

LETHBRIDGE COLLEGE APPLIED RESEARCH

STRATEGIC PLAN 2021-25

> **APPROVED BY**

**ARAC on November 19, 2021
Deans' Council on December 1, 2021**

> INTRODUCTION

THIS PLAN PRESENTS OUR STRATEGY FOR APPLIED RESEARCH AT LETHBRIDGE COLLEGE.

Fundamental to the college's vision of leading and transforming education in Alberta, the Centre for Applied Research, Innovation and Entrepreneurship is a catalyst for economic growth, sustainability and social development in the region.

Our integrated approach brings together industry, community organizations, researchers, employees and students to collaborate on projects that use new or existing knowledge to solve real-world challenges with immediate practical applications. Project outcomes often lead to innovative products and services that benefit our local economy and society.

This plan presents our strategy for the sustainable growth and development of applied research at Lethbridge College.

OUR STRATEGIC OBJECTIVES ARE TO:

- 1** Contribute to the economic and social development in Southern Alberta by increasing the competitiveness of local SMEs and connecting them with our research expertise and technical services.
- 2** Promote and disseminate applied research that supports our region, and as such, positions the college as an economic driver in Southern Alberta.
- 3** Support academic programs at Lethbridge College by providing applied research opportunities for students and employees aligned with the vision to lead and transform education in Alberta.
- 4** Create an inclusive culture in applied research that embodies the principles of Equity, Diversity and Inclusion (EDI) and integrates with the United Nations Sustainable Development Goals (SDGs), the Lethbridge College Niitsitapi Strategy and the institutional health and wellness strategy, LC Cares: Stronger Together.

> STRATEGIC RESEARCH THEMES

LETHBRIDGE COLLEGE HAS FIVE STRATEGIC RESEARCH THEMES THAT ENHANCE THE REPUTATION OF THE COLLEGE AS A CONTRIBUTOR TO LOCAL ECONOMIC GROWTH.

Applied research activity is strongly encouraged and supported by the institution to enhance professional development, share knowledge and strengthen our academic capabilities.

We intend to maintain regional, provincial and national prominence as a leader in the following priority areas:



> STRATEGIC GOALS

1

Secure \$10 million in external funding by 2025

2

Rank in the top 10 of Canadian research colleges by 2025

> ACTIONS

THIS PLAN WILL BE GUIDED BY THE FOLLOWING ACTIONS:

OPERATIONS

- Ensure adequate resources and organizational structure for CARIE research activities
- Streamline processes and procedures that facilitate applied research to meet the needs and expectations of industry
- Create sustainable revenue-generating business models
- Support commercialization and application of proof-of-concept studies, prototyping and the further development of technologies with strong potential for economic and social impact

COLLABORATION

- Foster research collaborations with external stakeholders
- Engage external advisory boards, clients and partnerships to inform research priorities
- Collaborate across the institution to pursue funding to support the acquisition and maintenance of research infrastructure
- Utilize the Lethbridge College Applied Research Advisory Committee to further promote research themes and activities to internal stakeholders

FINANCIAL SUSTAINABILITY

- Diversify research project funding applications for nationally-, provincially-, and industry-focused opportunities
- Grow industry project funding in support of strategic goals
- Pursue corporate sponsorship and strategic partnerships
- Secure long-term funding for dedicated Research Chairs

PEOPLE AND PROMOTION

- Recruit and retain internationally recognized researchers
- Continue to establish dedicated Research Chairs in all five strategic Research Themes
- Support graduate student research and develop a specialized training plan for post-doctoral fellows
- Increase collaborations with adjunct and visiting researchers
- Promote research accomplishments through diverse channels

> KEY PERFORMANCE INDICATORS

- Number and amount of grant funding for research projects
- Number and amount of fee-for-service contracts
- Amount of revenue from infrastructure and research support activities
- Number of research partnerships/clients
- Number of researchers, faculty, and staff involved in research projects
- Number of paid and unpaid students involved in research projects
- Number of new or improved products, technologies and processes
- Number of publications, conferences, events, tours and workshops

> APPENDICES

Table 1: Lethbridge College Researcher Role Designations

ROLE	DEDICATED RESEARCHER	FACULTY	ENDOWED	VOLUNTEER	STUDENT	ADJUNCT/ VISITING
SENIOR RESEARCH CHAIR	✓		✓			
RESEARCH CHAIR	✓		✓			✓
PROGRAM RESEARCH CHAIR		✓				
SENIOR RESEARCH SCIENTIST	✓					✓
RESEARCH SCIENTIST	✓	✓				✓
RESEARCH ASSOCIATE	✓	✓		✓		✓
POST-DOCTORAL FELLOW	✓					✓
RESEARCH ASSISTANT	✓			✓	✓	✓



> **WANT TO LEARN MORE ABOUT
APPLIED RESEARCH, INNOVATION AND
ENTREPRENEURSHIP OPPORTUNITIES
AT LETHBRIDGE COLLEGE?**

WE'D LOVE TO HEAR FROM YOU.

Centre for Applied Research, Innovation and Entrepreneurship

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BE READY.



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