

# APPLIED RESEARCH STRATEGIC PLAN 2018-21



## INTRODUCTION

## AIM OF THE DOCUMENT

This Plan presents our strategy for strengthening and growing applied research at Lethbridge College.

Our goal is to:

- Provide opportunities for students and employees to engage in applied research that will support the academic vision, contribute to the local community and industry, while enhancing student experiential learning.
- Establish a culture that embraces multifaceted activities involving the creation, integration and dissemination of knowledge, research skill development and faculty capacity building.
- Leverage internal resources and strengths as well as external partnerships to provide exemplary learning experiences to students and address real-world challenges leading to innovative solutions that benefit industry and community partners.

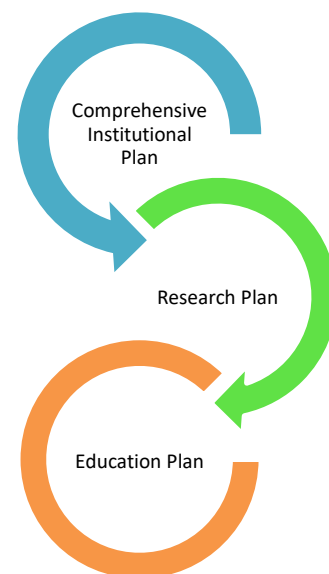
## CONTEXT

Applied research is a key process supporting our Academic Transformation Strategy.

The Center for Applied Research and Innovation (CARI) enables and supports the growth of applied research by working directly with academic centers. In addition to management of an internal innovation fund that serves to build capacity in applied research, CARI also pursues resource acquisition, funding opportunities and industry engagement to ensure sustainability.

Applied research activity is strongly encouraged and supported as a means to enhance professional development, share knowledge and strengthen our academic capabilities regionally, nationally and internationally.

Strategic collaborations with Campus Alberta institutions, Alberta Innovates (RINSA network) and other organizations are established to maximize the benefits of applied research relationships and their outcomes. Collaborative partnerships also enhance learning opportunities and serve as a catalyst for knowledge transfer within and beyond our college community.



## OUR THEMES

Lethbridge College has five strategic research themes, encompassing the broad range of applied research, which have contributed to the reputation of the College as a contributor to local economic growth.

The College intends to maintain regional and national prominence as a leader in the following identified priority areas:



## OUR GOALS

Lethbridge College seeks to promote and disseminate applied research that supports our region and as such positions the College as an economic driver in Southern Alberta.

## OUR STRATEGIC OBJECTIVES

This plan will be guided by the following Four Strategic Objectives:

### STRATEGIC OBJECTIVE 1: GOVERNANCE

Broaden the scope and impact of our research by establishing appropriate governance structure.

#### ACTIONS:

- a. Establish a Lethbridge College Research Advisory Committee (Internal Stakeholders);
- b. Establish an Industry Research Advisory Committee (External Stakeholders);

Approved ARAC 26<sup>th</sup> October 2018. Approved Dean's Council 31 October 2018

- c. Review and revise current applied research policies;
- d. Create suitable applied research procedures; and
- e. Establish and maintain financial sustainability.

## **STRATEGIC OBJECTIVE 2: BUILD CAPACITY**

Create opportunities to increase participation in research and increase applied research funding.

### **ACTIONS:**

- a. Ensure CARI is adequately resourced;
- b. Enhance integration of applied research, entrepreneurship and innovation across the spectrum of College programs and portfolios by building upon our strengths, highly qualified faculty and students, and our capacity and infrastructure.
- c. Foster an applied research mindset across the college.
- d. Develop new ways of working to facilitate dynamic and innovative teams of students, faculty and staff across the institution.
- e. Identify & pursue funding opportunities, while facilitating engagement for proposal development;
- f. Contribute to the stability and long-term planning of research centers and other academic structures to advance research and innovation;
- g. Strategically pursue funding to support the acquisition and maintenance of research infrastructure;
- h. Optimize matching of industry funding;
- i. Increase success rate and quality of research grant submissions, with emphasis on Tri-Council opportunities;
- j. Increase number of dedicated researchers;
- k. Ensure that there is alignment between the Applied Research Strategic Plan, Comprehensive Institutional Plan, Academic Plan, capital projects and infrastructure planning processes, and technical capacity in support of research, to ensure that strategic research directions are met; and
- l. Coordinate skills training for researchers and research support staff.

## **STRATEGIC OBJECTIVE 3: COLLABORATION**

Foster collaborations and build research partnerships, projects and initiatives, which focus on diverse issue-oriented, industry-focused, and problem-driven research questions.

### **ACTIONS:**

- a. Enhance relations with industry and community partners;
- b. Create strategic partnerships with Colleges and Universities;
- c. Facilitate graduate student research supervision at Lethbridge College;
- d. Create nonpaid research positions to facilitate visiting researchers;
- e. Collaborate with partners to create shared co-working innovation space;
- f. Promote internal collaboration; and
- g. Support commercialization and application of proof of concept studies, prototyping and the further development of technologies with strong potential for commercial and social impact.

## **STRATEGIC OBJECTIVE 4: PROMOTION**

Provide recognition of research accomplishments, and communicate these to our community

### **ACTIONS:**

- a. Establish a distinct identity for CARI;
- b. Profile new and existing researchers and research stories;
- c. Foster a culture and facilitate pathways to support the transfer and mobilization of knowledge from research;
- d. Establish a method of tracking publications and dissemination;
- e. Create an annual research report;
- f. Establish an annual student research symposium; and
- g. Establish a faculty annual research symposium.

## **OUR PERFORMANCE INDICATORS**

### **CATEGORY 1: RESEARCH DEVELOPMENT AND OPERATION**

1. Amount of research funding
2. Number of students, faculty and staff involved in projects;
3. Number of applied research partnerships;
4. Number of collaborative grant-based and contracted projects.

### **CATEGORY 2: RESEARCH IMPACT**

1. Number of new or improved products, technologies, or processes;
2. Number of students hired due to their interest in applied research;
3. Increased competitive advantage for partners.

### **CATEGORY 3: KNOWLEDGE TRANSFER AND DISSEMINATION**

1. Number of events, conferences, tours and workshops coordinated;
2. Number of publications and conferences attended;
3. Number of new partnerships established.

## APPENDICES

Table 1: Lethbridge College Researcher Role Designation

Role	Employee	Faculty	Endowed	Contract	Volunteer	Student	Adjunct/Visiting
Research Chair	✓	✓	✓				✓
Senior Research Scientist	✓			✓			✓
Faculty Researcher	✓	✓					
Post-Doctoral Fellow				✓			✓
Research Scientist	✓			✓			✓
Research Associate	✓				✓		✓
Research Assistant	✓				✓	✓	✓