

The VPR's Research Portfolio 2016-2021:
A Plan for Research Strategy Implementation

Office of the Vice-President (Research)
University of Regina

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Purpose

This document describes the portfolio of change initiatives planned over the next five years that will contribute to achieving research-related objectives within the University's 2015-2020 Strategic Plan and the Strategic Research Plan 2016-2021. The document also addresses the rationale supporting the plan and the people and process responsible for its creation and management.

Background and Context

The University launched its 2015-2020 Strategic Plan *peyak aski kikawinaw* in January 2015. The Strategic Research Plan 2016-2021 followed in January 2017. A strategy can be described as the approach taken to achieve a long-term aim. Among the priorities and objectives within both documents are many that pertain to the University's research enterprise.

Many units throughout the University including the Office of the Vice-President (Research), Faculties, Research Centres and Institutes, Strategic Research Clusters, the Research Office, the Office of Indigenization, UR International and External Relations prepare strategies and devote time and resources in whole or in part to advance the University's research enterprise. In other words, a lot of work happens.

How does the work link to strategy? If we successfully complete all of the work, what will be the impact? Will we achieve our strategic goals and objectives? The intent is not to imply that there is a lack of planning – particularly at the individual and/or unit level. However, at the organizational level, it can be difficult to answer these questions for ourselves and for our stakeholders.

It would be considerably easier to answer these questions simply if we were aware of the initiatives planned or already underway throughout the organization. And if a greater level of awareness and communication in turn brought about more efficient and effective implementation, the probability of achieving the strategic goals and objectives would improve. Luckily, we don't have to invent a solution to help us. These are questions and challenges that many organizations have been faced with and we can draw upon well-established best practices.

The triangle in the following diagram represents an organization and all of its activities¹. At the top of the triangle is the organization's vision, mission and strategy. At the bottom of the triangle the work of the organization is represented: ongoing operations (sometimes referred to as business as usual) and the initiatives (projects) the organization does to make changes to business as usual.

¹ Diagram is reproduced from *The Standard for Portfolio Management, Third Edition*. Project Management Institute. 2013.



The shaded layer in the middle refers to portfolio management. Portfolio management (and the attendant best practices and tools) links the organization’s strategic and operational objectives to the work and is intended to enhance the organization’s ability to achieve those objectives.

[What is the VPR’s Research Portfolio Plan?](#)

The plan is a tool to help stakeholders understand what the VPR’s research portfolio is designed to achieve in the longer term (linked to the strategic planning cycle) and provide a high-level overview of how the initiatives within the plan will be achieved. The aim of the research portfolio plan is to establish the link between research-related strategic priorities and objectives and the work that is intended to advance the University’s research enterprise.

As shown in the diagram above, the activities of any organization include both the ongoing operations and initiatives that the organization chooses to conduct that will change ongoing operations. While the focus of this plan is the portfolio of change initiatives, there are many important current activities falling within the category of ongoing operations described within UofR web pages of the various Faculties, Research Centres and Institutes, and other business units such as the Research Office. These activities will continue to either drive or support the University’s research enterprise.

Why are we creating the VPR's Research Portfolio Plan?

In any operating environment, there are many good reasons to adopt a portfolio management approach and create a portfolio plan:

- It is an intentional, systematic approach to implementing strategy.
- It provides an opportunity to define a balanced, realistic portfolio given finite and constrained organizational resources.
- It facilitates communication and sends a positive signal about our commitment to realizing the University's research strategy.
- It improves the probability of success (where success = realizing the University's research strategy).
- It promotes transparency and accountability which are good governance practices.

**“A goal without
a plan is just a
wish.”**

Antoine de Saint-Exupery

A research portfolio plan and a systematic approach to implementing strategy is even more important under the current, challenging environment. At a time when internal research funding is diminishing due to operating budget cuts, it is more important than ever for the University to seek and develop different ways of doing things to support and enhance the research enterprise.

Building the VPR's Research Portfolio

Who was involved?

In January 2017, the Vice-President (Research) created the Research Strategy Implementation Team (RSIT) for the purposes of creating, managing and championing the VPR's research portfolio. The team membership includes:

- David Malloy, Vice-President (Research) – Chair
- Bruce Anderson, Associate VP (Development)
- Thomas Bredohl, Acting Dean, Faculty of Graduate Studies and Research
- Livia Castellanos, Associate VP (UR International)
- Brian Christie, Associate VP (Resource Planning)
- Dale Eisler, Senior Advisor, Government Relations
- Sally Gray, Director, Research Office
- Dena McMartin, Associate VP (Academic and Research)
- Cheryl Quewezance, Executive Lead, Indigenization
- Raymond Deschamps, Consultant, Research and Development – Facilitator and Portfolio Manager.

Guiding principles

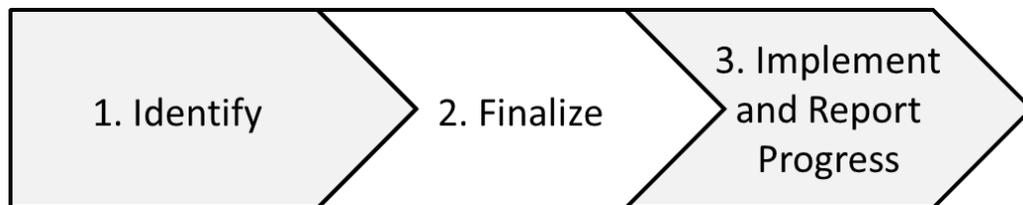
A few principles drawn from successes and failures of many other organizations have guided the RSIT:

1. There is no one right way or one size that fits all when it comes to implementing a portfolio management approach. Keep the process as simple as possible and adapt to what is already in place.

2. Start with a small, manageable number of initiatives in the portfolio and expand as the level of portfolio management capability increases. Starting with too large of a portfolio can cause overload and lead to abandoning portfolio management before it has a chance to show value. While adopting a portfolio management approach will begin to yield benefits quickly, achieving high performance can take years.
3. Don't expect and don't wait for perfection (e.g. perfect information about each initiative; the perfect portfolio composition; or perfect timing in the strategic planning cycle to start managing the portfolio). Acknowledge the gaps and work toward closing them. As soon as possible, define a plan and begin to track and report progress toward achieving the plan.

What was the process?

The mission of RSIT is to assemble and manage a portfolio of initiatives that, over the next five years, will impact strategic, research-related goals and objectives following three high-level steps:



1. **Identify candidate initiatives for the portfolio:** Candidate initiatives arising from team members' areas of responsibility – many already in progress along with a few that are planned – were identified, defined and categorized. The candidate initiatives all fall within one of four categories: (i) internal changes – structural, process, policy and/or tools – that could impact achievement of strategy; (ii) major, institutional-level funding opportunities; (iii) major events such as a research-related conference; and, (iv) a new or a change to a research-related program. One meeting was dedicated to presenting and discussing the initiatives to help improve awareness and understanding of current plans and activities across the many units represented by team members.
2. **Finalize the portfolio composition:** After considering portfolio balance and resource demand versus available capacity, all candidate initiatives brought forward in the previous step were confirmed as part of the portfolio. The concept of balance was discussed from two perspectives: how the initiatives were distributed across the four categories and how their strategic contribution was distributed across the priorities and over-arching themes described in the University's strategy. Creation and roll-out of the portfolio plan is part of this step.
3. **Implement the plan and report progress:** Execution and management of the individual initiatives continues as planned. RSIT will meet quarterly to review initiative status and progress and will in turn communicate that to stakeholders throughout the University community.

The RSIT also ensures that the portfolio plan evolves to continue to meet the University's needs. This includes an annual process to refresh the plan by adding new initiatives as required. Changes to the portfolio are not restricted to the annual process. RSIT will aim to be responsive and opportunistic by adding (or removing) initiatives at any time during the year if circumstances warrant.

The VPR's Research Portfolio 2016-2021

The sections to follow include initiative-level and portfolio-level information:

- brief summaries of the initiatives that RSIT selected to be included in the VPR's Research Portfolio arranged by category. More detailed plans for each initiative are available from the Consultant, Research and Development, Office of the Vice-President (Research) upon request;
- portfolio road map indicating timing of the initiatives within the portfolio and key milestones; and,
- overall contribution of the portfolio to strategic priorities and a more detailed view of contribution to the objectives within the research impact strategic priority.

Internal changes

The following initiatives are categorized as **internal changes** to organizational structure, process, policy or tools that impact strategic goals and objectives.

Creating Long-term Plans for Strategic Research Clusters

Lead Unit	Office of VP (Research) & Research Office
Description	Working with research cluster Special Advisors, researchers affiliated with each cluster and others (e.g. CCR), the Research Office and the Office of VP (Research) will create 3-5 year plans identifying potential growth and development opportunities for each of the clusters. Opportunities may include but are not restricted to events to showcase research or major funding opportunities. These plans will serve as a roadmap for planning and preparation of major institutional level grant submissions.
Status	Planned
Start and End Dates	Start: April 2017 (projected) Completed: April 2018 (projected)
2017 Milestones	Start: April 2017 (projected)

Data Centre / RDC Initiation

Lead Unit	Office of VP (Research)
Description	The University of Regina along with multiple ministries within the Government of Saskatchewan and ISM Canada have a shared interest in establishing a multi-purpose secure data centre in Regina. The data centre is envisioned to accommodate both a Research Data Centre (RDC) to provide access to Statistics Canada microdata and an adjacent, high security lab for analysis of data from sources other than Statistics Canada.
Status	In progress
Start and End Dates	Start: June 2016 (actual) Completed: March 2021 (projected)
2017 Milestones	<ul style="list-style-type: none"> • Discussions with prospective partners and agreement in principle concluded: May 2017 (projected) • Business case completed: July 2017 (projected) • University approval: September 2017 (projected)

Energy Hub Initiation

Lead Unit	Office of VP (Research)
Description	<p>The objective of this initiative is to create and establish a hub that will enable the University to achieve the following mission:</p> <ul style="list-style-type: none"> • Create a platform for enhanced interdisciplinary collaboration in energy systems research spanning natural sciences, social sciences, public policy and engineering and for synthesis of research results across disciplines into coherent solutions; • Engage and connect stakeholders from all sectors including academia, government, First Nations, industry, NGOs and the public; • Foster an integrated and strategic approach to energy policy; and • Serve as a catalyst for research leading to innovation, commercialization and ultimately transformational solutions to energy systems and security challenges.
Status	In progress
Start and End Dates	Start: September 2016 (actual) Completed: February 2019 (projected)
2017 Milestones	<ul style="list-style-type: none"> • Feasibility study concluded: May 2017 (projected and delayed from Feb 2017 baseline) • Hub decision: August 2017 (projected)

Enhance Relationship Between Research and the Development Office

Lead Unit	External Relations, Development
Description	<ol style="list-style-type: none"> 1. Dedicate new development staff resource to research. New position will help better understand research needs and position those in front of donors and funders to increase resources 2. Develop new case for support including new research priorities. New case for support will offer compelling research impacts to attract additional research resources 3. Replace Banner Advancement with new database tool offering better customer relationship management features. New database tool will be user-friendly and allow more information to be obtained and mined to better match donor / funder interests
Status	In progress
Start and End Dates	Start: January 2017 End: April 2020
2017 Milestones	<ol style="list-style-type: none"> 2. <ol style="list-style-type: none"> a. Roll-out process and time lines for new case statement in June 2017 b. Seek research input and develop research priorities by September 2017 c. Craft messages and creative around case by November 2017 3. <ol style="list-style-type: none"> a. Set specifications for new database by January 2017 (Done) b. Obtain project management and database entry resources by May 2017 (Done) c. Issue Request for Proposal and select new vendor by September 2017

Federal Government Engagement

Lead Unit	Government Relations
Description	The goal of this initiative is to elevate the U of R's profile with the federal government that leads to greater success in securing federal research funding. A key theme to the presentation is the U of R's record of leading Canadian comprehensive universities in terms of research that has impact.
Status	In progress
Start and End Dates	Start: January 2017 End: December 2021
2017 Milestones	Start date: January 2017 Planning completed: August 2017 Action plan implementation started: September 2017

Grant Management System

Lead Unit	Research Office
Description	A new database to centrally manage all research grants and contracts, accessible by the Research Office as well as Research Finance. Desired outcome is a grants management system that combines all aspects of grant administration into an integrated system. Data would be entered once, connected to other modules as required, and all involved would be able to retrieve reports as needed. Old data would be migrated as much as possible. System would connect REB and PCAC reviews to project files and allow for greater compliance with regulations/guidelines/policies.
Status	In progress
Start and End Dates	Start date: May 1, 2016 End date: May 1, 2018 (tentative)
2017 Milestones	Project kick-off date: January 12, 2017 Business Analyst in place: June 2017

Implementation Planning for RC&Is and Faculties

Lead Unit	Office of VP (Research)
Description	The purpose of this initiative is to establish research-related implementation plans for Faculties and Research Centres and Institutes. The objective, before 2021 is for all Faculties and Research Centres and Institutes to adopt the practice of long-term implementation planning with annual updates.
Status	In progress
Start and End Dates	Start: September 2016 (actual) Completed: April 2021 (projected)
2017 Milestones	April 2017: VPR's Portfolio Plan available (projected) April 2017: Progress report - how many Faculties and RC&Is participating? (projected)

Indigenous Research Ethics Board

Lead Unit	Indigenization
Description	This committee will plan a workshop centered on an Indigenous Research Ethics Board, as well as research methods. This workshop may also focus on guidelines for Indigenous research geared toward non-Indigenous researchers. It will involve possibly two keynote speakers. This workshop will focus on the groundwork, highlights and reliability of the Indigenous Research Ethics Board. There will also be the possibility of presenting the Indigenous Research Ethics Board at the National Congress Conference in 2018.
Status	In progress
Start and End Dates	Start: February 2017 End: June 2018
2017 Milestones	Start: February 2017 Workshop completed: May 2017 Transcription of workshop proceedings completed: June 2017

International Research Stakeholder Management Plan

Lead Unit	UR International
Description	Objectives: <ol style="list-style-type: none"> 1. To create partnerships to support Faculty members with their international activities and to identify potential opportunities for them. 2. To promote the University of Regina Strategic Research Clusters. 3. To support partnership development and find international opportunities regarding academic research.
Status	In progress
Start and End Dates	Start- May 2017 End- Winter 2019
2017 Milestones	<ul style="list-style-type: none"> • May 2017: Report with findings regarding international opportunities linked with the University of Regina Strategic Research Clusters • June - August, 2017: Develop a strategic plan that will integrate the findings of the Survey for the International Research Database, and the international insight and enrollment findings and expertise from UR International. • October 2017: Foreign embassy delegation visits University of Regina

Major Research Funding Roadmap

Lead Unit	Research Office & Office of VP (Research)
Description	The objective is to identify major funding opportunities from the present to 2021 and to strategically determine which research programs to base submissions upon. By beginning to work on these opportunities well in advance, we will improve our level of readiness when competitions are announced.
Status	Planned
Start and End Dates	Start milestone: April 2017 (planned) Completed milestone: April 2018 (projected)
2017 Milestones	N/A

Provincial Government Engagement

Lead Unit	Government Relations
Description	The goal of this initiative is to raise awareness, understanding and appreciation of research being carried out at the U of R among provincial policymakers. Currently, members of the government caucus and other provincial policymakers are not well-informed about work being done at the U of R that is relevant to the government's agenda.
Status	Planned
Start and End Dates	Start: May 2017 End: December 2021
2017 Milestones	Start date: May 2017 Planning completed: August 2017 Action plan implementation started: September 2017

Research Centres & Institutes Model

Lead Unit	Office of VP (Research)
Description	The University's RC&I are flagship units intended to align with the University's research strengths, objectives, and strategies. A transparent and objective model for allocating institutional resources (financial and personnel) to support the activities and operations of the RC&I is required to address increasing demands on the RC&I directors in a time of budget constraint.
Status	Planned
Start and End Dates	Start 01 May 2017 Complete by 30 April 2018
2017 Milestones	New financial model in place for 2017/18 fiscal year, to reflect provincial budget and operating grant allocation

Research Policy Gap Analysis

Lead Unit	Research Office
Description	Following PARR and in line with the full policy review and renewal at UofR, there remains gaps or overlaps in policy and education about policy that require attention and clear identification of roles and responsibilities for creating and consulting on drafts where gaps are known or identified.
Status	Planned
Start and End Dates	Start- 2017 End - February 2019
2017 Milestones	Gap analysis – complete by 21 December 2017

Survey for the International Research Database

Lead Unit	UR International
Description	To create a database of University of Regina scholarly activities being done on the international level to support Faculty members with their international activities and to identify potential opportunities for them. Objective: To create a database of University of Regina scholarly activities being done on the international level to support Faculty members with their international activities and to identify potential opportunities for them.
Status	Completed
Start and End Dates	Start: January 2017 End: March 2017
2017 Milestones	<ul style="list-style-type: none"> • <i>January 16, 2017: Survey sent out</i> • <i>January 25, 2017: Reminder #1</i> • <i>February 2, 2017: Reminder #2</i> • <i>February 9, 2017: Final Reminder</i> • <i>February 23, 2017: Data Analysis</i> • <i>April 25, 2017: Draft completed</i> • <i>May 3, 2017: Draft presented to AVP (Academic and Research)</i> • <i>May 31, 2017: Report finalized and presented to VP (Research), next steps for how to use the report established and project completed</i>

[Funding opportunities](#)

The following initiatives are categorized as **major, institutional-level funding opportunities**.

Canada Excellence Research Chair (CERC) Application

Lead Unit	Research Office
Description	The CERC provides up to \$10M to support world-class researchers and teams. The initiative would involve determining a possible research area, assessing whether we have suitable resources in place to submit an application, crafting the application and following through to implementation if successful. Objective is to hire an internationally-renowned researcher in a specific field, provide her/him with sufficient resources to carry out an extensive research program and build capacity at the UofR in that field.
Status	April 2017: Withdrawn because an unexpected delay in a procurement process meant it wasn't possible to obtain a firm commitment for matching funds prior to the May application deadline.
Start and End Dates	Start date – December 1 2016 End date – June 30, 2018 (tentative, based on results of phase 1 being known in November, 2017)
2017 Milestones	<ul style="list-style-type: none"> • Registration: February 1, 2017 • Phase 1 Application: May 17, 2017 • Phase 1 Results announced: November 2017

CIPSRT Initiation

Lead Unit	Office of VP (Research)
Description	Canadian Institute for Public Safety Research and Treatment (CIPSRT) is a national network operating within the governance structure of the Collaborative Centre for Justice and Safety at the University of Regina that responds to the urgent needs of the Tri-Services and Public Safety sector to provide the best practical scientific evidence that will lead to real and imminent positive impact on the mental health of all public safety personnel. In October 2106, the Standing Committee on Public Safety and National Security recommended creation of “a new Canadian Institute for Public Safety Officer Health Research”. The premise of this initiative is that CIPSRT will be recognized as the manifestation of the Standing Committee’s recommendation and therefore will receive Federal funding in the upcoming budget. If that happens, CIPSRT will grow into a much larger entity.
Status	In progress
Start and End Dates	Start: January 2016 (actual) End: April 2018 (projected)
2017 Milestones	<ul style="list-style-type: none"> April 2017: Federal budget (update: funding for the proposed institute was not in the 2017 Federal budget)

RCMP Project Initiation

Lead Unit	Office of VP (Research)
Description	<p>Proposed RCMP project will: be the first large-scale prospective study of Operational Stress Injuries in the RCMP; quantify the relationships between vulnerability and resiliency variables associated with PTSD; evaluate an empirically-supported, readily implemented, and cost-effective primary intervention as a practical and efficient method for proactively reducing OSI symptoms and incidence; and, be an appropriate, demonstrable response to the House of Commons Report (Healthy Minds, Safe Communities: Supporting Our Public Safety Officers Through A National Strategy for Operational Stress Injuries. Report of the Standing Committee on Public Safety and National Security. October 2016).</p> <p>Working with lead researchers in the Department of Psychology, CCJS, the Research Office and Financial Services, the objective of this initiative is to successfully secure funding for and establish the proposed RCMP project.</p>
Status	In progress
Start and End Dates	Start: October 2016 (actual) End : July 2019 (projected end of 1 st year of study)
2017 Milestones	<ul style="list-style-type: none"> RFP issued (assumed follow up based upon the RFI): January 2017 (delayed) Response to RFP completed: February 2017 (delayed) RFP decision: March 2017 (delayed) Contract approved and signed (assuming a successful RFP outcome): June 2017 (projected)

Events

The following initiatives are categorized as *major events such as a research-related conference*.

18th North American Higher Education (CONAHEC) Conference

Lead Unit	UR International
Description	To highlight the academic research of the University of Regina at the 18 th North American Higher Education (CONAHEC) Conference. Objective is to promote the University of Regina Strategic Research Clusters; to strengthen the international profile of the research being done at the University of Regina; and to create a space for partnership development and networking between academics and researchers of multiple institutions.
Status	In progress
Start and End Dates	Start: January 2017 End: June 2017
2017 Milestones	<ul style="list-style-type: none">• May 2017: May 2017: Research presentation developed and presenter identified• June 14 – 15, 2017: Presentation at the 18th North American Higher Education (CONAHEC) Conference

Strategic Research Cluster Showcase at Congress 2018

Lead Unit	Office of VP (Research)
Description	This initiative includes planning, preparation and implementation of a yet to be defined product to showcase the University's strategic research clusters at Congress 2018. The objective is to promote (locally, provincially and nationally) the University's thematic areas of research strength at Congress.
Status	In progress
Start and End Dates	Start: January 2017 (actual) Completed: June 2018 (planned)
2017 Milestones	<ul style="list-style-type: none">• Scope of showcase defined: September 2017 (projected)

Research-related programs

The following initiatives are categorized as *new or changes to research-related programs*.

Undergraduate Research Opportunities Program (UROP)

Lead Unit	Office of VP (Research)
Description	Implement the undergraduate research opportunities program with minimal funding, formalized processes and recognition, and increased research for students in existing and emerging research clusters.
Started	In progress
Start and End Dates	Start: January 2017 End: December 2021
2017 Milestones	Budget to be identified – 28 February 2017

UR Indigenous Scholars Summer Program

Lead Unit	FGSR
Description	For undergraduate students interested in graduate studies at the UofR. Objective: To increase the number of Indigenous graduate students. To create greater awareness of graduate opportunities and provide support for prospective Indigenous graduate students.
Status	In progress
Start and End Dates	Start- Summer 2017 End- Summer 2018
2017 Milestones	N/A

[Portfolio roadmap](#)

A time line or roadmap view of the VPR's Research Portfolio is presented on page 19. Major milestones are indicated for the various initiatives. The roadmap and milestones create a baseline to measure progress against. Progress will be reported quarterly.

[Contribution to strategy](#)

As stated earlier, the aim of the research portfolio plan is to establish the link between research-related strategic priorities and objectives and the work that is intended to advance the University's research enterprise. Qualitatively, the contribution of each initiative within the portfolio to the strategic priorities and over-arching themes described in the University's Strategic Plan 2015-2020 is shown on page 20.

Not surprisingly, the initiatives within the VPR's Research Portfolio contribute most frequently to the Research Impact strategic priority. It is worth noting that many of these initiatives also contribute to one or more of the other strategic priorities or the over-arching themes of Indigenization and sustainability.

Contributions at the specific objective level within the Research Impact strategic priority are shown on page 21. While many of the current initiatives contribute to the first two objectives, there is insufficient coverage of the third objective. Addressing this shortage in the future by seeking out or creating additional initiatives that support research partnerships and projects with First Nations and Métis people represents a significant opportunity to improve the balance across the portfolio.

Portfolio Analysis

[What are the anticipated outcomes and impacts of the initiatives within the portfolio?](#)

Earlier, we stated that the current challenging operating environment makes it more important than ever for the University to seek and develop different ways of doing things to support and enhance the research enterprise. Creating and communicating this plan represents one step toward doing things differently as does regularly scheduled reporting on progress and status of initiatives within the plan.

The initiatives within the portfolio contribute to the following outcomes:

1. **Improved awareness internally.** The VPR's research portfolio plan along with longer-term plans for Faculties, Research Centres and Institutes, and strategic research clusters all linked to the planned major research roadmap will provide an unprecedented level of transparency and awareness of activities for all internal stakeholders.
2. **Improved awareness externally.** The major event-related initiatives (CONAHEC conference and Congress 2018) provide opportunities to showcase University of Regina research. Engagement plans for government stakeholders at both the federal and provincial levels as well as for international stakeholders will improve the awareness of University of Regina research excellence and may lead to new partnerships, collaborations and sources of research funding.
3. **New research capacity and capabilities.** The major funding opportunities, the new/changed research-related programs, the Indigenous research ethics board, the data centre / RDC initiation and the energy hub initiation are all aimed at adding new research capacity and capabilities.
4. **Diversified sources of funding.** By working more closely with the Development Office, we anticipate improved levels of research funding through donations, sponsorships and partnerships. Similarly, through the international research stakeholder management plan, we hope to find previously untapped sources of international funding.
5. **Improved efficiency and effectiveness within the current research enterprise.** As a result of internal change initiatives like the new grant management system, the research centre and institutes model and the policy gap analysis, we expect to achieve more efficient and effective use of current, finite resources.

The intended impact of both the portfolio and the initiatives within the portfolio is to contribute to achieving research-related goals and objectives stated in the University's strategy.

[Is there sufficient resource capacity to do all 21 initiatives?](#)

Of the 21 initiatives, all but five are already in progress or finished. From a human resource perspective, RSIT felt that sufficient capacity existed. There was less confidence that sufficient financial resource capacity will be available for the entire portfolio.

[Is the portfolio sufficiently and appropriately balanced at this time?](#)

There appears to be two instances of imbalance: (i) a heavy focus on the Research Impact priority and (ii) an under-representation within the Indigenous over-arching theme and the Indigenous research objective within the Research Impact priority. Given that this is the "VPR's Research Portfolio" the imbalance towards the Research Impact priority seems appropriate.

However, it is desirable to address the under-representation of initiatives directed to Indigenization and Indigenous research.

If there is an imbalance, how / when can we take steps to address it?

RSIT can take one or both of two options: (i) add a new initiative if or when one presents itself and the resource capacity to implement it is available or (ii) make Indigenization and Indigenous research a focus when the plan is updated via the annual process.

As an example that involves both options, RSIT has agreed to create a new initiative to explore and pursue ways to increase opportunities and capacity for Indigenous research in response to the current imbalance within the portfolio. This new initiative, once defined in more detail will be included as part of this portfolio and is also expected to trigger additional related initiatives.

What is the key portfolio risk?

Significantly constrained financial resources represent the greatest risk to successful implementation of this plan. Short of finding new and innovative ways of acquiring more funding for the internal change projects within the portfolio (e.g. gifts or donations), this risk must be accepted. If this risk materializes and resource constraints impede successful implementation of the portfolio, units leading the initiatives and / or the RSIT will be required to focus scarce resources on the top priorities. A key purpose behind quarterly reviews of the portfolio by the PSIT (and *ad hoc* meetings if necessary) is ongoing monitoring, management and communication of this portfolio risk.

Roadmap of initiatives within the VPR’s Research Portfolio 2016-2021 showing major milestones.

Project title	Lead Unit	2016				2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4																				
Internal changes																									
Creating Long-term Plans for Strategic	Office of VP (Research) &					◇				◇															
Data Centre / RDC Initiation	Office of VP (Research)	◆	◆			◇	◇			◇								◇				◇			
Energy Hub Initiation	Office of VP (Research)		◆	◆		◇	◇	◇		◇				◇											
Enhance Research’s relationship with Develop	External Relations,					◆	◇	◇	◇	◇				◇				◇							
Federal Government Engagement	Government relations					◆	◇			◇				◇				◇				◇			
Grant Management System	Research Office	◆		◆		◆				◇															
Implementation Planning for RC&Is and	Office of VP (Research)		◆			◇				◇				◇				◇				◇			
Indigenous Research Ethics Board	Indigenization					◇				◇	◇														
International Research Stakeholder Managem	UR International					◇	◇	◇						◇											
Major Research Funding Roadmap	Office of VP (Research) &					◇				◇															
Provincial Government Engagement	Government relations					◇	◇			◇				◇				◇				◇			
Research Centres & Institutes Model	Office of VP (Research)					◇				◇															
Research Policy Gap Analysis	Research Office									◇	◇			◇											
Survey for the International Research Databas	UR International					◇	◇																		
Funding opportunity																									
Canada Excellence Research Chair (CERC)	Research Office			◆	◆	◇	◇	◇		◇															
CIPSRT Initiation	Office of VP (Research)	◆		◆		◆				◇				◇											
RCMP Project Initiation	Office of VP (Research)			◆	◆	◇	◇	◇		◇				◇											
Events																									
18 th North American Higher Education (CONAH	UR International					◇																			
Strategic Research Cluster Showcase at	Office of VP (Research)					◆		◇		◇															
New or changed research-related program																									
Undergraduate Research Opportunities Progra	Office of VP (Research)					◇				◇				◇				◇				◇			
UR Indigenous Scholars Summer Program	FGSR						◇			◇	◇														

Q1- January, February, March
 Q2- April, May, June
 Q3- July, August, September
 Q4- October, November, December

Actual ◆
 Projected ◇

Contribution of initiatives to strategic priorities and over-arching themes within the University of Regina Strategic Plan 2015-2020.

Initiative Category and Name	Strategic Priorities			Over-arching Themes	
	Student Success	Research Impact	Community	Indigenization	Sustainability
Internal Changes					
Creating Long-term Plans for Strategic Research Clusters	✓	✓	✓		✓
Data Centre / RDC Initiation	✓	✓	✓		
Energy Hub Initiation	✓	✓	✓		✓
Enhance Relationship Between Research and Development Office		✓			
Federal Government Engagement		✓			
Grant Management System			✓		
Implementation Planning for RC&Is and Faculties					✓
Indigenous Research Ethics Board				✓	✓
International Research Stakeholder Management Plan		✓			
Major Research Funding Roadmap		✓			✓
Provincial Government Engagement		✓			
Research Centres & Institutes Model		✓			✓
Research Policy Gap Analysis					✓
Survey for the International Research Database		✓			
Major Funding Opportunities					
Canada Excellence Research Chair (CERC) Application		✓	✓		✓
CIPSRT Initiation	✓	✓	✓		✓
RCMP Project Initiation		✓			✓
Major Events					
18th North American Higher Education (CONAHEC) Conference		✓			
Strategic Research Cluster Showcase at Congress 2018		✓			
New or Changes to Research-Related Programs					
Undergraduate Research Opportunities Program (UROP)	✓	✓		✓	
UR Indigenous Scholars Summer Program	✓			✓	

Contribution of initiatives to specific objectives within the Research Impact strategic priority.

Initiative Name	Strengthen support ...¹	Advance the profile and awareness ...²	Increase research partnerships ...³
Creating Long-term Plans for Strategic Research Clusters	✓	✓	
Data Centre / RDC Initiation	✓		
Energy Hub Initiation	✓	✓	
Enhance Relationship Between Research and Development Office	✓	✓	
Federal Government Engagement	✓	✓	
International Research Stakeholder Management Plan	✓	✓	
Major Research Funding Roadmap	✓		
Provincial Government Engagement	✓	✓	
Research Centres & Institutes Model	✓		
Survey for the International Research Database	✓	✓	
Canada Excellence Research Chair (CERC) Application	✓	✓	
CIPSRT Initiation	✓	✓	
RCMP Project Initiation	✓		
18 th North American Higher Education (CONAHEC) Conference		✓	
Strategic Research Cluster Showcase at Congress 2018		✓	
Undergraduate Research Opportunities Program (UROP)	✓		✓

¹**Strengthen support** required for students and researchers to deliver high impact outcomes

²**Advance the profile and awareness** of research successes locally, provincially, nationally and internationally

³**Increase research partnerships** and projects with First Nations and Métis people, communities and organizations, including the First Nations University of Canada