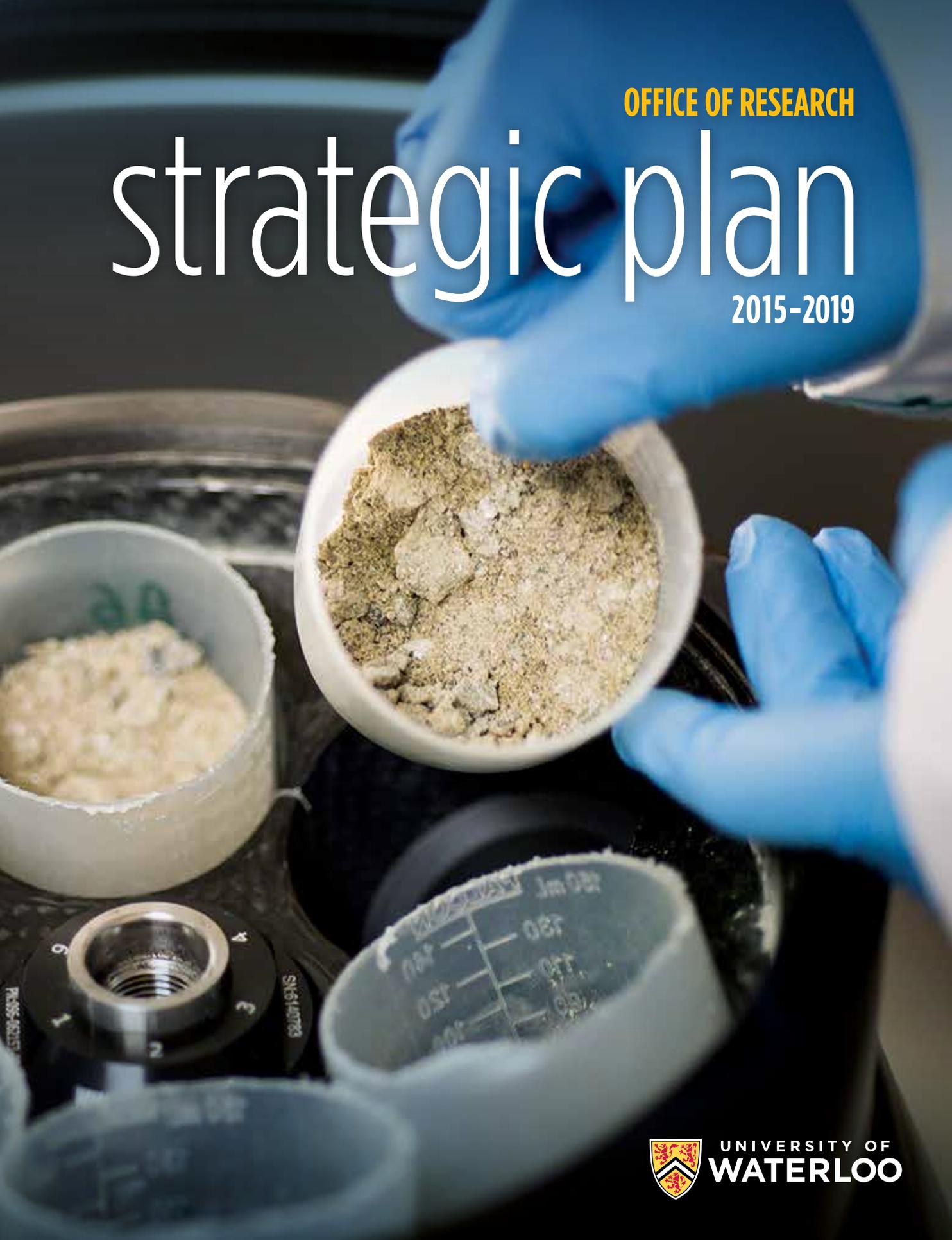


OFFICE OF RESEARCH

strategic plan

2015-2019



UNIVERSITY OF
WATERLOO





INTRODUCTION

For almost 60 years, the University of Waterloo has been advancing knowledge through outstanding scholarship and landmark research to address major challenges arising from the intersection of social, scientific, technological, environmental, health, and policy issues.

Innovation is at the core of Waterloo and characterizes the University's research. Groundbreaking research has fuelled new ideas and technologies, and research excellence across all six Faculties continues to foster a vigorous spirit of discovery and knowledge mobilization.

The "Strategic Plan 2015-2019" outlines how the Office of Research (OR) will continue to support and facilitate research by growing opportunities and enhancing the services provided to stakeholders. The objectives create a framework for leaders and staff to ensure the OR is providing optimum support for research excellence while meeting the University's goals.

The OR Strategic Plan and the business processes that operationalize it directly support all of the themes in the University Strategic Plan. Waterloo's differentiating strengths of experiential education, entrepreneurship, and transformational research as well as the foundational strengths of outstanding academic programming, internationalization, vibrant student experience, robust employer-employee relationships, and sound value system have informed the OR Strategic Plan and underpin the OR objectives set out in the plan.

WHO WE ARE

The Office of Research is the University's central point for connecting Waterloo researchers to opportunities for funding and a variety of research-related services including grant review, contract negotiation, award administration, financial management and reporting, as well as assistance with commercialization. In effect, staff members with a wide range of expertise facilitate and support the full cycle of research administration from dissemination of funding opportunities through proposal development and critiquing, contract negotiation, ethics review, project management, financial reporting, partnership development to commercialization.

Research is integral to Waterloo. In 2013-14, the University received \$180.9 million from public and private sources to fund research across a broad disciplinary spectrum. Waterloo's strength in research is buttressed by partnerships with industry and other institutions, both nationally and internationally. These collaborative initiatives broaden the impact of Waterloo research, often leading to opportunities for commercialization of research results that enhance Canada's economy.

VISION

In support of Waterloo's goal of being recognized as one of the top innovation universities in the world, the Office of Research will continue to grow research opportunities and funding, facilitate the achievement of excellence in research, and support commercialization of research results.

MISSION

The Office of Research provides a comprehensive suite of high-quality services, expert knowledge, experience, and professional networks in support of the research enterprise.





1 identify, promote, and facilitate research funding opportunities

OFFICE OF RESEARCH OBJECTIVES

- » Identify sources of new funding and build targeted partnerships accordingly
- » Diversify sources of research funding
- » Expand research collaborations with industry by leveraging internal cross-functional points of contact
- » Establish research partnerships with globally recognized institutions
- » Expand seed grant programs to facilitate international research and key partnerships
- » Determine capacity of flagship centres to develop global centres of excellence
- » Promote undergraduate research opportunities
- » Provide enhanced writing and editorial advice to improve funding applications and award nominations

... in support of

INSTITUTIONAL STRATEGIC OBJECTIVES TO:

- » Build opportunities to increase interdisciplinary and transdisciplinary research
- » Pursue national and international opportunities for collaboration in emerging as well as legacy areas of research
- » Diversify funding opportunities for international research through partnerships
- » Partner to expand Waterloo's reach and build exemplary national and international research networks



Photo: Kristin Marks extracts DNA from cells to probe for estrogen response elements in her lab at Waterloo.



improve business processes and ensure compliance

2

OFFICE OF RESEARCH OBJECTIVES

- » Streamline administrative processes associated with preparation and submission of funding applications, provision of certifications, management of research funding, and financial reporting to sponsors
- » Initiate a review of Policy 73 including data-reporting obligations to bring it in alignment with Waterloo's expanding entrepreneurial and contract research activities
- » Implement mechanisms to solicit ongoing feedback with regard to OR customer service
- » Clarify and simplify compliance requirements while continuing to meet the needs of stakeholders and externally imposed obligations
- » Develop an integrated approach to training opportunities and information sessions provided by the Office of Research to its stakeholders
- » Implement new or enhance existing information technology systems to better meet the needs of stakeholders, both internal and external (e.g., research awards, ethics, commercialization, financial reporting)

... in support of

INSTITUTIONAL STRATEGIC OBJECTIVES TO:

- » Build opportunities to increase interdisciplinary and transdisciplinary research
- » Enhance institutional infrastructure and processes that support and enable research excellence and impact
- » Engender core values that support the broader research enterprise
- » Understand and quantify the impact of research productivity

3 increase commercialization activity

OFFICE OF RESEARCH OBJECTIVES

- » Working closely with the Waterloo research community, secure additional funding from private and public sector sources for commercialization of research results including resources for pre-commercial R&D and protection of IP
- » Develop and deliver educational presentations and workshops related to IP and commercialization for the Waterloo research community
- » Increase opportunities for commercialization of Waterloo IP internationally

... in support of

INSTITUTIONAL STRATEGIC OBJECTIVES TO:

- » Make entrepreneurship a key element of the Waterloo brand
- » Build opportunities to increase interdisciplinary and transdisciplinary research
- » Pursue national and international opportunities for collaboration in emerging as well as legacy areas of research
- » Diversify funding for international research through partnerships
- » Partner to expand Waterloo's reach and build exemplary national and international research networks



Photo: Richard Liang and Amir Azhari, two founders of AOMS Technologies, work on their all-in-one fiber optic measurement system.



communicate and celebrate research successes

4

OFFICE OF RESEARCH OBJECTIVES

- » Lead and develop communications initiatives to showcase research and commercialization successes
- » Host events to celebrate Waterloo researchers receiving prestigious national and international research awards and honours
- » Seek out opportunities to promote student research successes
- » Create a communications plan to broadly promote successful Office of Research supported licensing and startup activity
- » Develop a robust process for systematic collection and reporting of research metrics in key strategic areas
- » Facilitate the nomination of eligible Waterloo researchers for prestigious national and international research awards

... in support of

INSTITUTIONAL STRATEGIC OBJECTIVES TO:

- » Communicate and celebrate Waterloo research successes more effectively to a variety of audiences including industry
- » Understand and quantify the impact of research productivity
- » Identify and pursue strategic opportunities to promote Waterloo research and researchers nationally and internationally

5 enhance the OR working environment and continue to improve workforce skills

OFFICE OF RESEARCH OBJECTIVES

- » Further strengthen a culture of pride in delivering excellent service
- » Continue to improve communications with stakeholders
- » Design a program for staff onboarding, training and development, job enrichment, promotion, and recognition which aligns with the Excellence Canada program

... in support of

INSTITUTIONAL STRATEGIC OBJECTIVES TO:

- » Enhance institutional infrastructure and processes that support and enable research excellence and impact
- » Engender core values to support the research enterprise







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