



# Starting the Discussion/Consultation: Renewal of SMU's Strategic Research Plan

*giving the background / context / ideas*



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# Background / History

- **SMU's first Strategic Research Plan (SRP) dates to 1999**
- **Initiated because federal Tri-Agency programs mandated universities have SRPs (Canada Research Chairs, CFI)**
- **SMU's initial SRP stayed roughly constant 1999-2011.**
- **2011-12 was a full year (+) process of consultations to renew and update the SRP.**
- **Led to current SRP 2012-2017**
- **We now enter (late!) a new round of consultations/renewal.**

# Background / Current SRP 2012-2017

- **Current SRP can be found at FGSR website:**  
FGSR site -> Research -> Strategic Research Plan Renewal
- **This site will be fixed up in next few days**
  - **Separate out the 2011-12 renewal materials and SRP, from the new 2018 renewal info/materials (which will start to appear!)**
- **Some interesting data was prepared in 2011, which I will reproduce for our consumption in the current process:**
  - **SMU research publication # summaries per discipline for last 10yr**
  - **SMU external research funding support profile for last 10 yr**
  - ***(and you'll see links to Tri-Agency requirements for SRP)***

# Background / Current SRP 2012-2017

## **Current Major Themes in SMU Strategic Research Plan (*themes drive the fields of our Canada Research Chairs*)**

- Research for Atlantic Canada Communities
- Innovation in Business and Workplace Studies
- The Environment and Natural Resources
- Research in Astronomy, Computational Sciences, and Subatomic Physics
- Research in International Development and Human Migration Issues

# Background / Current SRP 2012-2017

## Current Major Themes in SMU Strategic Research Plan (*themes drive the fields of our Research Chairs*)

- Quote #1 from Intro of SRP:
- “Aside from meeting the prescribed requirements of certain funding programs of the Government of Canada (e.g., the Canada Research Chairs Program), Saint Mary’s SRP serves several other roles for the University. It identifies to a broad audience the University’s overall research mission and objectives, and also recognizes specific research themes in which we have particular strength.”
- R
- M

# Background / Current SRP 2012-2017

## Current Research Themes in SMU Strategic Research Plan (the first four Canada Research Chairs)

Research Communities

- Research in an exclusionary document. While the Major Research Themes represent areas of particular strength of Saint Mary's University, the broad scope of the research enterprise of Saint Mary's requires that we should always be open to strategic opportunities that will enable advancement of our overall research mission and objectives."
- Research in Subatomic Physics
- Research in International Development and Migration Issues

# Background / My “election promise”!

**Just a reminder (...for me, as well as you!) of what I talked about during my Interview Presentation 1.5 years ago –**

**The SRP renewal must be a key part of pursuing the Opportunities I discussed at that time:**

# Opportunities

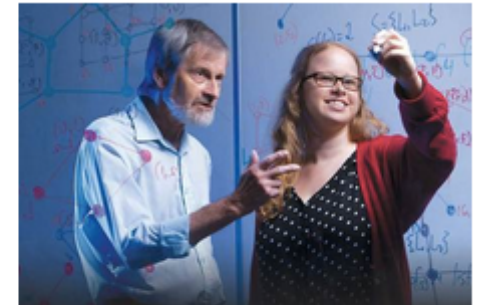
**NOW** is the time to solidify SMU's role – it's niche – as the small university with the Best programs of Research, Research & Professional Graduate Training

## • New President: New Strategic Priorities

- SMU Value & Values
- Being Learner Centred
- Intercultural Development
- Financial Sustainability



The Value and Values of Saint Mary's University



Being Learning-Centred



Intercultural Development



Financial Sustainability



## Opportunities

**NOW** is the time to solidify SMU's role – it's niche – as the small university with the Best programs of Research, Research & Professional Graduate Training

• **New President:**  
New Strategic Priorities

- with clear plan to Implement using CASE Committees to examine Institutional Directions to support the Priorities
- clear & important opportunities for FGSR / Research

### **CASE Committees:**

- Comprehensive Learning Experience Program
- **Community Engaged Research**
- Graduating Students with Creative, Innovative and Entrepreneurial Mindsets
- **Experiential Learning**

# Context: Brief current snapshot

We can look at SMU's current situation in two particular areas – again, just to set context of our SRP discussions:

- **This year's external research funding profile**
- **Our current 9 Canada Research Chairs**

Start with external funding – with a note:

- not all research being done at SMU is captured...research that doesn't require external \$; research that is funded outside of SMU (somehow...various ways)
- We have ~30% of our FT faculty with funding – we really want to hear from the 70% without funding in this SRP renewal process (more on that in a minute)

# Context: Brief current snapshot

By the Numbers: **73 FACULTY MEMBERS** received funding \$5.3 Million in Sept 2017 to Sept 2018 from these sources:

Facilitated By	# Grants/Contracts	Total Funding
CRC	9	1,100,000
RGO	57	1,769,266
OICE	95	2,427,764
<b>Total</b>	<b>161</b>	<b>5,297,030</b>

Plus Other Funding (giving around **\$8.4 Million**, all together)

Infrastructure CFI/NSRIT → ~\$975,000

RESEARCH SUPPORT FUND → ~\$1,115,000

Student Research Scholarships → ~\$1,091,000

# Context: Brief current snapshot

- Research for Atlantic Canada Communities → **Karly Kehoe (Atl Can. Studies) 2016-20**
- Innovation in Business and Workplace Studies → **Kevin Kelloway (Occ Health & Safety) 2015-22\***  
**Mohammad Rahaman (Finance) 2017-22**  
**Najah Attig (Finance) 2016-20\***
- The Environment and Natural Resources → **Christa Brosseau (Chemistry) 2016-21**  
**Todd Ventura (Geology) 2016-21**
- Research in Astronomy, Computational Sciences, and Subatomic Physics → **Marcin Sawicki (Astrophysics) 2017-23**  
**Ivana Damjanov (Astrophysics) 2017-22**
- Research in International Development and Human Migration Issues → **Gavin Fridell (Int Dev Studies) 2017-22\***

**Blue** means Tier I (others are Tier II)

\* means no further renewal (others can be)

# Ideas – Approach for Consultation

As the VPAR has mentioned (I hope!) – we will be arranging for a series of “workshops”

- These will be opportunities to discuss and brainstorm around various particular themes related to the Plans development

For SRP renewal, I \*also\* want to try something different ...

- Want to find ways to get as large a number of faculty and support staff involved and engaged in a “Strategic Discussion about Research at SMU”
- Utilize some local SMU expertise in methodologies for doing just this – while also engaging recognized outside experts (a partnership has been established) ...

# Ideas – Approach for Consultation

## What are we going to do differently?

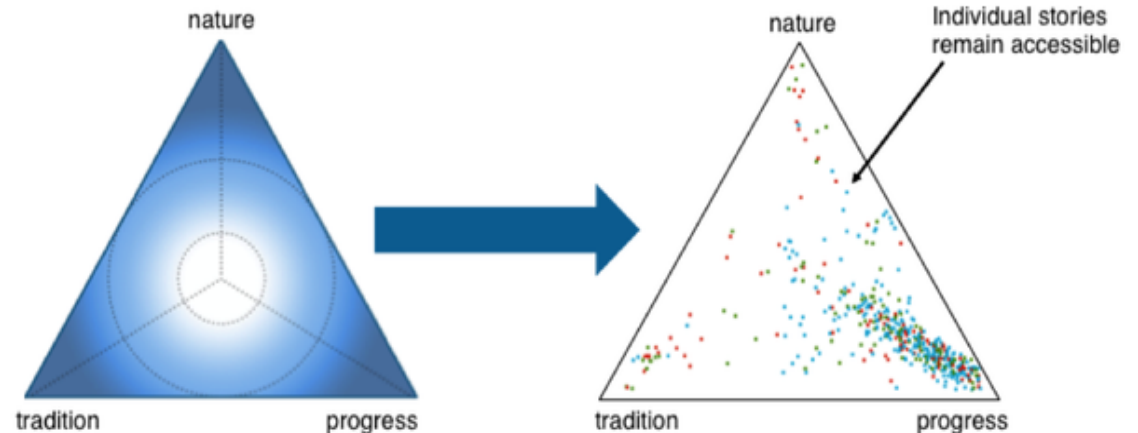
- The method we typically have used to create our SRP has relied on a retrospective analysis of what we're doing ...

**That means its not really a strategy.**

- **Sensemaker®** is a research toolset that supports the simultaneous collection and integration of both qualitative and quantitative data.

- So in one data set:  
we obtain the  
objectivity of statistical  
data, combined with the  
persuasion of one's lived  
experience.

In your example, what was important?



*Courtesy Marcus Jenal*

# Ideas – Approach for Consultation

## Who are the Sensemaker people, anyway?

- In 2004, a spin-off company from IBM's Global Knowledge Management Centre was created.
- **Sensemaker** was/is the main product of the new company:  
Cognitive Edge (CE)
- CE has worked with many national government's around the world (US military, UK intelligence agencies), UN, World Bank, and many large private sector companies (Boeing, Intel, Google) to help them understand their most intractable issues using the Sensemaker toolset.
- The original paper introducing Sensemaker was recognized by the Academy of Management as “outstanding practitioner–oriented publication” in 2008.

# Ideas – Approach for Consultation

## What will we be asking you to do?

- Ask you to share your **experiences** (plural) while at SMU involving your research program.
- Tag your stories with information that will help us to understand them **from your perspective**.
- Participate in sensemaking exercises using collected data that will help us to develop collective meaning from the experiences that are shared.
- The results of those exercises will be used to support the direction of the renewal of our SRP, and drive discussions we have at our workshops (as well as provide a tool/method to help us evaluate if we are making progress in future years ... i.e. “assessment”!).
- **YOU WILL BE HEARING ABOUT OPPORTUNITIES TO PARTICIPATE!**





# Discussion