DISCOVERY AND CHANGEMAKING

THROUGH RESEARCH AND SCHOLARSHIP

Strategic Research
and Scholarship Plan

2018 – 2023

MOUNT ROYAL
UNIVERSITY
1910

Mount Royal University is situated within the homelands of the Niitsitapi (Blackfoot), Îyârhe Nakoda and Tsuut'ina Nations in what is currently the City of Calgary, which also is home to the Metis Nation, Region 3. Mount Royal is committed, through our Indigenous Strategic Plan (2016-2021), to "doing its part to address the legacy of broken promises and rebuild the relationships between Indigenous and non-Indigenous peoples in Calgary and across the country."

Courtesy of Michael Quinn

VISION

Mount Royal University: an exceptional undergraduate educational experience.

MISSION

Since 1910, Mount Royal has built a reputation on a strong, liberal education foundation with an undergraduate focus. More than a century later, we remain responsive to the needs of our community through our enduring commitment to this legacy.

We are a community of engaged citizens, providing personalized, experiential and outcome-based learning in an environment of inclusion, diversity and respect. Through our focus on teaching and learning informed by scholarship, we are preparing our graduates for success in their careers and lives.

RESEARCH, SCHOLARSHIP AND COMMUNITY ENGAGEMENT

Mount Royal University fosters excellence in undergraduate education enriched by research and scholarship for knowledge generation, application and positive change.

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BACKGROUND AND INTRODUCTION

Courtesy of Cathy Carter-Snell

Mount Royal University: Research and scholarship belong here

Mount Royal University is a **Undergraduate University** under the **Alberta Post-Secondary Learning Act** (amended February 2019). The Act stipulates that we may conduct applied research and foster innovation, and may conduct scholarly research related to approved programs of study provided by the institution that lead to granting of baccalaureate degrees. The mandate of Mount Royal is anchored in teaching and learning informed by research and scholarship. We have an opportunity to refine the meaning and practice of this mandate as we continue to evolve as an institution.

The Mount Royal learning community strives for excellence through the nexus of scholarly teaching and diverse research with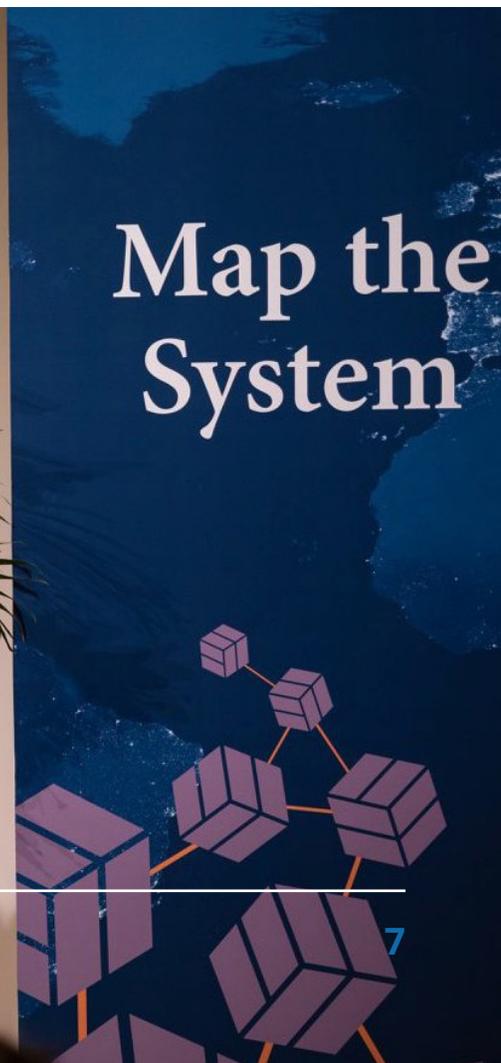 a strong emphasis on liberal education in an undergraduate context. Our faculty pursue research and scholarship to advance and apply knowledge, as well as to enhance the quality of teaching. As an undergraduate institution, we maintain relatively high teaching loads and apply creative and efficient time management for research. We value research and scholarship across the full spectrum of creative, disciplinary, interdisciplinary, professional and applied realms. We are committed to community-based research and strongly value our partnerships with Indigenous communities. Research and scholarship at Mount Royal are enhanced through the leadership of our institutes and centres. We will continue to enhance our research capacity through the acquisition of external grants, scholarly partnerships and research chairs. We value the quality and impact of scholarly activity over purely quantitative counts of output.

This document confirms and celebrates the value of research and scholarship as core to achieving our institutional mandate. Discovery and Changemaking Through Research and Scholarship describes the kinds of scholarship and ways of conducting research at Mount Royal. Taken together, these descriptions address characteristics that help distinguish us from other institutions.

In addition to outlining ways to support research at MRU, this plan highlights areas of existing and emerging research strength that provide a road map for future funding applications and institutional differentiation.
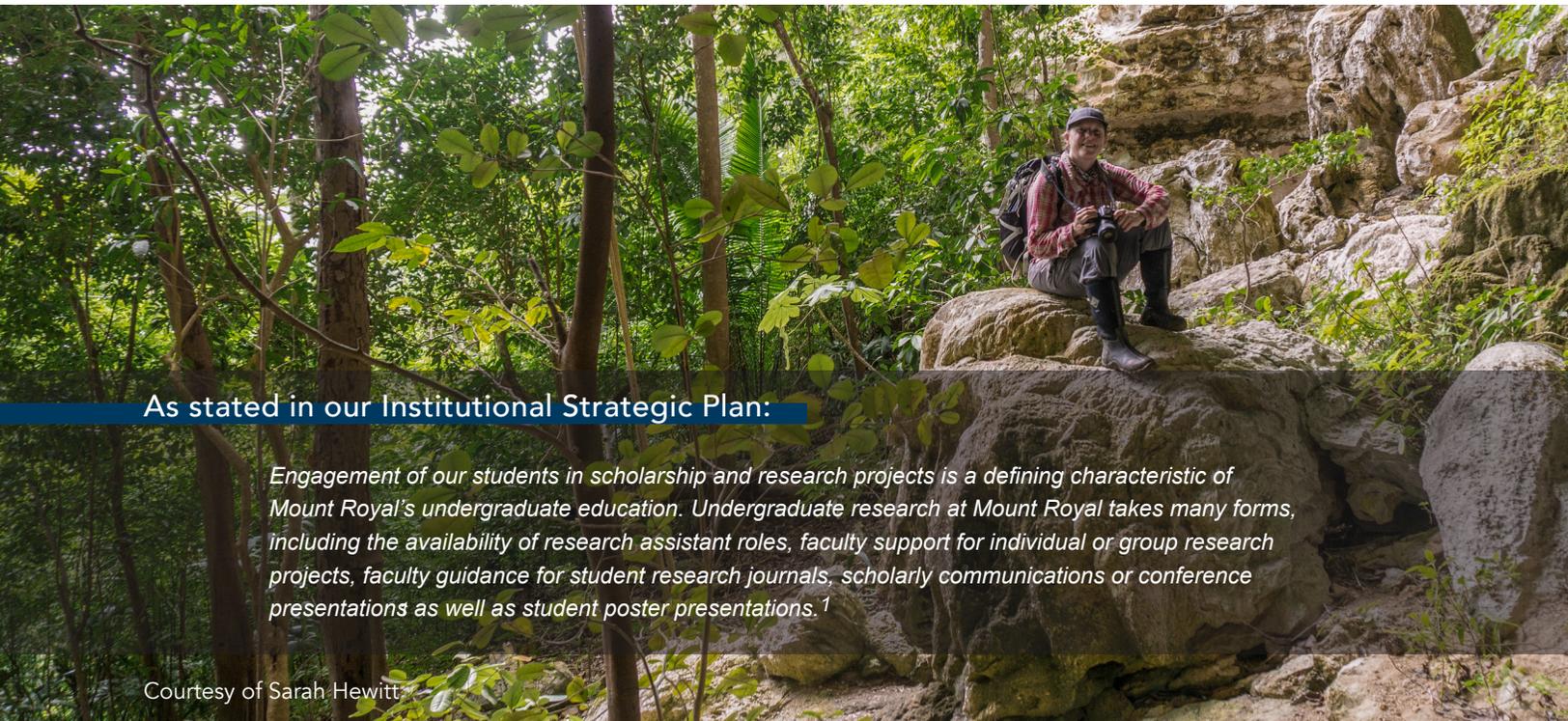
A central premise of this plan is that an exceptional undergraduate experience includes thoughtful integration of research and scholarship into the tenure of all Mount Royal students. Learning and participating in research alongside faculty members enhances the experience of undergraduate learners through:

- Developing critical, analytic and creative skills

- Improving the understanding and retention of course material

- Understanding knowledge creation processes and the innovation cycle

- Applying new knowledge to novel situations

- Engaging in creating positive change through community engagement

- Increasing confidence, independence and capacity for complex problem-solving

Courtesy of Fisher Studios

There is great opportunity for innovation and undergraduate research in Canada and beyond. The experiential contribution of scholarly inquiry in undergraduate education is transformational for students. Whether this experience fosters the development of highly qualified personnel (HQP) or cultivates critically engaged citizens, research and scholarship provide opportunities for intellectual and creative development. Mount Royal is ideally positioned to build upon our strong foundations and advance significantly in this realm. We are also poised to make valuable contributions to federal and provincial innovation priorities related to diversifying the economy, mitigating environmental impacts, enabling cost-effective discovery, the development and production of natural resources, and enhancing the health and well-being of Albertans and Canadians. Research and scholarship at Mount Royal will contribute to the development of talent, ideas and knowledge mobilization for a prosperous future.

As stated in our Institutional Strategic Plan:

Engagement of our students in scholarship and research projects is a defining characteristic of Mount Royal's undergraduate education. Undergraduate research at Mount Royal takes many forms, including the availability of research assistant roles, faculty support for individual or group research projects, faculty guidance for student research journals, scholarly communications or conference presentations as well as student poster presentations.[1]

Courtesy of Sarah Hewitt

1 Mount Royal University. 2015. **Learning together, leading together. Mount Royal University's Strategic Plan to 2025.** Mount Royal, Calgary.

Courtesy of Connie Van der Byl

The phrase *research and scholarship* is used deliberately and somewhat interchangeably in this Strategic Research and Scholarship Plan (2018 – 2023) (SRSP) to capture the full spectrum of activities that we embrace and celebrate at Mount Royal. We are committed to supporting research and scholarship that address problems and concerns of local, regional, national and international communities. Moreover, where such opportunities exist, we promote research with, and not simply in, these communities. Opportunities include applied partnerships with industry, both locally and abroad. It would be too narrow to expect or desire all research to be community-engaged, as a resilient research ecosystem requires contributions across the scholarly spectrum, but it is a theme that we value strongly as an institution.

A review of community-engaged research conducted by Mount Royal's Miistakis Institute broadly defines the term as "not a methodology on its own, but an umbrella term used to describe action-orientated, participatory frameworks or approaches for conducting research with a community in order to create change." [2] The report stresses the importance of impact in evaluating the success of community-engaged research "impact on community, impact on effective and meaningful change,

impact on faculty research, and impact on the student experience and education." Finally, the report concludes that community-engaged research "has the potential to set a post-secondary institution like Mount Royal apart from other undergraduate (and even graduate) universities in Alberta if a program is deliberately developed and strategically executed."

Mount Royal has joined the **Changemaker Campus Network** through AshokaU (ashokau.org). This makes us part of a global network of more than 40 colleges and universities at the forefront of social innovation and changemaking in higher education. Scholarly inquiry is central to developing the core changemaker skills of empathy, collaboration, creativity and systems thinking. Through the process of designation, we have committed to advancing the volume and impact of our research and scholarship in creating positive societal change. This commitment aligns strongly with the scholarship of engagement and is a central element in Mount Royal's research identity. The designation provides an opportunity for faculty and students to pursue research in the context of a broader network of institutions with similar aspirations.

This is why we highlight 'changemaking' alongside 'discovery' in the title of this strategic plan.

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2 Miistakis Institue 2017. **Community-engaged research at Mount Royal University.** Miistakis Institiute, Calgary.

Courtesy of Rob Boschmann

Planning context and purpose

In addition to its already strong focus on teaching, Mount Royal embraced a commitment to research and scholarship when we transitioned from a community college to a university in 2009. This document succeeds Mount Royal's first Strategic Research Plan (2012 – 2017). The SRSP builds on the advancements and evolution of Mount Royal's research culture over the past five years.

Internally, this plan articulates the evolving identity of Mount Royal with respect to research. We continue to expand the depth and breadth of scholarly activities through a dynamic culture of innovation. Externally, the plan provides direction on the allocation of resources — with particular emphasis on seeking new sources of external research funding — to facilitate support for faculty research and scholarship.

The SRSP is nested under the Academic Plan (2017 – 2022), which in turn is guided by the Institutional Strategic Plan (2015 – 2025; ISP). Research and scholarship are addressed throughout the ISP, but most specifically in:

Goal 3:
Provide intellectually engaged learning

Strategy 3.3:
All students will have the opportunity to enrich their experience through participation in research projects during their time at Mount Royal.

Goal 7:
Enhance our culture of innovation

Strategy 7.2:
We will support the scholarship, research and community engagement of our faculty. As a knowledge-seeking community, Mount Royal appreciates that intellectual inquiry benefits us all. The sharing of this knowledge takes many forms, each of them equally important. Be it through traditional peer-reviewed publications, performances, presentations or openly accessible work, Mount Royal recognizes the contribution of our faculty as scholars, researchers and public scholars.

Goal 8:
Engage multiple communities in innovative and productive partnership activities

Strategy 8.1:
We will support and encourage collaborations with post-secondary institutions across Canada in the generation of new and innovative instructional approaches, in the pursuit of scholarship and research, and in the sharing of best practices among staff and management.

The Academic Plan states "Mount Royal seeks to develop a distinctive scholarly culture that, while strongly engaged with wider intellectual, creative, professional and scientific research communities, remains deeply attached to undergraduate education and the local community."

Therefore, as identified in the Academic Plan, the University is committed to:

- Recognizing diversity of disciplinary research and scholarship and their role in professional development;

- Promoting undergraduate research in the widest sense possible;

- Supporting institutes that are sustainable, interdisciplinary sites of knowledge creation and mobilization;

- Enhancing the Library's capacity to expand support for and advance the dissemination of research, including new models such as open access;

- Improving infrastructure and operational resources for scientific research;

- Encouraging collaborative research, when appropriate;

- Emphasizing the need for the scholarship of teaching and learning, and community-based research;

- Acknowledging the importance and expertise of librarians in the research and scholarly communication processes;

- Providing for the diversity of dissemination;

- Affirming and validating variety of impact;

- Tasking the Office of Research, Scholarship and Community Engagement with identifying and encouraging broad areas of institutional interest; and

- Developing respectful, reciprocal research partnerships with Treaty 7 communities in alignment with the Indigenous Strategic Plan (added in the current plan).

Courtesy of Rob Boschmann

RESEARCH AND SCHOLARSHIP AT MOUNT ROYAL UNIVERSITY

Courtesy of Erika Smith

Core research and scholarship characteristics at Mount Royal

The SRSP is rooted in a set of core values that arise from our institutional identity and provide aspirational guidance. These are the crosscutting elements that are essential to the effective implementation of the plan.

Undergraduate research

Research and scholarship at Mount Royal emphasize student-centred approaches with diverse opportunities for undergraduates to benefit from the experience of faculty scholars and, where appropriate, work directly with faculty to conduct research. Programs thoughtfully weave the integration of scholarly inquiry into an educational trajectory that includes explicit learning outcomes and may lead to the conduct of undergraduate research. Research philosophy, methods, ethics and responsible conduct will be core to skill and concept development at the program level.

Commitment to a dynamic plan

The SRSP exists within an environment of uncertainty and changing conditions. Although the intent is to provide directions for a five-year period, this document will be reviewed annually through the Research and Scholarship Standing Committee with discussion at the General Faculties Council, Deans' Council and other relevant venues to ensure that it is best serving the needs of the research and scholarship community and Mount Royal broadly.

Indigenous research

Mount Royal is situated within the homelands of the Niitsitapi (Blackfoot), Îyârhe Nakoda and Tsuut'ina Nations in what is currently the City of Calgary, which also is home to the Metis Nation, Region 3. Mount Royal is committed, through our Indigenous Strategic Plan (2016 – 2021), to "doing its part to address the legacy of broken promises and rebuild the relationships between Indigenous and non-Indigenous peoples in Calgary and across the country." The plan calls for us to foster respect for Indigenous perspectives and knowledge-production to increase capacity for Indigenous scholarship in three principal areas: Research Protocols and Partnerships, Supporting Research Capacity, and Environmental Change. The areas emphasize the need to develop reciprocal, mutually beneficial research partnerships with Indigenous communities; honour and implement Indigenous research ethics and protocols; acknowledge and prioritize Indigenous communities' research needs and priorities; and commit to sharing all research findings.
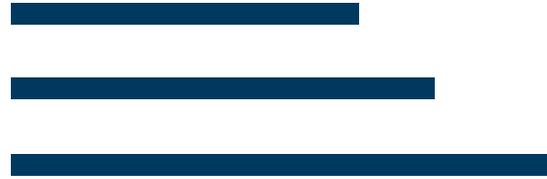
Diversity and inclusion

Implementation of the SRSP will be mindful of our institutional commitment to diversity and inclusion in the development and conduct of research. We will conduct fair and transparent recruitment, hiring and retention processes for faculty researchers as part of the national goal to achieve a more equitable, diverse and inclusive Canadian research enterprise. We will also initiate tracking of diversity metrics around research award applications. The evidence is clear that diversity strengthens the quality, social relevance and impact of research and scholarship.

Creative scholarship

Mount Royal values and supports creative scholarly activity. The knowledge and innovation arising from critical approaches to artistic expression are vital to the full spectrum of scholarship conducted at Mount Royal. The contributions of imaginative insight are essential to understanding, interpreting and transforming our world. Qualitative and personal modes of inquiry include, but are not limited to, narrative inquiry, fiction-based research, poetry, music, dance, theatre, film and visual art.

Community-engaged research for positive change

Mount Royal has a long tradition of connection and relevance with our local communities. This has evolved into a commitment to collaboration between the institution and communities for the mutually beneficial co-creation of knowledge and betterment of society. The designation of Mount Royal as an AshokaU Changemaker Campus and collaboration with Mount Royal's institutes is testament to our strength, leadership and commitment in this area.

Scholarship of teaching and learning

Mount Royal is dedicated to the advancement of the scholarship of teaching and learning. Research will support the continuous improvement of innovative instructional approaches. We are emerging as a vital hub of SOTL research and practices in North America.

Collaborative approaches to research and scholarship

Working together across individual, disciplinary and institutional boundaries creates the potential for broader insights and better innovation. Multi-, inter- and trans-disciplinary approaches are encouraged. Collaboration also affords opportunities for Mount Royal scholars and institutes to participate in larger, longer and better-funded research initiatives.

International research

Internationalization is an institutional priority for Mount Royal in the near term. Research and scholarship are one of the pillars of the plan to advance internationalization. We are committed to expanding our international academic partnerships to increase the extent of research conducted by Mount Royal researchers outside of Canada and in collaboration with scholars globally.

Courtesy of Lisa Semple

A spectrum of research and scholarship

Courtesy of Sonya Jakubec

At Mount Royal, we value and embrace a full spectrum of research and scholarship. Faculty participate in one or more of the scholarship categories articulated by Boyer (1990 [3], 1996 [4]):

Scholarship of discovery

Basic research — as it is most often described, expected and rewarded in the modern academy — aligns with the scholarship of discovery. This is the disciplined and systematic approach to seeking new knowledge through quantitative and/or qualitative methods and publishing the findings through peer-reviewed venues. Scholarship of discovery aims to contribute to theory for improved understanding and predictability. Such inquiry is foundational to other forms of research and is highly valued in the conventional metrics of academia.

Scholarship of integration

The scholarship of integration is the pursuit to synthesize knowledge from different fields and sources. Scholars working in this realm seek to identify trends and convergence across disciplines. The work is often interdisciplinary and creates theory and knowledge through thinking and working across boundaries.

Scholarship of application

The scholarship of application seeks to engage researchers in addressing questions of how knowledge can be used to address consequential societal concerns or issues. It is the scholarship of solving practical problems. The scholarship of application is often conducted in consultation with a particular community and is focused on the translation of knowledge into action.

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3 Boyer, E.L. 1990. **Scholarship reconsidered: priorities of the professoriate.** Wiley, New York.

4 Boyer, E.L. 1996. **The scholarship of engagement.** *Journal of Public Service & Outreach* 1(1):11-21

Scholarship of teaching and learning

The scholarship of teaching and learning encompasses a broad set of scholarly activities that engage faculty in critical inquiry to: understand how post-secondary students learn; explore the impact of teaching innovations; engage educators in transforming their practice; and to share insights with other educators who can evaluate and build on their efforts.

Scholarship of engagement

"[T]he scholarship of engagement means connecting the rich resources of the university to our most pressing social, civic and ethical problems" (Boyer 1996, p. 21). In this category, scholars combine one or more of the previous four types of scholarship in active and interactive pursuits with people and places outside of the academy. The scholarship of engagement aligns closely with Mount Royal's commitment to community-engaged research and our status as an Ashoka Changemaker Campus.

Feedback from faculty members during the consultation process for this strategic plan confirmed that research and scholarship at MRU occur across this full spectrum.
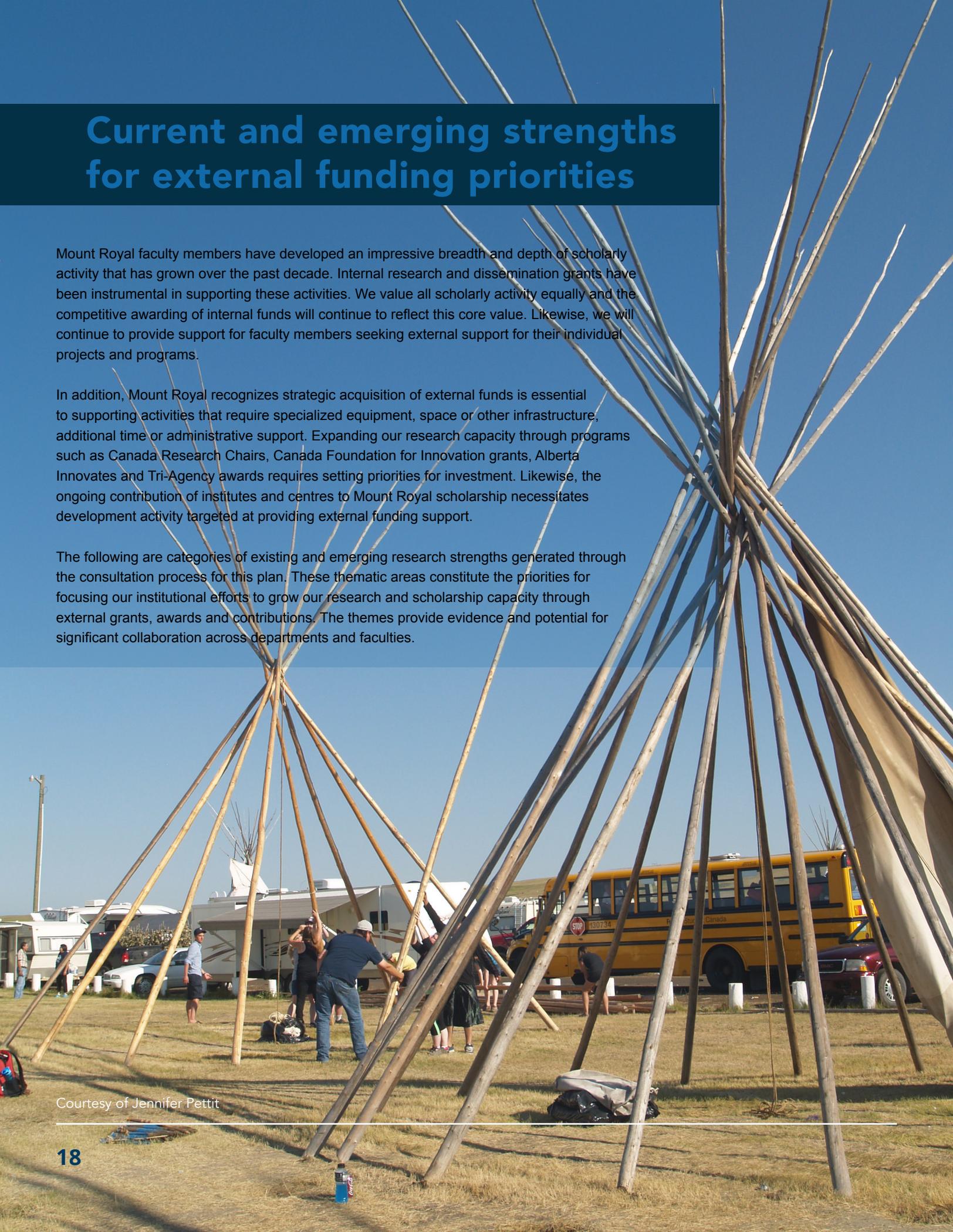
Current and emerging strengths for external funding priorities

Mount Royal faculty members have developed an impressive breadth and depth of scholarly activity that has grown over the past decade. Internal research and dissemination grants have been instrumental in supporting these activities. We value all scholarly activity equally and the competitive awarding of internal funds will continue to reflect this core value. Likewise, we will continue to provide support for faculty members seeking external support for their individual projects and programs.

In addition, Mount Royal recognizes strategic acquisition of external funds is essential to supporting activities that require specialized equipment, space or other infrastructure, additional time or administrative support. Expanding our research capacity through programs such as Canada Research Chairs, Canada Foundation for Innovation grants, Alberta Innovates and Tri-Agency awards requires setting priorities for investment. Likewise, the ongoing contribution of institutes and centres to Mount Royal scholarship necessitates development activity targeted at providing external funding support.

The following are categories of existing and emerging research strengths generated through the consultation process for this plan. These thematic areas constitute the priorities for focusing our institutional efforts to grow our research and scholarship capacity through external grants, awards and contributions. The themes provide evidence and potential for significant collaboration across departments and faculties.

Courtesy of Jennifer Pettit

Courtesy of Michelle DeWolfe

Resilience and sustainability

In a rapidly changing world characterized by uncertainty, Mount Royal researchers are addressing challenges to create resilient communities and sustainable societies. Advancement in this area requires both disciplinary concentration on constituent elements and interdisciplinary methods to embrace complex social-ecological systems. The Institute for Environmental Sustainability, the Centre for Community Disaster Research and the Miistakis Institute figure prominently in this realm.

Social innovation, entrepreneurship and systems design

Mount Royal has noteworthy strength in social innovation as evidenced by the AshokaU Changemaker Campus designation. Spanning the non-profit and for-profit spectrum, applied research in business and beyond is conducted by individual faculty members and through the Institute for Community Prosperity, the Institute for Innovation and Entrepreneurship, and the Trico Changemaker Studio.

Health and well-being

Research into individual and community health and well-being is robust and continues to grow at Mount Royal. Some particularly strong themes include: human physiology; connections between nature and health; violence prevention; child well-being; and health-care delivery and simulation. Ongoing evolution and development of centres and institutes will be a priority in this area.

People and places

With a commitment to liberal education, Mount Royal has significant scholarly strength across a broad and diverse range of humanities and social science research, including, but not limited to: politics, policy and justice; security; Indigenous studies; women, gender, sexuality and equity; creative writing; media; peace studies; refugee studies; and religious studies. There are also growing capacity and interest in environmental humanities and digital humanities and the scholarship of liberal education overall.

Scholarship of teaching and learning

Mount Royal's focus on undergraduate education means a strong affinity for research on understanding student learning within and beyond disciplines, innovative classroom practices and the future of higher education. Catalyzed by the Institute for the Scholarship of Teaching and Learning, this is an area in which we are currently recognized and are continuing to build momentum.

Science, technology and society

Including traditional scientific discovery, as well as integrative and community-oriented work such as science communication, Mount Royal researchers study the physical world and our place in it, as well as current corners such as digital arts, virtual realities and social media. There are also emerging strength and interest in data science, machine learning and analytics. Investment in research infrastructure (e.g., labs, instrumentation and technology) is a significant need in this thematic area of research.

GOALS, STRATEGIES AND ACTIONS FOR ACHIEVING OUR MISSION

Courtesy of Ken Imrie

Goal 1
Our students

Provide Mount Royal students with undergraduate research opportunities

Undergraduate education at Mount Royal embraces the inextricable link between teaching and research. Research and scholarship foster deeper understanding of established disciplinary knowledge through active learning activities, acquaints students with established disciplinary modes of inquiry and habits of thought, and develops critical thinking skills. Our students' scholarly experience prepares them to understand and critically examine research. We contribute to the development of informed citizens with advanced capacity to understand research. We also provide opportunities for our students to become producers of research in ways that prepare them for professional practice and graduate programs.

Courtesy of Cathy Carter-Snell

STRATEGY 1.1

Clearly develop, deliver and evaluate the intentional integration of research and scholarship into all Mount Royal degree programs

Actions and measures

Every program includes the opportunity for students to participate in at least one senior-level research or capstone project through individual or group work, or directly engaged with faculty (from ISP Strategy 3.3).

> Program reviews will include the ways in which research and scholarship skills are developed through curriculum, including opportunities for senior-level research experiences as appropriate.

The Institutional Strategic Plan (Strategy 3.3) specifies the importance of tracking the success of Mount Royal students going on to graduate programs.

> The Office of Research, Scholarship and Community Engagement will coordinate with Alumni Relations to track the number of Mount Royal graduates applying for, and attending, graduate programs (requiring establishment of a baseline).

Explore opportunities for interdisciplinary undergraduate research and scholarship (e.g., through General Education).

Courtesy of Katherine Boggs

STRATEGY 1.2

Provide advanced opportunities for students with interest in conducting research and scholarship as specified in the Institutional Strategic Plan

Actions and measures

Evaluate, and implement where appropriate, honours programs and equivalent means of providing undergraduate research opportunities for senior students.

Increase the internal funding available for students to support independent, supervised research and to participate in the dissemination of research findings at local, national and international venues.

Encourage faculty members to hire undergraduate research assistants and provide the mentorship for research skills development where it is mutually beneficial to the researcher and the students.

Explore mechanisms to include undergraduate research supervision in workload assignment, compensation and recognition for faculty members.

Provide training and support for undergraduate research assistants. This will be best achieved collaboratively between the ORSCE, the library and faculty researchers.

Continue to grow and develop Research and Scholarship Days, undergraduate journals and related activities for the dissemination of undergraduate research.

Courtesy of Tatiane Piucco

STRATEGY 1.3

Identify mechanisms to provide more resources to facilitate, support, coordinate and communicate activity related to undergraduate research

Actions and measures

Use the existing research development officer model to increase coordination of undergraduate research opportunities.

Create a campus-wide advisory committee for the planning of institutional-level undergraduate research initiatives, reporting to the associate vice president, research, scholarship and community engagement.

Evaluate models for the effective coordination and support of undergraduate research at comparable institutions and through the Council on Undergraduate Research. This includes considering resource implications and potential for implementation at Mount Royal.

Courtesy of Lynn Moorman

Goal 2

Our researchers and scholars

Enhance support for research and scholarship

Goal 2 addresses the importance of increasing support for research and scholarship for Mount Royal faculty members. The strategies address both the growth and management of internal research funds, as well as the increase in successful applications to external funding agencies.

Courtesy of Lynn Moorman

STRATEGY 2.1

Increase the availability and effective distribution of internal research and scholarship funds

Actions and measures

Conduct a benchmarking exercise in 2018 – 2019 to compare the internal resources allocated to supporting research and scholarship at Mount Royal to similar institutions. The results will be used to create a strategy to provide appropriate future target amounts of internal support to research and scholarship.

In 2019 – 20, set a target and mechanisms (e.g., through the new budgeting process) to achieve the desired level of internal research support based on the previously described benchmarking exercise and within the broader context of Mount Royal resources.

Review the extent and location of all internal funds currently available to research and scholarship at Mount Royal to ensure that our resources are being directed to meeting institutional priorities and unique opportunities for significant impact.

Explore the opportunities for centralizing existing and future scholarship resources to create more effective institution-wide access to internal research, scholarship and innovation funds.

Create a central innovation fund to provide resources for unique (e.g., time-sensitive) opportunities that arise for Mount Royal to engage in research and scholarship that align with institutional priorities.

Courtesy of Michael Quinn

Create guidelines and allocate funding to provide the matching support, where required or expected, on individual and team grant applications (for example, on Tri-Agency grant applications).

Support for new faculty or faculty changing their work pattern. The planning for new Teaching, Service and Scholarship (TSS) faculty should include mechanisms to support research and scholarship (e.g., reassigned time or start-up funds as appropriate).

Reassignment for scholarly intensification at critical times in a faculty member's career (e.g., new faculty, acquisition of a large grant or project, requirement to complete a significant project). The strategic use of reassigned time will be optimized to provide opportunities for faculty requiring more time for research and we will develop clear guidelines for the granting of reassigned time.

Establish an internally funded model for the establishment of Board of Governors research chairs through reassignment and a research stipend.

Review and revise the operation of the Scholarship Review Committee to better meet the growing needs for internal review of grants and provide training for committee members to enhance the quality and consistency of review.

Courtesy of Jonathan Mee

STRATEGY 2.2

Increase the procurement of external research funds

Actions and measures

Increase annual amount of external research awards. Targets will be established based on a benchmarking exercise to be conducted in the 2018 – 19 academic year.

Increase both the application and success rates for Tri-Agency awards. The target is to at least double the number of annual applications and increase the total award value by 50% over the next five years.

Support MRU faculty members and institutes in taking the lead on at least two large collaborative grant applications per year over the next five years.

Encourage and support MRU faculty members to participate as co-researchers and collaborators on team grants initiated at other universities.

Secure a minimum of two new Tier 2 Canada Research Chairs (CRC) and seek renewal of replacement of the existing CRC.

Establish a minimum of two externally funded research chairs (additional to CRCs).

Ensure the implementation of indirect costs policies and procedures to increase the support required to provide research support. Indirect cost recovery should increase by 50% over the term of this plan.

Courtesy of Jonathan Mee

STRATEGY 2.3

Expand the range and depth of supports to enhance research and scholarship capacity
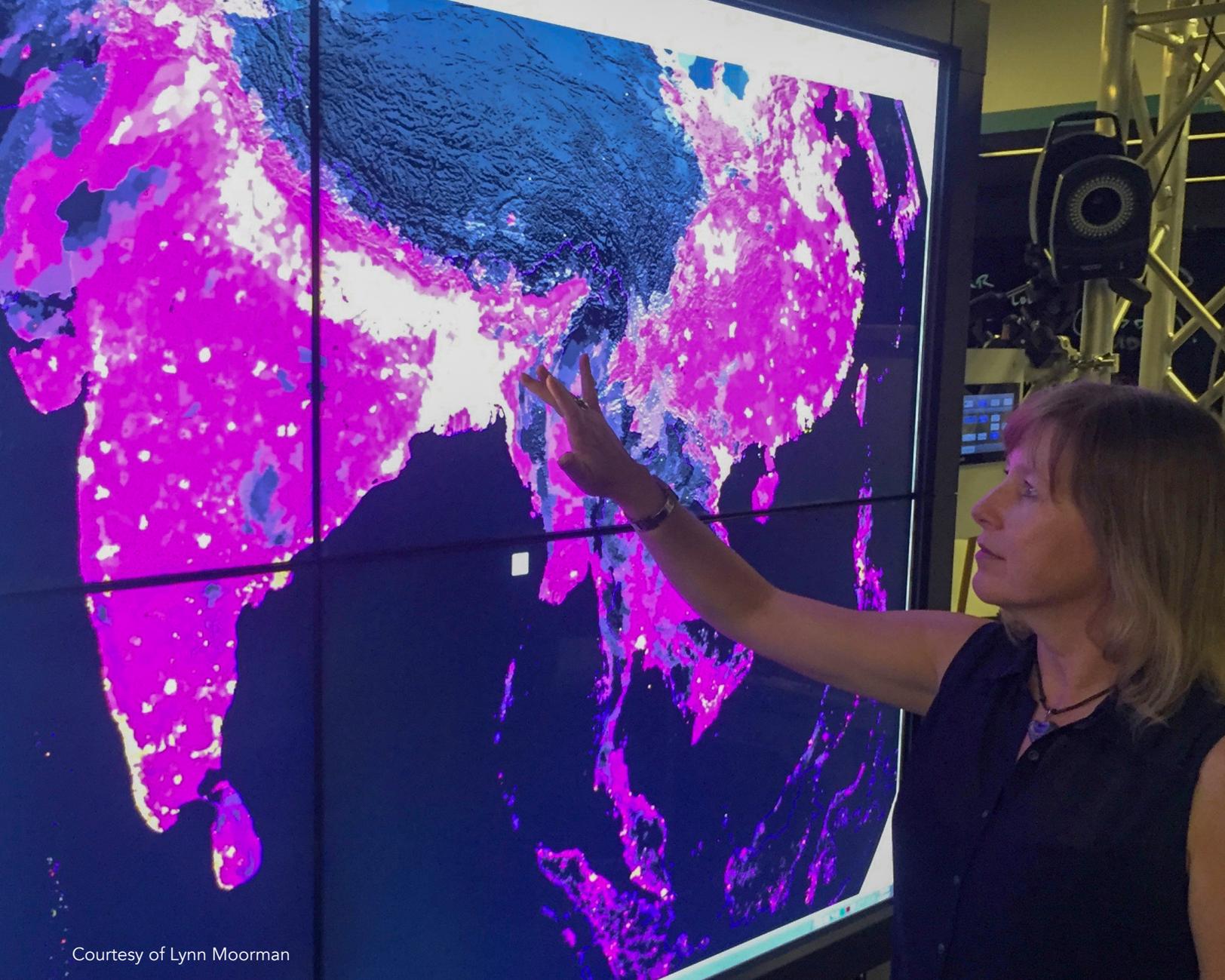
Actions and measures

Continue to implement and evaluate the Research Development Officer program based on the partial reassignment of faculty members to provide peer support for research and scholarship development.

Identify and deliver workshops and events to increase knowledge, awareness and skills (including the responsible conduct of research) among the Mount Royal research and scholarship community. These events can be implemented in collaboration with internal (e.g., Library) and external partners.

Encourage faculty-level creation of peer-support and mentoring networks for research and scholarship within academic units.

Explore options and initiate a method to provide research design and statistical support to faculty researchers.

Identify opportunities and mechanisms to provide greater IT and methodological support to researchers.
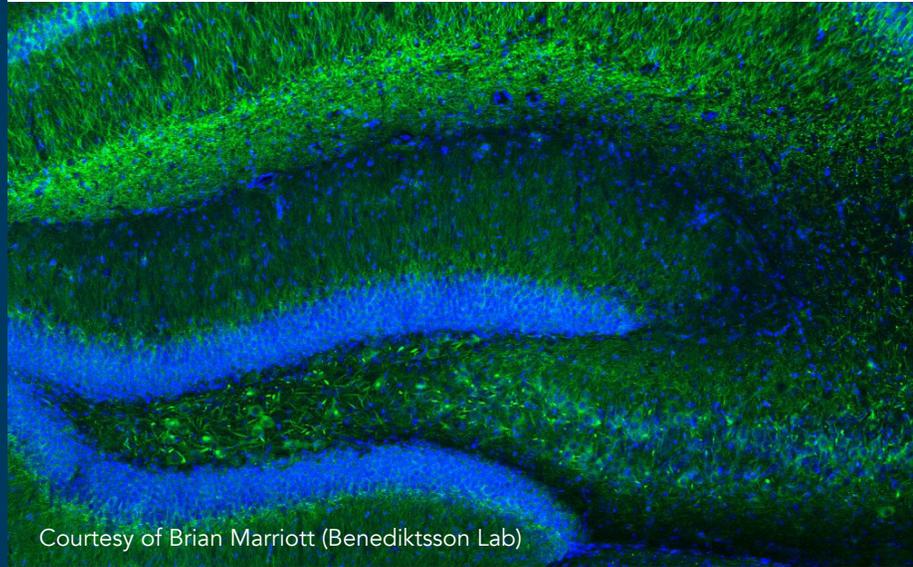
Goal 3
Our research infrastructure

Enhance the space, facilities and access for research and scholarship infrastructure

Courtesy of Brian Marriott (Benediktsson Lab)

STRATEGY 3.1

Establish priorities and seek support for expansion of physical research infrastructure

Actions and measures

Review the recommendations of the 2013 report from the Mount Royal Research and Infrastructure Task Force and update as necessary.

Evaluate the optimal space and location requirements for ORSCE within the long-term planning activities of the institution.

Establish a larger, more robust research hub to provide space for project offices and institutes, and interaction between researchers on collaborative projects.

Secure Mount Royal's first Canada Foundation for Innovation (CFI) grant in the area of environmental forensics. The award will provide critical instrumentation and infrastructure for enhanced research capacity.

Apply for a second CFI grant within the current allocation available to Mount Royal.

Collaboratively determine priorities for two additional CFI awards for research and scholarship infrastructure and secure these awards within the next five years.

Courtesy of Jill Andres

STRATEGY 3.2

Continue to develop and improve the administrative infrastructure required to support effective and compliant conduct of research

Actions and measures

Ensure that all existing research-related policies are updated within the 2018 – 19 academic year.

Evaluate the needs and then develop and implement new policies and guidelines for research and scholarship.

Formalize and communicate standard operating procedures for all research-related business practices.

Refine and integrate the operation of the research project management and research finance systems.

Complete and implement Canadian Council on Animal Care system for reviewing and monitoring all animal-based research.

Courtesy of Sonya Jakubec

STRATEGY 3.3

Elevate the effectiveness, impact and sustainability of Mount Royal institutes and centres

Actions and measures

Ensure the ongoing financial requirements for the sustainability of institutes and centres are included in the priorities for institutional fund development.

Review the financial model and long-term operation of the Institute of Scholarship of Teaching and Learning to ensure that it best supports the ongoing development of this priority research area.

Continue to explore opportunities to enhance the research and scholarship activities of institutes and centres, and acts as a hub for the coordination and conduct of collaborative scholarly activities.

Support the development of the Trico Changemaker Studio, including the implementation of a sustainable business model, as a core initiative of our Changemaker Campus designation.

Courtesy of Jennifer MacDonald

STRATEGY 3.4

Increase the digital and information technology infrastructure to support research and scholarship

Actions and measures

Review the current needs of Mount Royal researchers for research software to ensure the cost-effective delivery of a full-range of required software.

Implement a system for partial cost recovery to support research software licensing in the 2019 – 20 academic year.

Implement a new system of research hardware procurement for faculty researchers in the 2018 – 19 academic year.

Encourage and enhance the use of the Institutional Repository for the collection and dissemination of research and scholarship.

> Require that publications stemming from internal grants be made openly available and deposited in the Institutional Repository (where the conditions of publication permit).

Collaborate with other Canadian post-secondary institutions and organizations (e.g., Portage, COPPUL, Compute Canada, CARL, etc.) to meet the emerging requirements for digital research data management as per Tri-Agency guidelines.

Explore, develop and implement a better system to collect information on Mount Royal research output for benchmarking this plan and for external/internal reporting.

Courtesy of Patti Derbyshire

Goal 4

Telling our stories, celebrating our success

Increase dissemination and communication of research and scholarship

Courtesy of the British Library

STRATEGY 4.1

Enhance the scholarly reputation
of Mount Royal through internal
and external communication on
research and scholarship

Actions and measures

Provide opportunities for research and scholarship stories
in online and print content, such as *Summit Magazine*, Our
Community, etc.

Identify the most "media-ready" research projects and
communicate to local and regional media.

Encourage and provide training for Mount Royal researchers
to engage in non-academic dissemination through events and
communications channels.

Profile research and scholarship through student recruitment
opportunities, such as Open House and the View Book.

Promote scholarship activities through external campaigns.

Offer faculty media and social media training annually.

Courtesy of Michelle DeWolfe

STRATEGY 4.1 (continued)

Enhance the scholarly reputation of Mount Royal through internal and external communication on research and scholarship

Actions and measures to be measured through:

Reputation improvement in the categories of academic research and developing intellectual qualities as reported by the Brand and Reputation Survey.

Web visits and time spent on research stories on site.

Social media engagement, including:

- Conversation map showing percentage MRU research has of the overall MRU conversation

- Engagement of published #MRUresearch tweets

- Clickthrough report from social media platforms to MRU website

Courtesy of Jill Andres

STRATEGY 4.2

Increase the quality and quantity of scholarly dissemination

Actions and measures

Increase the quantity of peer-reviewed research dissemination and the quantity of professional and community-engaged dissemination (as measured by the number of active projects).

> The amount of desired increase will be determined by benchmarking current dissemination and, to the extent that current data are available, the dissemination activity over the past five years.

Encourage and support the expansion, reach and excellence of knowledge mobilization activities.

Promote and support the open dissemination of research outputs where appropriate and include such dissemination in measures of research impact. Build capacity of faculty researchers and review committees to identify quality research dissemination channels with particular attention to avoiding predatory conferences and journals.

Courtesy of Cathy Carter-Snell

Goal 5

Working together

Increase opportunities for collaboration

Courtesy of Lynn Moorman

STRATEGY 5.1

Develop and implement
mechanisms to increase formal
and informal opportunities
for scholarly collaboration

Actions and measures

Create formal categories, guidelines and procedures to engage
visiting scholars, fellows, research associates, volunteers, etc.

Advance more productive engagement with adjunct and
emeritus faculty.

Foster opportunities to host visiting graduate students who help
advance faculty members' research programs.

Foster opportunities for Mount Royal faculty members to
supervise graduate students at other institutions.

Seek opportunities for effective engagement of post-doctoral
fellows.

Support and establish learning communities and communities of
practice on research themes that cross disciplinary and faculty
boundaries.

Courtesy of Jill Andres

STRATEGY 5.2

Develop new research and scholarship partnerships in the public and private sector
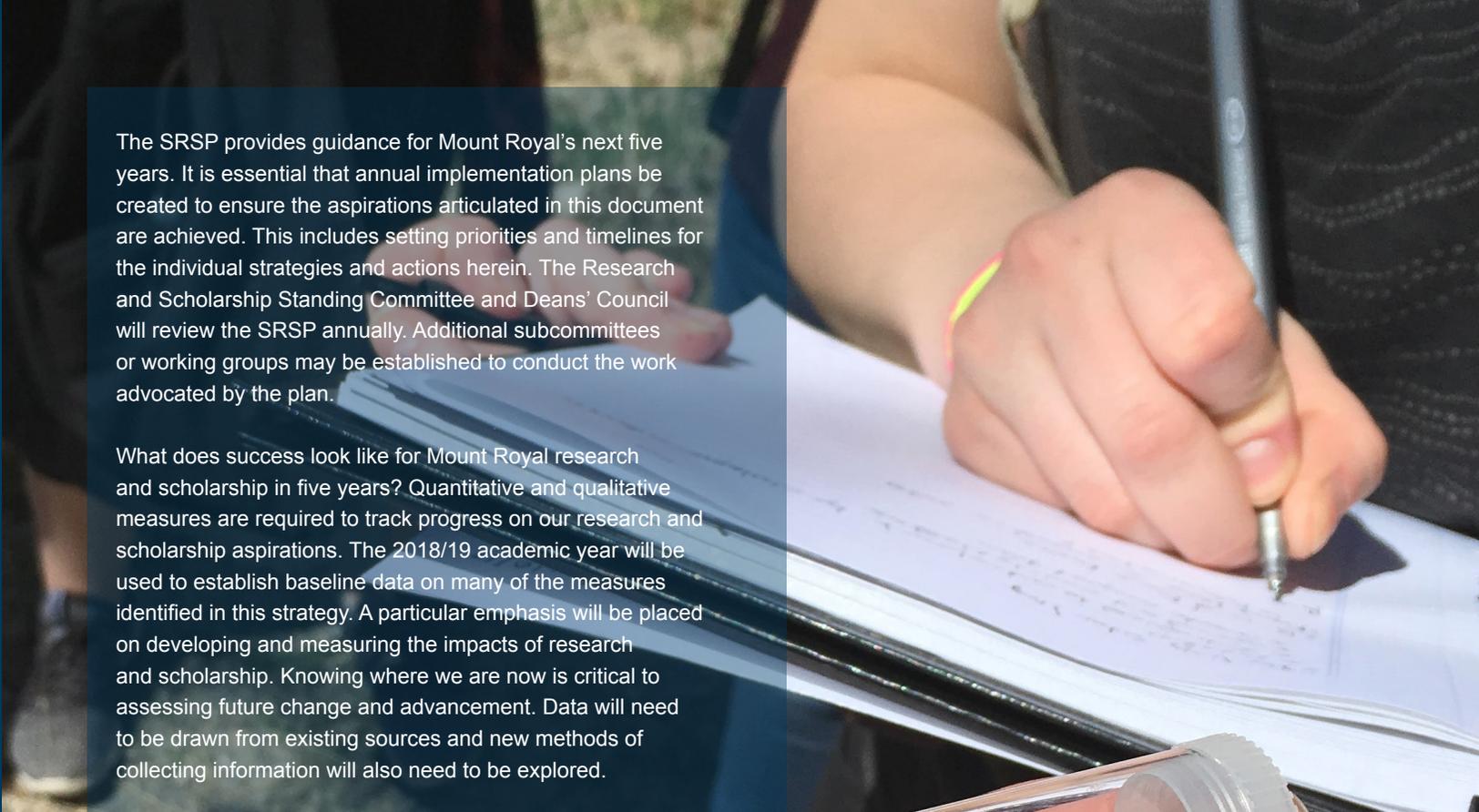
Actions and measures

The Trico Changemaker Studio will emerge as a recognized hub for working with a variety of communities on campus.

Continue to work with Indigenous communities to foster reciprocal research partnerships in alignment with the Indigenous Strategic Plan.

Realize a 25% increase in new formal and informal partnerships with community organizations and the private and not-for-profit sectors dedicated to enhancing teaching, learning and research at Mount Royal (from ISP) as benchmarked from 2018 – 19.

Our partnerships with community organizations and the private and not-for-profit sectors are broadly viewed as models of university/community collaboration and are the subject of Scholarship of Teaching and Learning (SoTL) publications (from ISP).

IMPLEMENTATION AND TIMING

The SRSP provides guidance for Mount Royal's next five years. It is essential that annual implementation plans be created to ensure the aspirations articulated in this document are achieved. This includes setting priorities and timelines for the individual strategies and actions herein. The Research and Scholarship Standing Committee and Deans' Council will review the SRSP annually. Additional subcommittees or working groups may be established to conduct the work advocated by the plan.

What does success look like for Mount Royal research and scholarship in five years? Quantitative and qualitative measures are required to track progress on our research and scholarship aspirations. The 2018/19 academic year will be used to establish baseline data on many of the measures identified in this strategy. A particular emphasis will be placed on developing and measuring the impacts of research and scholarship. Knowing where we are now is critical to assessing future change and advancement. Data will need to be drawn from existing sources and new methods of collecting information will also need to be explored.

Courtesy of Alexander McGrath