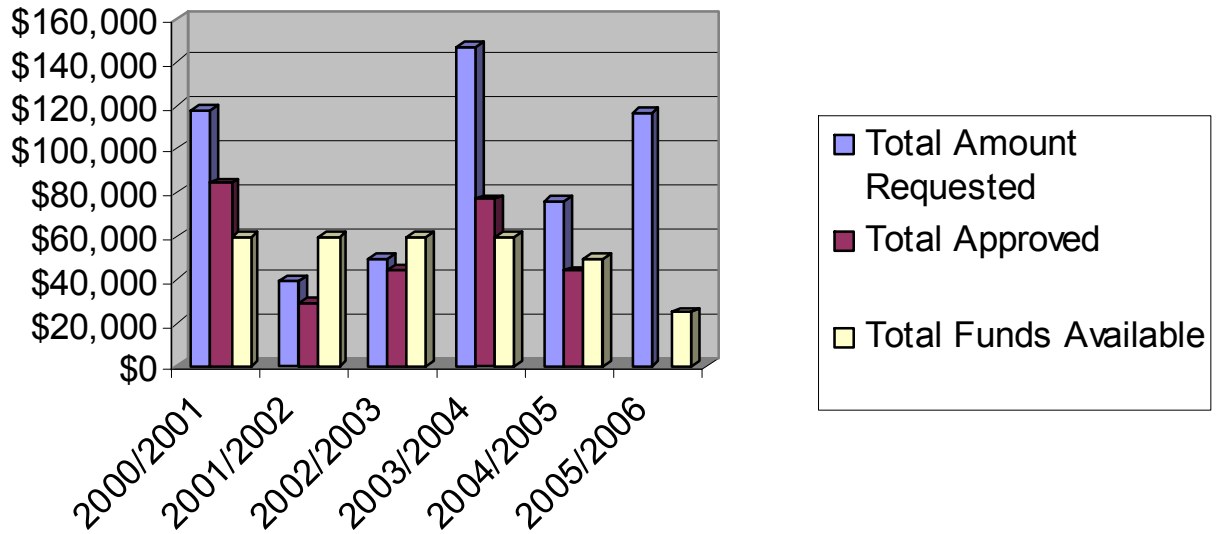
Special Projects –

- Provide leadership and support role for major research initiatives (BC Regional Innovation Chairs, Canada Research Chairs, major infrastructure applications and accompanying fundraising)
- Work with Deans and faculty on establishing research centres and institutes (i.e. Institute for Coastal Research, Centre for Community-Based Research, Centre for Research in the Scholarship of Teaching and Learning)

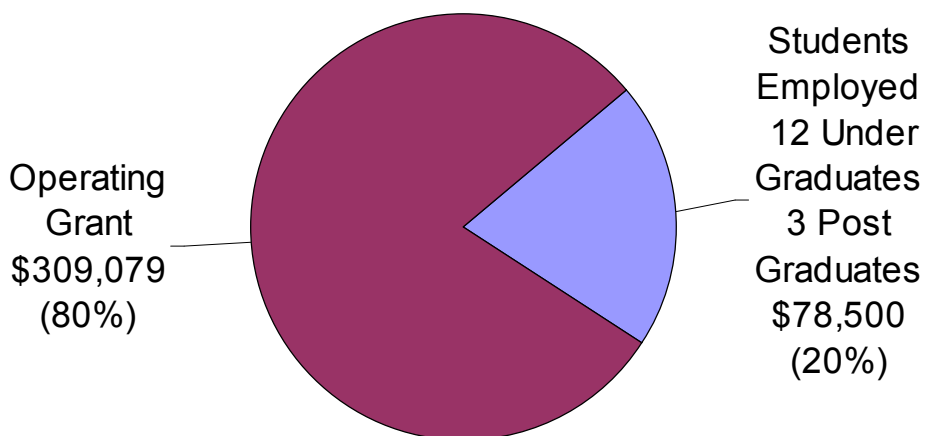
- Develop institutional policies and procedures for research-related activities
- b. Summary of activity data/statistics –**

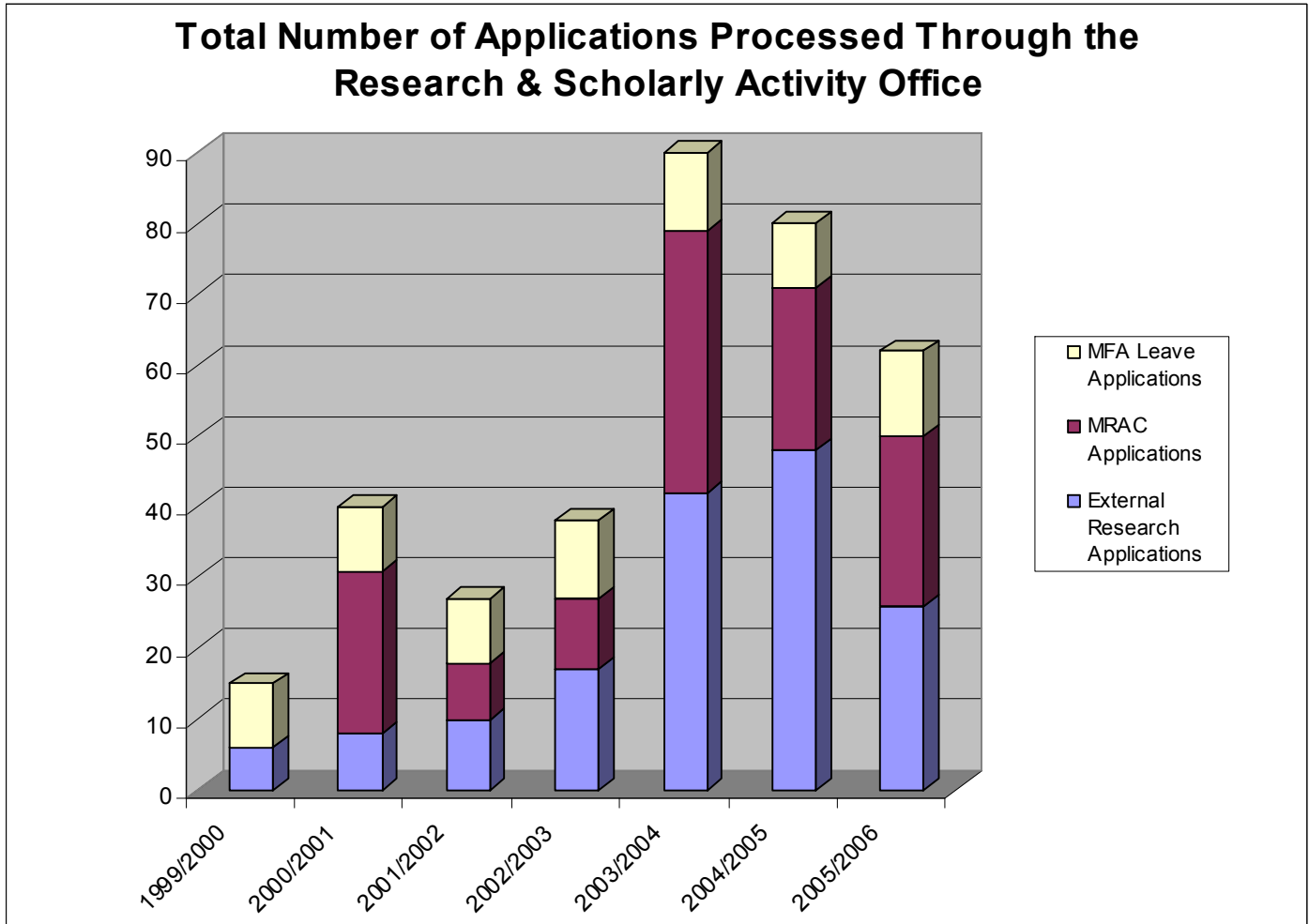


MRAC - Malaspina Research Fund (MRF) (2005/2006 year not complete)



2004-2005 Students Employed from Operating Grants (not counting student awards)





c. Number and status of staff -

Liz Hammond-Kaarremaa, Director, Research Services	1.00 FTE	Regular ADMIN
Shelley Lumsden, Office Manager	1.00 FTE	Regular CUPE
Lyn Johnson, Clerk/Typist	0.50 FTE 0.07 FTE	Regular CUPE Temporary CUPE
Kathryn Jepson, Clerk/Typist	0.50 FTE 0.16 FTE	Regular CUPE Temporary CUPE
Jenny Horn, Grants Facilitator	0.60 FTE	Temporary ADMIN
Andy Spencer, Director, Science Infrastructure & Planning	<u>0.60 FTE</u>	Temporary ADMIN

4.43 FTE

Total Regular 3.00 FTE

Total Temporary 1.43 FTE

d. Current and Historical Departmental Budget –

Fiscal Year	Base Funding	Indirect Costs Funding
2005/2006	193,278	90,784
2004/2005	221,484	90,216
2003/2004	200,000	62,760
2002/2003	150,388	17,990
2001/2002	123,316	0

e. Summary of Facilities Currently Used (Building 305) -

Offices (3): Director, Research Services
Office Manager, Research & Scholarly Activity
Grants Facilitator, Research & Scholarly Activity

Main Office: Support staff workstations (3)
Research reception

Mail/Copy Room: Shared space with other areas (TLC, ETC, ICR, Writing Centre, Researchers)

Total square footage = 1,065 sq.ft. (approximate)

The Research & Scholarly Activity Office is also responsible for the management of the ICR Facility (researcher workstations, conference room, seminar rooms (2), faculty lounge and ICR Director office – 2,815 sq.ft. approximate)

f. Significant Departmental Initiatives Since 2004 –

- BC Regional Innovation Endowed Chair in Tourism and Sustainable Rural Development - Fundraising Initiative
- BC Regional Innovation Endowed Chair in Aboriginal and Early Childhood Development – Fundraising Initiative
- International Centre for Sturgeon Studies – Fundraising Initiative
- Establishment of Institute for Coastal Research
- Establishment of the permanent offices of Research & Scholarly Activity in Building 305
- Overseeing the allocation and recruitment of Canada Research Chairs (two Tier II positions)

- Development of institutional research grants tracking database
- Development of policies and procedures (Post-Doctoral Fellowship Policy, Adjunct Professor Policy, Grants In-Lieu of Salary Policy)
- Establishment of pre- and post-award procedures and systems within the Research & Scholarly Activity Office
- Development of a database for the Committee for Research Involving Human Subjects (CRIHS) ethics reviews
- Redesign of the Committee for Research Involving Human Subjects (CRIHS) website
- Overseeing expenditures for major CFI infrastructure grants and development of new CFI grant proposals

2. Departmental Goals for the Next Three Years:

a. Changes or Enhancements to Services and Activities -

- Develop a plan for undergraduate research support. Work with every department that has a degree program to review or plan undergraduate research components and support requirements
- Develop a research support plan for graduate programs, including support for student researchers, student scholarships, and graduate student supervision
- Establish permanent research funding awards for projects, equipment and research time for Malaspina faculty
- Assist faculty in realizing their full research potential
- Establish interdisciplinary research centres (teaching and learning research centre, community-based research centre)
- Enable existing interdisciplinary research centres to become self-supporting (Institute for Coastal Research, Centre for Digital Humanities Innovation, Alexandro Malaspina Research Centre)
- Establish two more Canada Research Chairs
- Convert existing research tracking database into one that can be integrated with other institutional administrative systems (i.e. FRS, CRIHS) and can be accessible via the web
- In 2009 re-examine the need to continue the contract with UVic's Innovation Development Corporation (IDC) for tech transfer services or establish our own

b. Human Resources –

2006:

- Increase Regular CUPE complement by 0.5 FTE
- Regularize and increase existing 0.6 FTE Grants Facilitator position to 1.0 FTE
- Addition of institutional position dedicated to fundraising for matching research grants

- Review and revise job descriptions and submit to HR for re-evaluation
- Review job descriptions to ensure ongoing efficiency of support provided (annual review)

2007:

- Addition of 0.4 FTE Director of ICR
- Addition of Canada Research Chair in ICR
- Review job descriptions to ensure ongoing efficiency of support provided (annual review)

2008:

- Review and revise job descriptions and submit to HR for reevaluation
- Review job descriptions to ensure ongoing efficiency of support provided (annual review)

2009:

- Addition of a second 1.0 FTE ADMIN position
- Addition of a fourth 1.0 FTE CUPE position
- Increase Director of ICR to 1.0 FTE position
- Review job descriptions to ensure ongoing efficiency of support provided (annual review)

c. Scholarly and Professional Development –

- All staff to become more familiar with the various funding agencies

d. Budget management –

- Indirect Costs Program funding increase to cover cost of research centres and institutes requiring a minimum half-time director - 25% by 2006; 50% by 2009
- For faculty with research grants, that include research time stipends (RTS) with a matching requirement, the Research Office will endeavour to contribute 50% of the institutional match if the department contributes the remaining 50% - by 2006.

e. Facilities and equipment

- Anticipate the need for two additional offices within the next 3 years

3. Challenges:

- Because research and scholarly activity is a new function and office for Malaspina, processes are constantly being developed and revised. We don't have the experience to know what is needed until we develop a particular process and then often discover we are under-resourced or facing unexpected results.

- Because research and scholarly activity is a fairly recent development and has not been a significant part of our teaching background, the Research and Scholarly Activity Office is charged with helping to create an institutional cultural change. This change must not diminish the value of teaching and learning while promoting the importance of research and scholarly activity in a university environment. This is a delicate balancing act that requires careful thought, planning and implementation.
- The Research & Scholarly Activity Office is minimally base funded and is challenged by the institutional requirement to grow and develop during a period of financial restraint.
- The institution is faced with the challenge of meeting the function of a university without having the infrastructure, policies, procedures, and other instruments in place to support that mission. For example, we do not have rank and title, a merit and peer review evaluation system, or the reward structure that traditional universities have. However, while we recognize the need for these types of instruments, we are aware of the need to develop our own appropriate instruments. Traditional universities have had years to develop these systems. Malaspina's rapid evolution has created the need to quickly develop such instruments. This requires careful thought and planning.

4. Needs/Priorities for Change for Malaspina University-College:

- Encourage a research culture that covers a continuum from undergraduate to graduate and faculty research
- Development of graduate programs and post-doctoral opportunities with accompanying support systems
- Provide faculty with adequate time and resources to conduct significant research
- Reward and recognition systems for research and scholarly activity

5. Values Statement:

a. Institution as a whole –

We believe these values are embedded in everything we do as part of the Malaspina culture as they are adopted by all employees.

Learning:

- Student learning is fostered by an unselfish culture, mutual respectful and a genuine devotion to learning.
- Flexibility for students in finding appropriate programs that encourage academic progression through multiple entry and exit points
- Solving logistical and academic challenges for faculty, staff and students

- Recognition of the importance of practical, applied and hands on experience for students, staff and faculty

Culture:

- Encouraging an environment that is friendly, culturally and socially sensitive for students, faculty and staff.
- Decision-making is logical, thoughtful, inclusive and not bureaucratic
- Integrity - putting the needs of the learner first and following through;
- Valuing mutual respect, an open and collaborative environment and an approachable administration

Innovation:

- Receptive to new approaches and innovative programming through risk - taking without neglecting our foundations
- Progressive by embracing change and new technologies when appropriate.
- Responsive to the needs of industry and society
- Innovative responses to society's emerging and evolving expectations of post - secondary institutions (i.e. research chairs, institutes, federal infrastructure)

b. Research office –

- Instill belief and provide encouragement; genuine facilitation support; responsive
- Instill new ideas - opportunistic and enthusiastic
- Provide constructive feedback to researchers
- Identify opportunities for collaborative networking among scholars
- Identify and recognize research or scholarly activity opportunities
- Non-rigid environment; responsive; reflective as an evolving office using practical strategies
- Open to new ideas