



**Research Impact Canada Network Strategic Operational Plan**

**2017-2020**

## **Background**

Increasingly connected internationally, Research Impact Canada (RIC) is a pan-Canadian network of universities committed to maximizing the impact of academic research for the public good in local and global communities. RIC is committed to developing institutional capacities to support creating and assessing impacts of research, scholarship and creative activities by developing and sharing best practices, services and tools.

Founded in 2006 by York University and the University of Victoria, RIC is currently a network of 14 universities that have invested in an institutional capacity to support research impacts of faculty, students and partner organizations. Current members are: Memorial University of Newfoundland, University of New Brunswick, Université du Québec à Montréal, Université du Montréal, Carleton University, York University, McMaster University, Western University, University of Saskatchewan, Kwantlen Polytechnic University, University of British Columbia, University of Victoria, and University of Brighton (UK).

## **About Knowledge Mobilization**

Knowledge mobilization is a suite of services that connects academic research, researchers and students with individuals and organizations seeking to develop sustainable solutions to social, cultural, economic, environmental, and health challenges. Involving scholarship across all disciplines, knowledge mobilization is concerned with research, scholarship and creative activities that have potential to inform decisions about public policy, business and professional practice and social programs. Partners for knowledge mobilization can be from the public, community/non-profit, and the private sector. Knowledge mobilization also supports engagement of research, researchers and students with the broader public. Knowledge mobilization occurs throughout post secondary systems and some institutions have dedicated ‘knowledge brokers’ who provide knowledge mobilization services to researchers, students and their non-academic partners.

## **Mandate**

Research Impact Canada builds institutional capacity to help Canada’s researchers and students span boundaries, collaborate, and connect their work to new services, products, processes, systems, public policies, and innovations with social, economic, cultural, environmental, commercial, and scientific value.

## **Mission**

We build Canada’s capacity to be a leader in creating value from knowledge by developing and sharing best practices, services and tools, and by demonstrating to relevant stakeholders and the public the positive impacts of mobilizing knowledge.

## **Vision**

A globally leading network which supports researchers, students and their partners to demonstrate the contribution to and impact of research excellence.

### **Values**

- We believe that academic research contributes to social, cultural, economic, environmental, and health benefits for local and global communities.
- We believe that the academic research enterprise encompasses research, scholarship and creative activity by faculty, students and staff across all disciplines.
- We value community, industry and government partners as active participants in conducting research and creating impacts.
- We believe that knowledge mobilization services are implemented specific to the capacity and opportunities of institutional members.

The first Network Strategic Plan was created in 2014. In 2016 the Network held a call for Expressions of Interest to be the next Lead Institution for the next three-year period (July 1, 2017 – June 30, 2020). The current Network Strategic and Operational Plan (2017-2020) arose from York University's successful bid to be named Lead Institution for a second and final term. The Expression of Interest included results of a SWOT analysis (Appendix A) and a prioritization process (Appendix B) was undertaken summer 2017 to inform the Research Impact Canada Governance Committee strategic planning retreat on September 20, 2017.

This plan combines both strategic priorities and operational considerations. Each strategic activity is presented with tactics, responsible parties, time frame and considerations for evaluating, that will be subject to the process evaluation mechanisms developed by the RIC Evaluation Committee. This plan sets out both the strategic vision as well as the operational details for delivering on that vision.

This version of the Strategic and Operational Plan was:

- drafted December 2017
- reviewed by Governance Committee January 10, 2018
- reviewed and recommended by Executive Lead Steering Committee on May 11, 2018
- sent to Executive Leads for approval on May 15, 2018

## Research Impact Canada Network Strategic Plan - Summary

Page	Goal	Target date	Responsibility
4	<b>A: Ensuring Good Governance</b>		
	<i>A1: oversight of committees</i>		Governance Committee
	A1.1: committee work plans	Ongoing	Committee Chairs
	A1.2: committee chair reports	Ongoing	
A1.3: committee annual review	Ongoing		
	<i>A2: Strategic Planning</i>	March 2018	Governance Committee
5	<b>B: Accountability</b>		
	<i>B1: Evaluation Plan</i>		Evaluation Committee
	B1.1: Methods and tools research	February 2018	
	B1.2 Draft evaluation plan	March 2018	
	B1.3 Semi annual reporting	ongoing	
	<i>B2: Activity Reporting</i>		Communications Committee
B2.1 Annual Reporting	Annually in Spring	Scholarship group Lead Institution	
B2.2: Scholarship	Ongoing		
B2.3: Financial Reporting	Semi-annual		
6	<b>C: Build capacity of RIC members</b>		
	<i>C1: Knowledge Impact Tools</i>		Professional Development Committee
	C1.1: release KIT template	Summer 2018	
	C1.2: collect content for KIT	ongoing	
	<i>C2: Webinars</i>	Six/academic year	Professional Development Committee
	<i>C3: Mentoring (KMbuddy)</i>	Fall 2018	Professional Development Committee
	<i>C4: New Lead Institution</i>		Lead Institution
	C4.1: call for EOI Lead Institution	Fall 2018	
C4.2: Executive Lead Engagement	Spring 2019		
C4.3: Capacity Building for EOI	Summer 2019		
C4.4: Select new Lead Institution	Winter 2019		
C4.5: Knowledge transfer	Spring 2020		
C4.6: Ongoing support	Summer 2020		
9	<b>D: Strategic Priorities</b>		
	<i>D1: Federal Advocacy</i>	Ongoing	Governance Committee
	D1.1: Advocacy partners		
	D1.2: Government Relations		
	<i>D2: Membership Growth</i>	Ongoing	Governance Committee
	D2.1: Attract new members		
	D2.2: Regional collaboration		
	<i>D3: Yaffle</i>	Ongoing	Memorial University
	<i>D4: Research Impact Assessment</i>		Evaluation Committee
	D4.1: Develop RIA tool beyond pilot	2 <sup>nd</sup> pilot Spring 2018	
	D4.2: Launch RIA tool for members	Fall 2018	
	<i>D5: Joint Project</i>		Governance Committee
	<i>D6: International Engagement</i>	Ongoing	Governance Committee
D6.1: Maintain NABI MOU			
D6.2: Promote international opportunities			
<i>D7: Branding and website</i>		Communications Committee	
D7.1: Rebrand Research Impact Canada	complete		
D7.2: New RIC website	March 2018		
<i>D8. Indigeneity</i>			
D8.1 Indigenizing knowledge mobilization	End 2018	As Hoc working group	

## **Goal A. Ensuring Good Governance**

### **Strategic Objectives:**

- to ensure RIC is operating according to proposed plans
- to identify room for improvement and/or modifications to plans

### Specific Activity A1: Oversight of committees and working groups

RIC is structured around Standing Committees and working groups. Each Standing Committee has a Terms of Reference and produce an annual work plan. As needed the Governance Committee can approve funding for Standing Committees to accomplish their work.

#### A1.1 Strategic Activity: ensure committee chairs manage to targets set in work plan

- Tactic: Network Manager will have a call/meeting with Chair(s) of Standing Committees one month before each Governance Committee meeting to review report to Governance Committee
- Target Date: ongoing
- Responsibility: Network Manager, Standing Committee Chair(s); Governance Committee oversight
- Evaluation: Did the calls/meetings occurred on schedule?

#### A1.2 Activity: Reporting from Standing Committee Chair(s)

- Tactic: Chair(s) of Standing Committees will submit a brief report on activities and accomplishments over the preceding period and will present the report to Governance Committee. If not a member of the Governance Committee, the Standing Committee Chair(s) will be invited to present to Governance Committee.
- Target Date: ongoing
- Responsibility: Network Manager, Standing Committee Chair(s); Governance Committee oversight
- Evaluation: is Governance Committee satisfied with progress of Standing Committees and/or adjusting work plans.

#### A1.3 Strategic Activity: Annual Review of Committees

- Tactic: Each Standing Committee will be reviewed on an annual basis to inform the development of the next work plan
- Target Date: Annually in March to allow each Standing Committee to develop annual work plan starting July 1 each year.
- Responsibility: Standing Committee Chair(s)
- Evaluation: Is progress made against annual work plans? Are work plans responding to emerging conditions?

### Specific Activity A2: Strategic Planning

Leading up to the beginning of each three-year strategic planning cycle the RIC Lead Institution must prepare the Network for a new three-year Strategic Plan. Strategic planning requires an assessment of internal and external constraints and opportunities, often articulated through a

SWOT analysis (see Appendix A for SWOT analysis undertaken January 2017). After being named the Lead Institution for a second and final term (2017-2020) York University performed a prioritization exercise to seek input from the RIC community to identify which priorities from the Lead Institution expression of interest were priorities (immediate, intermediate or long term). See Appendix D for results of prioritization. This informed the Governance Committee strategic planning meeting on September 20, 2017.

#### A2.1: Strategic Planning

- Tactic: draft Strategic Plan 2017-2020
- Target Date: present to Governance Committee January 2018; to Executive Lead Steering Committee February 2018; to Executive Lead Committee March 2018
- Responsibility: Network Manager
- Evaluation: Was the Strategic and Operational Plan completed and approved on time?

### **Goal B. Accountability**

#### **Strategic Objectives:**

- to evaluate RIC against Strategic and Operational Plan
- to communicate RIC accomplishments internally and externally
- to ensure RIC funds are managed in responsible and transparent fashion

#### Specific Activity B1: Revise evaluation plan

The RIC Evaluation Plan 2014-2017 evaluates RIC against the achievement of strategic activities. Were they achieved in the previous six-month period (Y/N) assessing of progress was being made by more no turning into yes. In a meeting of Evaluation Committee (September 22, 2017) agreed to maintain the progress against goals evaluation format and complement that with evaluation of Network processes including overall Network health (efficiency/effectiveness) and capturing unintended consequences.

#### B1.1: Research on evaluation methods and tools

- Tactic: undertake research on network evaluation
- Target Date: February 2018
- Responsibility: external evaluator
- Evaluation: Was a quality research report submitted on time?

#### B1.2: Draft evaluation plan

- Tactic: Evaluation Plan drafted and approved by Governance Committee
- Target Date: Evaluation Plan drafted April 2018; Evaluation Plan approved by Governance Committee June 2018 for implementation July 1, 2018
- Responsibility: Evaluation Committee
- Evaluation: Was the Evaluation Plan approved?

#### B1.3: Semi annual reporting

- Tactic: reporting on Network evaluation in June and December

- Target Date: ongoing: initiate July 1, 2018, first reporting December 2018
- Responsibility: Evaluation Committee
- Evaluation: Has evaluation been reported every six months?

### Specific Activity B2: Activity reporting

The Lead Institution has been reporting to Governance Committee on financial activity since 2014. In addition, Research Impact Canada has hit a critical mass of institutions each engaging in their own knowledge mobilization and impact related activities. The Network is also making progress against work plans for standing committees. We have content that can be reported to Executive Leads to keep them informed of progress as well as to broader audiences of stakeholders interested in institutional capacities to support knowledge mobilization. Scholarly and practice based channels represent another opportunity for reporting. We have started a conversation on knowledge mobilization scholarship to support Research Impact Canada members interested in publishing and presenting. Interestingly the Scholarship of Knowledge Mobilization was voted among the top five priorities (appendix B).

#### B2.1 Reporting (annual/semi-annual)

- Tactic: Communications Committee to finalize format and timing of reporting
- Target Date: annual report on calendar year, target Spring 2018 for report on 2017 accomplishment
- Responsibility: Communications Committee
- Evaluation: Was report released? Analytics of report uptake over time. Seek specific feedback on report from stakeholders.

#### B2.2 Scholarship of Knowledge Mobilization

- Tactic: Identify a lead to create a “conversation” of interested members.
- Target Date: first conversation to occur before end of calendar 2017; publishing/presenting will be ongoing
- Responsibility: individual members
- Evaluation: include list of publications and presentations in annual reporting

#### B2.3 Financial Reporting

- Tactic: Lead Institution to provide financial report to Governance Committee every 6 months
- Target Date: ongoing. First report of 2017-2020 term to be provided January 2018.
- Responsibility: Lead Institution
- Evaluation: Has financial report been provided every six months? Are any concerns raised by Governance Committee?

### **Goal C. Build capacity of RIC members**

#### **Strategic Objectives:**

- to support capacity building of members for institutional knowledge mobilization
- to ensure smooth transition to new Lead Institution in 2020

### Specific Activity C1: Knowledge Impact Tools (KIT)

Research Impact Canada acts as a Community of Practice, sharing tools and practices so every member institution can benefit. This requires the Network to make tools and services available to members and facilitate the uptake of those tools. There are many different tools for knowledge mobilization available but most are focused at the level of the researcher/project. The focus of Research Impact Canada is at the level of the institution. What are the institutional tools and practices that create an enabling environment for knowledge mobilization to occur in a researcher's project? In 2016-2017 Research Impact Canada approved in principle a template for Knowledge Impact Tools. This template will be finalized by Communications Committee and content developed by Professional Development Committee.

Governance Committee has decided that the Knowledge Impact Tool (KIT) will be open access beyond the Research Impact Canada network but that discussions about the KIT including recorded webinars will be retained for Research Impact Canada members only.

#### C1.1 Release Knowledge Impact Tools

- Tactic: KIT template finalized
- Target Date: Spring 2018
- Responsibility: Communications Committee
- Evaluation: Has the template been finalized and approved?

#### C1.2 Collect content for Knowledge Impact Tools

- Tactic: collect content from all Research Impact Canada members; format into the KIT template; make publicly available; publicize; turn into webinar (see C2, below)
- Target Date: Summer 2018
- Responsibility: Professional Development Committee
- Evaluation: Have the KIT tools been released?

### Specific Activity C2: Webinar Series

Each Knowledge Impact Tool will be the subject of a webinar series open to any member of Research Impact Canada universities. Ideally those actively contributing to Research Impact Canada will host a webinar viewing inviting people from across their campus to attend. This might create an on-campus conversation and community about knowledge mobilization and research impact.

#### C2.1 Research Impact Canada webinar series

- Tactic: procure webinar platform and ability to record/archive webinars; seek individuals to deliver webinars
- Target Date: 6 per academic year (October, November, January, February, March, April)
- Responsibility: Professional Development Committee
- Evaluation: Has a complete year of webinars been maintained; attendance at webinars; narratives about ensuing activity on campuses

### Specific Activity C3: Mentoring

Since 2006 Michael Johnny has worked with over 50 new knowledge mobilization staff at RIC campuses. A mentoring system is needed to accommodate the high degree of turnover and the onboarding of new RIC member institutions. A senior/experienced knowledge mobilization practitioner will be paired with a new knowledge mobilization practitioner seeking to match organizational constructs and dominant practice paradigms (i.e. social enterprise, grant support, community based research, service learning etc.). The KMbuddy system will be in place for minimum one year (to be extended by agreement). KMbuddies will be encouraged to write reflective blog posts about their experience and the mutual benefits gained.

#### C3.1 KMbuddy system

- Tactic: arrange for intake and matching of mentors and mentee KMbuddies
- Target Date: Fall 2018 launch
- Responsibility: Professional Development Committee
- Evaluation: # KMbuddies matched; satisfaction with the KMbuddy (as articulated in blog post)

### Specific Activity C4: New Lead Institution

York was named the Research Impact Canada Lead Institution for a second and final three-year term (2017-2020). Turn over in Lead Institutions is good for the Network as it brings in new perspectives to the Network leadership. It ensures that the Network is not relying on a single institution and builds capacity for knowledge mobilization leadership across Canada. However, being a Lead Institution requires consideration not only of expertise but of local leadership, capacity and intangible assets such as consensus building and communications. York University will work with interested Research Impact Canada campuses to build their capacity to function as Lead Institution.

#### C4.1 Call for expressions of interest for new Lead Institution 2020-2023

- Tactic: develop Lead Institution EOI Sub Committee of Governance Committee; launch call for candidate Lead Institutions
- Target Date: Winter 2018
- Responsibility: Lead Institution
- Evaluation: Has a call for Lead Institutions been developed and released?

#### C4.2 Executive Lead Engagement of EOI interested RIC members

- Tactic: ensure Executive Leads from EOI interested RIC members are on board
- Target Date: early 2019
- Responsibility: Lead Institution (Executive Lead as supported by Network Director)
- Evaluation: Have the KIT tools been released?

#### C4.3 Capacity Building for EOI interested RIC members

- Tactic: develop training programs for functions of Lead Institution
- Target Date: Spring 2019
- Responsibility: Lead Institution

- Evaluation: Engagement in training programs (narrative)

#### C4.4 Selection of next Lead Institution

- Tactic: release call for Lead Institution
- Target Date: Winter 2019
- Responsibility: EOI Subcommittee
- Evaluation: Was a new Lead Institution selected?

#### C4.5 Knowledge transfer between outgoing and incoming Lead Institutions

- Tactic: ensure that electronic and other records are transferred; shadowing of Lead Institution role
- Target Date: April-June 2020
- Responsibility: Lead Institution
- Evaluation: report to Governance Committee by outgoing Lead Institution on satisfactory progress of incoming Lead Institution

#### C4.6 Ongoing support

- Tactic: outgoing Lead Institution available for support of incoming Lead Institution on an “as needed” basis
- Target Date: July-September 2020
- Responsibility: outgoing and incoming Lead Institutions
- Evaluation: Is the incoming Lead Institution functioning well as judged by Governance Committee?

### **Goal D: Strategic Priorities**

#### **Strategic Objectives:**

- Respond to Research Impact Canada SWOT analysis (January 2017)
- Respond to priorities identified by Governance Committee (January – June 2017)

#### Specific Activity D1: Federal Advocacy

It has long been a goal of Research Impact Canada to seek funding for a pan-Canadian knowledge mobilization/research impact strategy. While such a strategy could take many forms it would be an underlying purpose to: 1) build capacity for institutional knowledge mobilization; 2) collect national level data on knowledge mobilization activities; 3) evaluate and communicate the impacts of knowledge mobilization activities.

D1.1 Maintain/develop relationships with advocacy partners (J.W. McConnell Family Foundation, Universities Canada, Conference Board of Canada, Canadian Federation of Humanities and Social Sciences, P.E. Trudeau Foundation, funders, others)

- Tactic: appear at conferences and seek regular meetings with advocacy partners
- Target Date: ongoing (opportunistic)
- Responsibility: Lead Institution on behalf of Governance Committee
- Evaluation: narratives and reports of ongoing engagement with advocacy partners

## D1.2 Government Relations

- Tactic: develop communications materials; engage government relations and Executive Leads; develop government relations plan
- Target Date: ongoing (opportunistic)
- Responsibility: Lead Institution on behalf of Governance Committee
- Evaluation: narratives and reports of ongoing engagement with government representatives; has funding been secured

## Specific Activity D2: Membership Growth

Since York and UVic launched ResearchImpact in 2006, managed growth of new members has been a goal. Guidelines for membership have been established and articulated in the new member information documentation. It is important that quality of existing capacity underpins decisions about new members. Membership growth was ranked the highest priority (Appendix B). As membership hits a critical mass in regions (Atlantic, Quebec, Ontario, West – what about North?) regional members may collaborate on opportunities especially for regional funding. International engagement (D6 below) may also result in further International Affiliate Members.

### D2.1 Attract new members

- Tactic: respond to inquiries from potential new members; proactively solicit new members to fill geographical and methodological gaps.
- Target Date: ongoing
- Responsibility: Lead Institution on behalf of Governance Committee
- Evaluation: growth of new members; quality of new members; new member engagement

### D2.2 Regional Collaboration

- Tactic: identify a lead Regional member; develop collaboration opportunities
- Target Date: ongoing (opportunistic)
- Responsibility: regional RIC members
- Evaluation: narratives and reports of regional opportunities for collaboration.

## Specific Activity D3: Yaffle

Yaffle ([www.yaffle.ca](http://www.yaffle.ca)) is a knowledge mobilization platform developed by Memorial University to support knowledge mobilization activities in Newfoundland and Labrador. Following a relaunch in 2016-2017 Yaffle has emerged as a potential platform to support inter-institutional knowledge mobilization. A Yaffle “conversation” reporting to Governance Committee will provide a forum for exploring this opportunity.

### D3.1 Explore Yaffle as a pan-Canadian platform

- Tactic: Memorial to lead a discussion exploring the Yaffle opportunity
- Target Date: ongoing
- Responsibility: Memorial working group reporting to Governance Committee
- Evaluation: has a business case for Yaffle been developed and endorsed?

#### Specific Activity D4. Research Impact Assessment

The vision of Research Impact Canada is “A globally leading network which supports researchers and their partners to demonstrate the contribution to and impact of research excellence.” If Research Impact Canada is to demonstrate impacts of research it is incumbent on the Network to assess the impacts of research. In 2016-2017 the Evaluation Committee adapted the Research Excellence Framework impact assessment guidelines and case study template to collect and articulate the evidence of impact of research expertise at Research Impact Canada campuses.

##### D4.1 Develop Research Impact Assessment (RIA) tool beyond pilot phase

- Tactic: undertake second pilot RIA
- Target Date: winter 2017-2018
- Responsibility: Evaluation Committee
- Evaluation: has Governance Committee endorsed the RIA tool?

##### D4.2 Roll out RIA tool among Research Impact Canada members

- Tactic: develop Knowledge Impact Tool and webinar; publish on RIA tool
- Target Date: summer 2018
- Responsibility: Evaluation Committee
- Evaluation: was webinar launched? Number of RIA evaluations conducted.

#### Specific Activity D5: Joint Project

Research Impact Canada has committed to developing a collaborative project that would make use of network strengths and expertise in knowledge mobilization; and integrating the multi-disciplinary research knowledge developed at member universities. As a first pilot, the Network members identified “diversity and inclusivity” as the target research theme because the theme is relevant to Canadian publics and policy-makers.

##### D5.1 Develop the 1<sup>st</sup> Pilot collaborative inter-institutional knowledge mobilization project

- Tactic: Working Group + Connection Grant (Feb. 1<sup>st</sup> or May 1<sup>st</sup>)
- Target Date: From Sept. 2018 to Sept. 2019 (6 video per year)
- Responsibility: Ad Hoc working group coordinated by Julie Medam (UQAM)
- Evaluation: participation by Network members, researchers, students and partners in the joint project

#### Specific Activity D6: International Engagement

Impacts of research is growing in countries around the world. There are many networks seeking to use research evidence to make impacts on specific conditions such as climate change, human rights, mental health etc. Some countries have broad systems of research impact assessment seeking to assess impacts from disciplines such as UK (Research Excellence Framework), Netherlands (Standard Evaluation Protocol), Australia (Engagement and Impact Pilot) and New Zealand (Performance Based Research Funding). Some countries have systems of supports for creating impacts across disciplines including US (National Alliance for Broader Impacts), Africa (Development Research Uptake for Sub Saharan Africa) and Canada (Research Impact Canada).

The prioritization survey (Appendix D) identified international engagement among the top priorities for Research Impact Canada because it is important we both inform ourselves using the best evidence for knowledge mobilization as well as demonstrate Canada's international leadership in creating and assessing impacts of research.

#### D6.1 Maintain MOU with National Alliance for Broader Impacts (NABI)

- Tactic: maintain regular contact with NABI, co-publish with NABI, attend the NABI Summit and welcome NABI to Canadian Knowledge Mobilization Forum
- Target Date: ongoing
- Responsibility: Governance Committee
- Evaluation: has NABI-RIC MOU been maintained with activities each year?

#### D6.2 Promote opportunities for international engagement

- Tactic: share international conferences (i.e. Living Knowledge Network, UK KMb Forum)
- Target Date: ongoing
- Responsibility: all members
- Evaluation: report on attendance at and presentation to international conferences

#### Specific Activity D7: Research Impact Canada Branding

The ResearchImpact brand hasn't changed since 2006 and the website hasn't changed since 2010. New communication and brand standards are needed to reflect contemporary understanding of brands and web site designs. The RIC Communications Committee was provided with \$56,000 in 2016-2017 to fund branding and initial web design.

#### D7.1 Rebrand Research Impact Canada (complete December 2017)

#### D 7.2 Research Impact Canada website

- Tactic: develop wire frame (complete December 2017) and collect content (ongoing)
- Target Date: website launched March 2018
- Responsibility: Communications Committee and all members
- Evaluation: website launched on time?

#### Specific Activity D8. Indigeneity

Knowledge mobilization is not an intuitive term. An appropriate framework can help and support this need for ongoing education and awareness of KMb. As practitioners, partners and researchers explore this work further there remains a need for a clear yet comprehensive framework to support a shared understanding of knowledge mobilization. Knowledge mobilization may be able to draw upon Indigenous knowledge to present a holistic model using the Medicine Wheel.

#### D 8.1 Indigenizing knowledge mobilization

- Tactic: develop a working group (complete: Michael Johnny, Jen Kyffin, Lisa Erickson); create an Indigenous framework for knowledge mobilization for discussion at Annual Meeting 2018
- Target Date: Annual Meeting September 13-14, 2018
- Responsibility: Ad Hoc working group
- Evaluation: response/further development/adoption by Network.

## **Research Impact Canada – value proposition**

This Network Strategic and Operational Plan outlines what we will do from July 1, 2017 to June 30, 2020, but what value does it create for members?

Research Impact Canada is a community of practice of institutional knowledge mobilizers all with different skills using different tools with different mandates in different organizational constructs. It is this diversity that is the value proposition. You will learn from other universities to bolster your own practice and help maximize the impacts of your research. Some examples of our practices – there are more:

- Memorial University: Strong focus on public engagement; use of [yaffle.ca](http://yaffle.ca) as a tool for knowledge brokering
- University of New Brunswick: Social Policy Research Network with a focus on knowledge mobilization to inform provincial policy
- Université du Québec à Montréal: Services aux Collectivités – a community based knowledge brokering function
- Carleton University: human centred design as a basis for knowledge mobilization
- York University: Central Office of Research Services model including support for knowledge mobilization strategies in grant applications; research impact assessment
- University of Guelph: Research Shop model
- Kwantlen Polytechnic University: Service learning model
- University of Victoria: Research partnership model
- Western University: partnership between the research office and libraries
- McMaster University: partnership between grants facilitators and community engagement

The \$5,000 annual membership fee buys access into these different practices so you can take from the network what fits in your context. Membership reduces transaction costs of building institutional capacity for knowledge mobilization.

We believe that knowledge mobilization helps universities participate more fully in the federal government's emerging innovation agenda which is being drafted around the core concept of inclusive innovation. We can more fully participate in inclusive innovation by connecting research in all disciplines to partners from all sectors (public, private and non-profit) to create impacts on local and global citizens. Research Impact Canada is the only network in the world focused on institutional knowledge mobilization to maximize the impacts of academic research.

Membership has its privileges.

**Appendix A - RIC SWOT Analysis (from January 2017)**

**RIC Strategic Objective 2017-2020:** to build on foundation set in 2014-2017 to fulfil RIC Mission and Vision by focusing on membership growth, federal advocacy, infrastructure, governance and accountability.

<p><u>Strengths:</u> characteristics that give us an advantage over others</p> <ul style="list-style-type: none"> <li>• From Coast to Coast</li> <li>• Bilingualism</li> <li>• National and international reputation especially among ally organizations</li> <li>• Membership continuity</li> <li>• Diversity (services, structures)</li> <li>• Track record of strong network leadership</li> <li>• Governance/Operations revised 2016</li> <li>• Emerging Regional: Ontario, Montreal</li> </ul>	<p><u>Weaknesses:</u> characteristics that place us at a disadvantage relative to others</p> <ul style="list-style-type: none"> <li>• Slow new member growth</li> <li>• Regular staff turn-over</li> <li>• Current member engagement in committees</li> <li>• Articulating value proposition</li> <li>• Uneven member support → engagement</li> <li>• Web/tech infrastructure</li> <li>• Bilingualism</li> </ul>
<p><u>Opportunities:</u> elements in the environment that we could exploit to our advantage</p> <ul style="list-style-type: none"> <li>• Enhance executive Lead engagement</li> <li>• Build network of allies/partners<sup>1</sup></li> <li>• Expand membership to include international, colleges, hospitals</li> <li>• Renew federal Advocacy (need some Presidents) target Federal Budget 2018</li> <li>• Catalyze regional meetings</li> <li>• Undertake strategic planning for yaffle</li> <li>• Lead debates on research impact assessment</li> </ul>	<p><u>Threats:</u> elements in the environment that could cause trouble for us</p> <ul style="list-style-type: none"> <li>• U15</li> <li>• Traditional research and KMb funding models</li> <li>• Traditional focus of innovation on STEM and industry</li> </ul>

**Summary of Strengths and implications for strategic planning:** The last three years of RIC have seen continued participation by all member institutions and significant engagement by many RIC member institutions. This has helped to build our national and (growing) international reputation. Our revised operational plan has transformed the governance and operations of the RIC Network. Different institutions with different mandates may contribute to the Network

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<sup>1</sup> Universities Canada, Colleges & Institutes Canada, Social Innovation Generation, J.W. McConnell Family Foundation, Canadian Federation of Humanities and Social Science, Conference Board of Canada, Centre for Social Innovation, National Alliance for Broader Impacts (US), Cupp Network (UK), National Coordinating Centre for Public Engagement (UK),

because of our diversity in institutional structures as well as supports and services. Regional conversations have started in Ontario and in Montreal.

- In 2017-2020 we need to build on our reputation including KMB Scholarship to expand membership which will enable Regional development and open the potential for provincial funding.

**Summary of Weaknesses and mitigating strategies:** Many of the weaknesses are a function of poorly supported communications. Our diversity (strength) makes it challenging to clearly articulate the value proposition. This in turn has contributed to slow membership growth. We have begun to do this through a recent [blog post](#). Our communications mechanisms are also not optimal. Once we get a clear message it will have to be clearly articulated to target audiences across different channels. Our messages will also have to be compelling in both English and French.

- The Communications Committee oversees external communications and will need to have the mandate, authority and the budget to address these over the next three years.

**Summary of Opportunities and objectives/priorities:** RIC is seen by many external organizations as a leader in knowledge mobilization and research impact. We can leverage that reputation for service and scholarship and clarity in communications for membership growth and federal advocacy for which we will need further involvement by Executive Leads who will need to engage the right RIC member Presidents at the right time. A federally funded pan-Canadian knowledge mobilization strategy will facilitate member growth and having more and diverse members (colleges, hospitals and more members from Atlantic and Western Canada) will help secure a pan-Canadian knowledge mobilization strategy that will require evaluation including research impact assessment.

- Objectives in order of priority: 1) federal advocacy with Executive Lead engagement, 2) membership growth, 3) yaffle, 4) research impact assessment

**Summary of Threats and mitigating strategies:** The primary threat to RIC achieving its goals is a narrowly construed federal innovation strategy. A compelling innovation strategy focused on inclusive innovation (inclusive of SSH and STEM; civil society and industry; social and environmental as well as economic impacts) will provide RIC with the opportunity to be a model for a pan-Canadian knowledge mobilization strategy. Such a strategy must be a new funding opportunity (or revision to an old one like Intellectual Property Mobilization) since discipline driven funding (NCE, SSHRC PG) will not fund the institutional infrastructure we need. Yet given a more inclusive innovation strategy then the U15 become a threat if a new funding opportunity is announced.

- Federal advocacy and strong communications about inclusive innovation (see blog December 7, 2016<sup>2</sup> and October 19, 2016<sup>3</sup>) with our allies (see above) and with engaged Executive Leads from all members including the three U15 RIC members (Saskatchewan, Montreal, McMaster) will help with inclusive definitions of innovation in an enabling funding opportunity based on RIC which is a pan-Canadian model that is

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<sup>2</sup> <http://researchimpact.ca/how-can-universities-contribute-to-inclusive-innovation/>

<sup>3</sup> <http://researchimpact.ca/human-centred-innovation-linnovation-centree-sur-lhumain/>

already in place and delivering benefits to Canadians. Discussions have begun with UBC who have expressed interested in RIC membership (January 2017).

## Appendix B: Prioritization

### Research Impact Canada Strategic and Operational Plan – Prioritization

All members of the RIC network were invited to prioritize the urgency (high, medium, low) of each of the strategic activities in the Strategic and Operational plan outline. Survey questions are below. Respondents = 19.

D2	Membership Growth	2.26	Governance Committee
E1	International Engagement	2.11	York
B3	Fiscal Management	2.0	Governance Committee
D3	Yaffle	2.0	Yaffle working group (MUN)
C3	Scholarship of KMb	1.84	Scholarship working group (Cathy Edwards)
B1	Revise evaluation plan	1.58	Evaluation Committee
C2	Develop next lead institution	1.53	York
D1	Federal Advocacy	1.53	Governance Committee
D4	Research Impact Assessment	1.47	Evaluation Committee
A1	Oversight of committees and working groups	1.47	Governance Committee
E2	Network wide project	1.44	Julie Medam
A2	Strategic planning	1.17	Governance Committee
C1	Knowledge impact tools and webinars	1.05	Professional Development Committee
B3	Reporting (annual report)	N/A	Omitted from survey in error

Where a committee is charged with multiple strategic activities (i.e. Governance Committee) these votes will inform priorities. Where a committee has a single priority (i.e. Professional Development) this becomes the priority regardless of position in the prioritization process.

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#### RIC Strategic Planning survey 2017

This survey should take less than 10 minutes of your time.

Research Impact Canada (RIC) Governance Committee will hold a strategic planning session on September 20, 2017 and we want the input of the broad network to help prioritize our actions for the 2017-2020 planning period. Please let us know what you think is a high, medium or low priority for the strategic goals and activities that were identified by the Lead Institution selection process conducted January-February 2017. Priority is not the same thing as important. The Lead Institution selection process identified the following strategic goals and activities as important for 2017-2020. We are asking you to prioritize according to urgency. What should be

accomplished or continue to be accomplished first (high priority) vs what can be accomplished later in 2017-2020 (low priority).

[Each activity should have a high, medium, and low option for selection. Likely that all should be on one long page so people can scroll up and down to change their selection as they encounter more activities.]

### **Goal A: Ensuring Good Governance**

Activity A.1 Oversight of Committees and working groups:

- ensuring RIC Committee Chairs (communications, evaluation, professional development) adhere to work plans and report to Governance Committee

Activity A.2: Strategic Planning

- Developing a Strategic Plan for 2017-2020 and obtain approval by Executive Leads

### **Goal B: Oversight of Accountability**

Activity B1: Revise and update evaluation plan including a plan for research impact assessment (see activity D4)

Activity B2: Reporting

- Reporting internally (to Executive Leads) and externally

Activity B3: Financial management

- Ensuring RIC funds are managed and expenditures reported to Governance Committee

### **Goal C: Building network and capacity of RIR members**

Activity C1: Launch and support the development and use of Knowledge Impact Tools (KIT)

Activity C2: Develop and support institutions interested in RIC Lead Institution 2020

Activity C3: Scholarship of knowledge mobilization

- Presenting and writing in peer reviewed as well as professional formats

### **Goal D: Strategic priorities arising from RIR SWOT Analysis (prepared for RIC Lead Institution selection process)**

Activity D1: federal advocacy for external funding

- Continue working with stakeholders including Universities Canada to seek funding for a pan Canadian knowledge mobilization strategy

Activity D2: membership growth

- Growing the RIC membership: may include universities, colleges, academic health research institutions, international affiliate members

Activity D3: A plan for Yaffle ([www.yaffle.ca](http://www.yaffle.ca)) for RIC

Activity D4: research impact assessment

- Continue to develop Research Impact Assessment tool to capture and communicate the evidence of impact of research

### **E: Other priorities arising during the Lead Institution assessment**

Activity E1: international engagement

- catalyze and develop relationships with similar institutions and networks around the world

Activity E2: network wide project

- develop knowledge mobilization projects that many RIC members can contribute to (i.e. topic based graduate student exchanges)

**F. Other comments/feedback**

- Any other activities you recommend the Research Impact Governance Committee consider in the 2017-2020 strategic planning process?