

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299

## 1. 21st Century Learning

### Growth in Entrepreneurship & Innovation

**Action/Strategy:**

Growth of MobilizeYU with new programming and enhanced student engagement

**Measures/Metrics/Milestones:**

Grow MobilizeYU building capacity across the University, and enhancing the reputation of the University as a leader in knowledge mobilization.

# participants

# cohorts

# of customized programs developed

Develop a 5-year Strategic Entrepreneurship Plan

Plan will create a vision for entrepreneurship at York, developing the core values, strategic areas of focus and priorities

Annual measures:

#Entrepreneurs Supported

#New Start-ups Engaged

Total #Startup Companies Supported

Economic Impact (Institution-Specific) (3-Year Rolling Average of the Year-over-Year Increase in the Number of Start-Up ventures registered with Innovation York) SMA3

Funding/ Investment received by start-ups

Revenue generated by Startup's

#Jobs created

Development of entrepreneurial programs to support curricular offerings to support the development of the student entrepreneurial mindset.

Number of programs supported/developed

Number of students and alumni participants

Number of ventures created

Creation of a formal micro-certification

## 2. Knowledge for the Future

### Research Intensification: Continue to strengthen research excellence and intensification

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299



Providing leadership and support in growing York's overall research income from all sources. Includes identifying new funding opportunities, enhancing success in all funding opportunities and engaging increasing numbers of faculty in submitting external proposals for research funding.

Sponsored Research Income Growth for the Fiscal Year (1.2)  
 NSERC funding - relative share of total Ontario universities (ID95) SMA3  
 SSHRC funding - relative share of total Ontario universities (ID96) SMA3  
 CIHR funding -relative share of total Ontario universities (ID97) SMA3  
 Total Tri-Council funding - relative share of total Ontario universities (ID94) SMA3  
 Total Tri-Council Research Revenue (1.10)  
 Research Funding - York University Ranking (source: Research InfoSource) (1.7)  
 # of successful collaborative research grants (e.g. SHERC partnership development grant)  
 Number of external partners engaged in successful research grants  
 Number of citations per paper (ID50)  
 Publications and Citations (source: SciVal) (1.8)  
 Recognition of research in print and electronic media (ID12)  
 Research Publications (source: SciVal)  
 Publications in the top 10% most cited.

Facilitating a tracking and growth forecasting exercise for Faculty grant applications

Increased faculty participation, application submission and research mentorship  
 Total applications, successful grants, success rate per Faculty and faculty member

Disaster & Risk Governance: develop a campus-wide initiative to further advance York's international leadership in Disaster and Risk Governance (DRG) and related fields

Initiative will encompass research, scholarship and academic opportunities along with professional development activities in DRG  
  
 Centre of Excellence on DRG advanced integrating established CIFAL York with a budget, a temporary location on the Keele campus, a Director and a group of faculty champions

ORU optimization: assessing the current ORU model ensuring the best alignment with our strategic research objectives Facilitate team building and collaboration in research clusters and ORUs, with the aim of intensifying research productivity, and winning larger-scale grant competitions

Enhanced measurement of qualitative outputs  
  
 Better utilization of space to reduce cost.  
  
 Develop process for monetizing some ORU activities  
  
 national environmental scan completed on research center management

Working with Advancement on developing a fundraising plan to include specific target for research infrastructure renewal & projects; and support for ORUs

Increased advancement funds dedicated to infrastructure, ORUs and other large-scale projects

Developing a consistent framework for externally funded research chairs

Increased number and improved facilitation of endowed/funded research chairs

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299



Research Infrastructure Renewal: Formalize incremental project grants selection process by engaging with Faculties for more comprehensive selection of capital projects Develop and implement a plan for acquisition and renewal of state-of-the-art research facilities (with Advancement, Deans)

Successful completion of existing and new capital funding projects

Improved research facilities; attracting top researchers and graduate students, enhanced outputs

Strategic Research Planning: Development of new SRP (2023-28)

Development of a strengthened plan for research excellence, with updated existing and emerging areas of strength and opportunity  
SRP consultations will include evaluation of the ambitions included in the (2018-2023) Plan and our performance in meeting those goals

## Enhanced Research Services: supporting streamlined processes and services

### Action/Strategy:

SFU Plan to monetize large-scale interdisciplinary projects

### Measures/Metrics/Milestones:

Increase in numbers and success in large scale projects

Enhanced service excellence and continuous improvement; Cradle to Grave research services (research acct; procurement etc.)

Enhanced service standards; enhanced satisfaction (Benchmark)

Create service level agreements

## Enterprise Business Infrastructure (Risk Management)

### Action/Strategy:

New research data system focus on business processing; workflow management tools

### Measures/Metrics/Milestones:

Enhanced service standards; enhanced satisfaction (Benchmark)

Implement workflow management tools, training; uptake and use stats; employee satisfaction

eCV Management Software: Institutional Implementation and uptake by faculty and graduate students)

Software being used broadly by the York community  
Increased efficiencies leading to greater productivity for faculty and trainees through time optimization  
Increased faculty satisfaction with improved ease of grant applications and reporting processes  
Increased research impact though enhanced understanding of the full depth and breadth of scholarship, research & related creative activities at York  
Measure research outputs by Faculty (e.g. AMPD Art Installations) [pending eCV implementation]

Finalization of Research Travel Risk Guidelines

Safe international research travel including registering travel for faculty, Librarians, PDVs and Staff to help manage the associated risks

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299

## Differentiated and Enhanced Reputation

**Action/Strategy:**

Amplify awareness of York as a recognized leading research-intensive institution

Increase our external reputation as thought leader/ influencer

**Measures/Metrics/Milestones:**

Growth in engagement numbers on social media, maintenance of output of news article, Brainstorm articles and "2 Minutes, 3 Questions" videos

Supporting the Global Positioning Working Group to help enable proactive steps to improve our performance on national and international rankings, and to develop a longer term strategy for strengthening rankings and reputation.

## Growth in Community Partnerships, Entrepreneurship & Innovation

**Action/Strategy:**

Development of a commercialization strategy aligning with available resources, expanding pan-university reach, and diversifying portfolio

**Measures/Metrics/Milestones:**

Effective translation of YorkU intellectual property to maximize social and economic impact.  
Invention disclosures,  
# of licenses  
Licensing Revenue

Numbers of students and faculty engaged in commercialization and entrepreneurship activities

## 4. Advancing Global Engagement

### Internationalization

**Action/Strategy:**

Developing an International Research Strategy with York International

**Measures/Metrics/Milestones:**

Increased engagement of international partners to benefit research and training outcomes; enhanced access to international sources of funds where York is an eligible applicant; increased faculty exchange  
Amounts of internationally derived research funding (grants and contracts)  
Percentage of York's collaborative publications that include an international co-author (ID10) (1.9c)  
Research Publications (source: SciVal): # of York - Publications co-authored with int'l institutions (1.9b)

## 5. Working in Partnership

### York's Markham Centre Campus (MCC)

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299



Developing a research vision for MCC to establish strong research at the Campus at par with the Keele Campus VPRI Chairing the Research, Innovation and Community Relations Committee for MCC.

Identify and implement strategic research themes including space and infrastructure in collaborations with Faculties and Office of Provost  
Initial goal is to establish 2 to 3 Centers of Excellence in strategic research areas that are multidisciplinary and compliments (but not duplicate) the research at the Keele Campus.  
Identify areas where YSpace and Innovation York overall can be integrated into the MCC, leading innovation and entrepreneurial activities and providing support for Faculties and Programs.

## Vaughan Health Precinct

### Action/Strategy:

In collaboration with the Office of Provost and Faculty of Health, develop a multidisciplinary vision on York's contribution to VHP is being developed that will encompass research, scholarship and academic opportunities along with professional development activities.

### Measures/Metrics/Milestones:

Identify and implement strategic research themes under preventive health and nursing involving multiple Faculties

## Growth in Community Partnerships, Entrepreneurship & Innovation

### Action/Strategy:

Enhancing Partnerships: Expand Community Research Partnerships Expand industry research partnerships Formalize partnerships with government

### Measures/Metrics/Milestones:

Increase the breadth and depth of community research partnerships, collaborative projects developed and supported, as well as partners engaged.  
Kmb-supported research grants and total value of grants  
Kmb collaborative projects  
Kmb number of external partners engaged

Increase the amount of industry-partnered research opportunities at York, to increase the number of partnered grants and overall research revenue  
Total Agreements & value  
Industry agreements

Industry funding applications supported

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299



Grow entrepreneurship and innovation; expand partnerships in MCC, York Region and beyond; expand experiential learning

Increase the number of entrepreneurial programs delivered within the municipalities to support companies in the region and increase reach of York University  
 Number of partnerships formed  
 Number of entrepreneurs engaged  
 Number of start-up ventures supported  
 Number of experiential learning opportunities created  
 Increase outreach to community and industry partners, increasing research partnerships and experiential learning opportunities  
 Number of partners engaged

Number of partnerships formed

Implement Mitacs Strategic Plan

Increase the amount of Mitacs funding received year-over-year by York in 3 years. (from \$1.5M to \$3M)

**6. Living Well Together**

**Equitable, Diverse and Inclusive Research Enterprise**

**Action/Strategy:**

Decolonizing Action Plan

**Measures/Metrics/Milestones:**

Satisfaction as assessed by Indigenous Council; progress on all 8 recommendations

Broaden and deepen our unconscious bias training and establish it online through various modules.

Establish Online training modules on Challenging Unconscious Bias for faculty, staff, and students

VPRI initiatives to address Black Scholarship

Secure funding for initiatives; strong uptake by Black scholars, post docs; staff engagement with capacity building

Implement Indigenous Research Ethics Board

Will better reflect the research ethics needs of both Indigenous Scholars and ensure effective compliance with relevant ethics guidelines, the proposed new Research Ethics Board

**Employee engagement and development**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**DIVISION:** Division of the VP Research and Innovation

**UNIT:** Division of VP Research and Innovation

**PLAN ID:** 1299



Developing improved Employee Engagement and Professional Development plans

Improved PMP process in place including aligned professional development plans with IRP  
Development of succession plan  
Implementation of WFH program and gradual return to campus- focus on equity  
Improved Staff satisfaction