CALGARY First

Ahead of
Tomorrow

- Support and enhance future rounds of the Postdoctoral Match-Funding Program. *Ahead of Tomorro   2.A, 2.B, 2.C*

  Attracting exceptional early-career researchers for formative post-doctoral training at UCalgary.

  - Launch future funding competitions for the Postdoctoral Match-Funding Program.

  - Enhance access to professional development programs for postdoctoral scholars.

- Create a new Visiting Scholars Program. *Ahead of Tomorro   2.A, 2.B, 2.C*

  Strengthening global networks and partnerships, elevating the university's international reputation and outreach.

  - Enrich the UCalgary research ecosystem through the hosting of notable scholars across all disciplines.

  - Increase global awareness of UCalgary's vibrant academic community and research excellence through these scholar invitations.

- Increase institutional capacity for Indigenous research.

- Provide support to Indigenous scholars conducting research.

- Provide support, through the Indigenous Research Support Team, to all scholars (both Indigenous and non-Indigenous) in the conduct of research with Indigenous communities.

Developing Current and New 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.

- Activating the entire campus community in opportunities for interdisciplinary and transdisciplinary research and scholarship. *Ahead of Tomorrow   2.A, 2.B, 3.A, 3.B, 3.C*

  Cultivating a spirit of problem-solving and community engagement, positioning UCalgary at the forefront of addressing global challenges through transdisciplinary approaches.

  - Undertake a large-scale campus-wide grand challenge project that broadly engages the entire campus with community and/or industry partners in addressing a major societal challenge.

  - Create open opportunities for participation in transdisciplinary initiatives in UCalgary's five defined areas of focus (described below).

- Provide continued strategic investment in new and existing research support units. *Ahead of Tomorrow   2.A, 2.B, 2.C, 3.A*

  Solidifying UCalgary's competitive edge locally, provincially, nationally, and internationally through the provision of outstanding research support programs.

  - Strategic Initiatives and Research Intelligence Unit.

    - Promote, support, and participate in non-traditional strategic funding programs.

    - Develop tools to increase capacity to gather research intelligence.

  - Industry Engagement Unit.

    - Match industry partners with researchers with relevant interests and goals to engage in collaborative partnerships.

    - Leverage industry investments with government funding.

    - Advance and evolve the partnership(s) towards new and exciting opportunities.

  - International Research and Innovation Unit.

    - Initiate, connect, grow, and sustain collaborations globally.

    - Promote international funding sources.

    - Maintain strategic intelligence on international partnership opportunities.

  - Knowledge to Impact Unit.

    - Build and maintain meaningful partnerships for research between UCalgary and community organizations.

    - Support collaborative efforts to enable knowledge engagement for increased impact.

- Renewed Urban Alliance Initiative.

    - Connect university researchers to City of Calgary priorities and information needs.

    - Encourage multi-disciplinary solutions for complex problems.

- Establish internal seed funding mechanisms. *Ahead of Tomorro   2.A, 2.B, 2.C*

    Positioning UCalgary scholars to move forward as strong applicants for external funding awards.

    - VPR Catalyst Grants—designed to catalyze research initiatives that will lead to substantial external funding and are intended to support well-defined early-stage research activities.

    - Transdisciplinary Connector Grants—explores questions, challenges and opportunities that demand a transdisciplinary approach; and fosters new connections among scholars, trainees, and external partners.

- Advocate for investments in the research ecosystem. *Ahead of Tomorro   2.A, 2.B, 2.C, 3.A., 3.B, 3.C*

    Ensuring our government and community funding partners understand the importance and value of investing in research funding programs.

    - Ongoing advocacy to federal, provincial, and municipal governments for investments in research capacity and infrastructure. This includes individual awards for scholars as well as transformational research programs.

    - Ongoing engagement with community, as described in the Community Plan, for investments in research partnerships through philanthropy and industry partnerships.

- Enhance opportunities for everyone at UCalgary ts in rogt7p(ommus in r)22 (esear)06

- Ensure IT resources enable advances in all domains of research.

- Develop new state-of-the art facilities and infrastructure to support future-focused research and innovation.

- Promote the development of shared core labs and multi-user facilities.

- Establish research security measures.

- Safeguard research while upholding our commitments to academic freedom, to international collaboration, and to equity, diversity, and inclusion.

- Bolster capacity to support and enhance the outstanding work in the mission critical research support areas including:

- Animal Care

- Finance

- Research Strategic Marketing and Communications

- Research Services (including all of its sub-units such as Legal, Ethics, and others)

D. Research Impact and DORA

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.

- Provide UCalgary educational opportunities on research impact using validated and replicable frameworks.
  Ahead of Tomorro 2.A, 2.B, 4.B

  Equipping UCalgary scholars with robust tools to objectively measure and articulate the societal impact of their work to funders and other interested parties.

  - Roll out campus-wide education activities on UCalgary use of validated frameworks such as the Canadian Academy of Health Science's Research Impact Assessment (RIA) Framework.

  - Provide free access to online toolkits for the above.

- Implement campus-wide RIA reporting across all research units, centers, and institutes. *Ahead of Tomorro 2.A, 2.B*

  Demonstrating an unwavering commitment to meaningful reporting on research impact.

  - Embrace UCalgary accountability to funders and other interested parties, by establishing standardized RIA templates for regular and uniform reporting on research impact, from all UCalgary research programs.

- Advance DORA principles in all evaluations of UCalgary professoriate and their diverse contributions. This work will be done in conjunction with the Academic Plan. *Ahead of Tomorro 2.A, 2.B, 2.C*

  Embracing the variety of outputs that research and scholarship initiatives can produce, and recognizing and rewarding the diverse impacts that our people deliver.

  - Continue to support DORA principles on diverse outputs and impact in the activities guided by the UCalgary GFC Academic Staff Criteria & Processes Handbook (for Renewal, Transfer, Tenure and Promotion, and Merit).

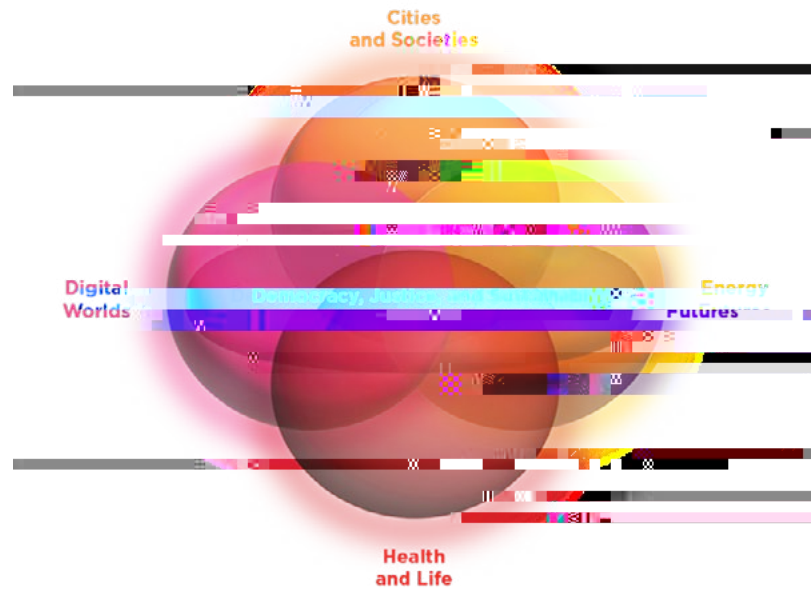- Launch a new campus wide UCalgary Open Science initiative. *Ahead of Tomorro 2.A, 2.B*

  Making scientific research processes and outputs broadly accessible for the benefit of scientists and society as a whole, and to make UCalgary scholarship more transparent, inclusive, equitable, and sustainable.

- Expand on an existing Open Science pilot program at UCalgary to establish a university-wide Open Science program that embraces the UNESCO Recommendation on Open Science, to increase both the multidimensional impact and equitable reach of UCalgary research and scholarship.

Driving 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. *Ahead of Tomorrow* calls on UCalgary to move from being a nationally leading innovation university to becoming an international leader. This will require bold steps, and a pathway to providing entrepreneurial experiences and opportunities to all our students and staff.

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:

/ **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.

/ **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.

/ **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.

/ **Democracy, Justice and...**
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.