STRATEGIC RESEARCH PLAN
Action Plan Report – June 30, 2023

	PRIORITY 1: RESEARCH LEADERSHIP AND ADMINISTRATION				
Objectives	**Actions**	**Responsibility**	**Timeline**	**Indicators**	**Progress**
Hire a full-time Vice-President (Research and Graduate Studies)	Meet and continue to meet with Sr. Administration to discuss the importance of position, internally, locally, nationally, internationally	Provost & VPA, PEC, AVPR, MRS	2020	Position filled	Completed 2022. Advocacy efforts successful and commitment to recruit for full-time VP (Research and Graduate Studies) secured.The position was advertised and filled in July 2023. The new VPR & G will start January 1, 2024.
	Approve budget for full-time VP (R&GS) and request included in staffing plan, and advertise	Provost & VPA, PEC	2021	Position filled	Completed 2022. Budget confirmed by way of Research Support Funds and position approved as part of 2023-2024 staffing plan process. Position advertised March 24, 2023.
	Develop job description to capture responsibilities of position and overview of what the position will do and why it is important	Provost & VPA, AVPR, MRS	2020	Position filled	Completed 2023. Consultation with key stakeholders and members of the Search Committee informed the development of the position profile.

	Establish research representation at senior administration meetings	PEC	2020	Research representation	The successful candidate will serve both as a member of the President's Executive Council (PEC) as well as a member of the President's Advisory Council (PAC).
Continue to expand the capacity the Office of Research Services	Hire a new research officer position (Approved and advertised 2019)	Provost & VPA	2020	Position filled	While the position was established and successfully filled for a period of time, it became vacant in May 2023. Recruitment for a replacement was succesful and the individual hired commenced work on September, 5, 2023.
	Lobby senior administration/PEC to increase staffing complement of ORS commensurate with comparable institutes	AVPR, Provost & VPA, MRS	2020 and ongoing	New positions allocated and filled	Recruitment for Research Officer was successful and preliminary discussions regarding administrative support for the VP (Research and Graduate Studies) are underway. Ongoing: Still an understaffed office by Canadian university research office standards, the ORS staffing complement needs to increase proportionately to accommodate and serve the BU research community and our growing research portfolio and

					funding success as well as drive further accomplishments.

PRIORITY 2: RESEARCH FUNDING					
Objectives	**Actions**	**Responsibility**	**Timeline**	**Indicators**	**Progress**
Increase Internal Research Funding	Continue to support and expand research and research dissemination through BURC funding	SRC, Provost & VPA, BURC, Faculties/School/Units	Yearly	Increase in annual BURC funding for research, travel to conferences, and publication costs	Completed and Ongoing. BURC continues to support researchers. Applicant numbers decreased during COVID but are now back on track.
	Encourage BU faculty to apply for BURC funding and use it to build their research portfolios	SRC, Provost & VPA, BURC, Faculties/School/Units	Ongoing	Increase in faculty members who: a) submit BURC applications, b) apply as PI	Ongoing. The ORS shares BURC funding opportunities at New Employee Orientation and when advising researchers.
	Increase support for team or collaborative research projects, hosting conferences, and discretionary research costs	Provost & VPA, ORS, Faculties/School/Units	2023	Establishment of new internal grants to support collaborative projects, hosting conferences at BU, etc.	
	Identify steps to create research start-up funds for newly hired faculty	Provost & VPA, Office of Advancement and External Relations, SRC, Deans/Unit Heads	2023	Policy for start-up funds for newly hired faculty	
	Increase funding opportunities for student research and the training of Highly Qualified Personnel (HQP)	ORS, Faculties/School/Units, Deans/Unit Heads	Ongoing	Increase in funds dedicated to student research	Completed and Ongoing. BU has entered into a number of MOUs to help increase opportunities for students/trainees/PDFs, i.e., Globalink Research Awards, and Next Generation Internet

					Transatlantic Fellowship Program. Completed and Ongoing. Tri-Agency allocated funds to Black students and increased its opportunities. Specifically, BU facilitated Undergraduate Student Research Awards for Black students across all disciplines. Ongoing. Research assistants continue to be hired by faculty members to assist with research projects.
Increase External Research funding	Encourage BU faculty to use BURC funding as seed funding to apply for external grants and to apply as Principal Investigators to external granting agencies	SRC, Provost & VPA, BURC, Faculties/School/Units	Ongoing	Increase in faculty members who: a) submit external applications, b) apply as PI	Completed and Ongoing. The ORS provided a BURC information session in 2022. BURC was also presented as part of a broader annual ORS training session that encourages faculty members to use BURC funding as a step towards subsequent external funding. Ongoing. BURC applicants are expected to use grants to build their research portfolios and apply externally, this is built into the BURC Policies and Procedures. Completed and Ongoing. 60% of 2022-2023 BURC New Faculty Research Grant awardees applied

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
					for external grants, in 2021-2022 it was 50%.
	Work with Advancement to promote external awareness of BU research and to establish research funding opportunities	Office of Advancement and External Relations (A&ER), Provost & VPA	2021	Fundraising campaign established for research; increase in funds donated and earmarked for research	Completed and Ongoing. Advancement included Research as a "Giving" option in its Annual Fund Camapign.
	Explore ways to increase faculty awareness of external funding opportunities outside Tri-Agency	ORS	2021 and ongoing	# avenues to increase awareness	Ongoing. The ORS Research Report was created and is circulated to all faculty members on a weekly basis. Report includes many non-Tri-Agency funding opportunites. Ongoing. ORS sends out targeted email to individual faculty members and groups alerting them to specific relevant non-Tri-Agency funding opportunities.
	Host workshops for faculty on how to source external research funding opportunities other than Tri-Agency	ORS	2021 and ongoing	# workshops regarding funding opportunities	Completed and Ongoing. Introduction to Research Training Session delivered. The Session included information on various funding sources and the process for submission. These sessions are delivered on a regular basis.

PRIORITY 3: COMMUNICATING RESEARCH EXCELLENCE

Objectives	Actions	Responsibility	Timeline	Indicators	Progress

Increase the Profile of Research and Creative Accomplishments at Brandon University	Create and implement a social media strategy to promote and celebrate research and creative activities at BU	SRC, AVPR, ORS, Communications Office (CO)	2020-2021	Social media strategy developed and implemented	The University created a new Knowledge Mobilization Suite with state of the art equipment available to facilitate the promotion of research activity.
	Develop an Experts List	ORS, IT, Faculties/School/Units, Deans/Unit Heads, CO	2021	Development and maintenance of an Experts' List	Completed. A Research Experts List site has been created, tested, and training provided. Two general information sessions were delivered, plus presentations at all faculty council meetings. Pending. Once a set number of faculty members have created a profile, the site will be launched externally. An onboarding strategy was created to provide new faculty members with information on the Experts List and how to get started. Training materials are also on the ORS Moodle site. Regular communication will be sent out to all faculty members regarding the List.
	Continue to publish *Research Connection* and the annual magazine	AVPR, ORS, CO	Ongoing	*# Research Connection* issues published	Completed and Ongoing. Weekly publications continue and the latest booklet, "Passion and Enthusiasm Drive Discovery", was completed in Summer 2022. Currently working on special student edition for 2023.

					2022 booklet mailout and distribution to-date: approximately 1200 copies. Weekly publications: 30 in 2022 and 34 in 2021. Completed 2022. Mass mailout to all Canadian universities, federal and provincial governments officials/MPs/MLAs, funders and sponsors, university community, and local community organizatinos and businesses. Ongoing. Requests from BU community members for copies for distrubution at special events, speker series, and conferences.
	Promote research and creative accomplishments in a variety of media	AVPR, ORS, CO	Ongoing	# media releases	Completed and Ongoing. Several research articles and social media postings were released.
	Organize networking events to bring BU, industry, and community together	ORS, AVPR, Faculties/School/Units	Ongoing	# of networking events and meetings	
	Explore the feasibility of a database that lists all BU research publications annually	Library, ORS, SRC	2022	Report on feasibility and options	
	Sponsor library presentations, blogs, podcasts, speaker series etc.	Library Faculties/School/Units, CO	Ongoing	# and variety of events	

	Provide a welcoming environment to foster external dialogue through conference hosting	Individual Faculty Members, Faculties/School/Units, Deans/Unit Heads, ORS	Ongoing	# of conferences hosted	
Promote and Celebrate Success	Increase award and prize nominations	Faculties/School/Units, Deans/Unit Heads, ORS	Ongoing	# of award and prize nominations, successful awards, and nominations	Completed, Ongoing, and Pending. Research Award and Prize opportunities are now published in the weekly Research Report and a Nomination Form was created and circulated. An Awards Nomination Process document is in development.
	Celebrate awards, funding, partnerships, books, publications, performances, exhibitions, etc.	Provost & VPA, ORS, CO, Faculties/School/Units	Ongoing	# of celebrations	

PRIORITY 4: BUILDING A SUPPORTIVE RESEARCH ENVIRONMENT					
Objectives	**Actions**	**Responsibility**	**Timeline**	**Indicators**	**Progress**
Support Faculty Research	Develop infrastructure for mentorship partnerships between expert and novice researchers	Deans/Unit Heads	2021	Mentorship programs established across faculties, school/units	
	Provide workshops and education on effective mentorship for faculty and HQP	Learning and Organizational Development Program Manager (LODPM), ORS	2020 and ongoing	# of workshops, modules, and educational opportunities	

Continue to provide workshops and information sessions on applying for external grants; invite Tri-Agency and other funding agency representatives	Deans/Unit Heads, ORS	Ongoing	# of workshops; # of attendees	Complete and Ongoing. In 2022 the ORS completed: SSHRC Grant Writing Sessions (6 sessions, 12 attendees); Introduction to Research Session (5 attendees); SSHRC Adjudication Panel Session (8 attendees); Commercialization and IP presentation (8 attendees); two EDI in NSERC Discovery Grant Sessions (6 attendees); NSERC Evaluation Panel Session (8 attendees); Mitacs Funding Opportunities Session (7 attendees); and Research Manitoba New Investigators Research Grant Session (6 attendees).
Create a centralized calendar of all professional development offerings	ORS, LODPM		Centralized BU calendar created	Ongoing. HR included campus research workshops in monthly Learning Community Calendar, where appropriate.
Explore mechanisms for internal peer review of grant applications for each of the three Agencies of the Tri-Agency	Senate Research Committee, ORS	2022	Report on feasibility and options	

| | Provide professional development on how to meet the objectives of Equity, Diversity, and Inclusion | ORS, HR, Diversity & Human Rights Officer | Ongoing | # of professional development opportunities offered; # of attendees | Completed and Ongoing. BU applied for and was awarded three of three EDI Stipend Grants through the Canada Research Chairs Program (CRCP) from 2020 to 2023. Stipend 1 focussed on an institutional employment systems review, workforce analysis, and self-identification promotion; Stipend 2, currently underway, focusses on the creation of a BU EDI Strategy and accompanying Action Plan (anticipated completion, Fall 2023); and Stipend 3, to begin in 2023, will focuss on the creation of an ongoing EDI communications plan, EDI training and resources, and a cross reference of BU CRC policies and procedures with the CRCP and external guidelines.

Completed and Ongoing. In 2022, two EDI in NSERC Discovery Grant Sessions were given to faculty members.

Competed 2022. The EDI Toolkit for grant writing was created and distributed.

Completed and Ongoing. In 2022, HR offered six professional development opportunities and attended five department/unit meetings (150 attendees). |
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	Increase number of resources for researchers, i.e., database of successful applications for researchers to reference	ORS, Library	Ongoing	Library of successful grant applications made available to researchers at Brandon University	Competed. ORS researched options and entered into an institutional contract with Lumivero to purchase a group package of NVivo licenses for researchers. The group purchase decreased the cost of a single license significantly (over $1,000 in savings) which translates into savings for both researchers and the instituion. Completed 2022. ORS Moodle Site created with 53 individual files/resources related to Faculty research guidance. Completed 2022. Two listservs were created in support of SSHRC IG and IDG applicants and each listserv circulated nine emails with grant instructions and best practices.

					Competed and Ongoing. The ORS created an inventory of successful BU research applications, as well as a non-discolsure agreement created for researchers to sign, if they wish to access successful grants. As of April 2023, there were 20 successful applications available and 8 researchers had requested to view successful applications.
	Create more opportunities for BU researchers to develop collaborations and new research and creative projects	ORS, AVPR	Ongoing	# of opportunities; # of attendees	Ongoing. Regular ORS meetings with directors and members of the institutional research centres and institutes to discuss issues, common interests, challenges, collaborations, and opportunities.
Support Graduate and Undergraduate Research	Increase opportunities for graduate and undergraduate research	Faculties/School/Units, Deans, AVPR, ORS	Ongoing	# of graduate and undergraduate students involved in research	
	Encourage students to apply for external research funding	Faculty, Deans, AVPR, ORS	Ongoing	# of graduate and undergraduate students funding applications; # funded	Completed and Ongoing. For Summer 2023, 10 NSERC Undergraduate Student Research Awards (USRAs) successful, 18 applications received. Completed and Ongoing. Tri-Agency introduced new USRAs across all of the Agencies (CIHR, NSERC, and SSHRC) specifically for Black students in 2023 competition. BU awarded one

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
					student an NSERC USRA for Summer 2023. Completed and Ongoing. One Canada Graduate Scholarship-Master's (CGS-M) Awarded in 2023, one applicant. Completed and Ongoing. One Research Manitoba Graduate Trainee Award successful (number of applicants unknown).
	Continue to provide workshops and information sessions for students applying for funding	ORS	Ongoing	# workshops; # attendees	Completed 2022. CGS-M Grant presentation (6 attendees). Completed 2022. Research Manitoba Trainee grants presentation (2 attendees). Completed 2023. Mitacs Globalinks Research Awards information session for students (2 attendees).

PRIORITY 5: CATALYZING AND STEWARDING RESEARCH PARTNERSHIPS

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
Support and encourage economic development	Increase partnerships to support and encourage social, cultural, and economic development	Provost & VPA, ORS, Deans/Unit Heads, Faculties/School/Units	2020 and ongoing	# of partnerships	Ongoing. Brandon University entered into an MOU with Bioenterprise, Canada's Food and Agri-Tech Engine, to increase opportunites for researchers to

and diversification, education and knowledge generation and mobilisation					collaborate, and share resources and expertise.
	Partner with industry and external stakeholders to provide training opportunities for graduate and undergraduate students	VPR, ORS, Deans, Faculties/School/Units, Researchers, Co-op. Coordinator	2020 and ongoing	Graduate and undergraduate student internships and employment metrics	
	Pursue avenues for support for research capital and research infrastructure	President, AVPR, ORS, Deans/Unit Heads, Faculties/School/Units, Researchers	2020 and ongoing	Increase in external funding and infrastructure	
	Promote a culture of innovation through practice, products, and commercialization	AVPR, ORS, Deans/Unit Heads, Faculties/School/Units, Researchers	2020 and ongoing	# of intellectual property, technology transfer, and patent application	Completed and Pending. Two patents filed and in-process.
	Host researchers and trainees from other institutions	Faculties/School/Units, Deans/Unit Heads, Researchers, ORS	2020	# of researchers and trainees hosted	

PRIORITY 6: DATA MANAGEMENT AND OPEN ACCESS

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
Develop Institutional and Researcher Data Management Policies	Develop a University policy to guide data management throughout all stages of the research project life cycle	Library, AVPR, ORS	2021	Institutional Data Management Policy	Completed 2022. Institutional Research Data Management (RDM) Strategy created.
	Develop a Data Management Plan template	Library, ORS	2021	Data Management Plan template developed	Completed 2022. Various templates available via Library-provided resources.
		Library, ORS	2021	# of data management plans filed	Completed. As part of the SSHRC Grant Writing training sessions in

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
	Assist researchers with the creation of Data Management Plans to meet Tri-Agency requirements				2022, best practices in Research Data Management were covered in the Knowledge Mobilization session. This included information on what RDM is and an introduction to the tools available to assist researchers in creating RDM plans.
	Promote research data and document deposit through IRBU	Library	2020 and ongoing	# of documents deposited	Ongoing. Library sends out RDM communications and provides training sessions annually.
	License Dataverse as a repository for quantitative data	Library	2020 and ongoing	License Dataverse as a repository	Completed 2022. Dataverse is now known as Borealis.
Develop Data Management Infrastructure to Facilitate Data Deposit	Investigate data and research management infrastructure and software such as ORCID and once adopted organize workshops to promote faculty uptake	Library, ORS	2020 and ongoing	# of researcher registrations	
Promote Open Access	Investigate other avenues of support for open access publishing	Library, ORS	2021 and ongoing	# of Open Access publications	

PRIORITY 7: INFRASTRUCTURE

Objectives	Actions	Responsibility	Timeline	Indicators	Progress
Increase Capacity and	Support campus efforts in pursuit of new science building	University Community	Ongoing	Plan approved for new science building	Ongoing. Government funding was announced in April 2023 to support the next design phase to

Efficiency of Research Space Utilization					bring the project to shovel-ready stage. Early timelines suggest consultation and development of concepts to be complete by March 2024 and full tender-ready documents to be available in March 2025.
	Create flexible and shared research spaces to promote efficient space utilization and equipment use	AVPR, MRS, Deans/Unit Heads, Researchers, Library, IT	2021	Increase in usage of equipment/facilities	Completed 2023. Knowledge Mobilizatin Suite completed in 2023. Suite is located in the Faculty of Education and incudes podcasting capabilities, video cameras, professional sound and lighting, green screen, podium, interview-style vignettes, etc. Formal celebritory launch anticipated in 2023.
	Provide training and support to technical staff on efficient space management	MRS, Deans, ORS	2021	# of training opportunities	
	Develop operations and maintenance plans for new infrastructure to ensure optimal functionality of research equipment, laboratories, and facilities	Researchers, Deans/Unit Heads, ORS	2020	# plans	Ongoing. Operations and Mantenance Plans are required for Canada Foundation for Innovation insfrastructure awards and the structure of those plans have trasitioned nicely to best practices for other research grants with a significant infrastructure and equipment component. Plans are to be in place and receive institutional approval prior to submission of applications.

	Use CFI Research Facilities Navigator to publicize our CFI funded infrastructure as an avenue to allow industry to connect with researchers	ORS, Researchers	2021	# of CFI-funded BU facilities on Navigator	Ongoing. Seven Brandon University CFI-Funded research facilities are listed on the CFI Navigator platform. Ongoing. Annually, the ORS receives approximately three inquiries regarding facilities listed on the site.
	Promote membership in research consortia for researchers to take advantage of group resources, opportunities, and collaborations	AVPR, MRS, Deans, Researchers	2020	# of memberships in research consortia	Completed and Ongoing. The institution belongs to a number of research consortia, the Faculty of Science reported 12 to-date.
Expand Research and Data Analysis Capacity	Expand Library resources for Computer networks, journals, software licences, and data collection	Library, IT, Deans	2021	# of available resources	
	Provide workshops for use of qualitative and quantitative data analysis software	Library, IT	2021	# of workshops provided	
	Expand collaboration between Statistics Canada, Tri-Agency, CFI, and BU researchers	Researchers, ORS	2021 and ongoing	# of collaborations	