Divisional Quantitative Research Strategic Plans - Guide

The U of T Division of Research and Innovation is working closely with academic divisions to ensure that every U of T faculty researcher is resourced to be the best in their field in the nation, and among the top scholars in the world. One component in the U of T strategy to foster this culture of excellence in research is the setting of quantitative targets within the academic divisions.

U of T’s share of Tri-Agency funding drives the allocation of additional resources to universities including:

- Canada Research Chairs (CRC)
- Research Support Fund (RSF)
- Incremental Project Grant
- Canada Foundation for Innovation (CFI) and
- John R. Evans Leadership Fund (JELF)

Research funding and success in research and innovation, as well as awards and honours, will soon factor into Ontario’s performance-based funding formula for universities’ operating grants via Strategic Mandate Agreements (SMAs). Furthermore, research funding is a critical revenue source for Divisions and growth enables such things as funding for graduate students and post-doctoral fellows and the creation of additional undergraduate research experiences. Even small changes that bring success in a Division have important institutional impacts.

The Logic Model below was developed to assist with the creation of Divisional Quantitative Research Strategic Plans (DQRSP). It provides a framework for planning Divisional priorities, and setting achievable targets. The Appendices include a list of required core institutional research metrics and additional metrics that Divisions may wish to use in the setting of strategic goals.

Divisional Quantitative Research Strategic Plans will be summarized and shared with the community of practice for research officers with the launch of CORE (the Community for Research Excellence) to inform the broader strategic work of staff supporting research centrally and in the divisions. Divisions are encouraged to communicate their DQRSPs within their faculties.
Logic Models and Goal Setting

Some goals may take time to realize, and it can be valuable to develop a logic model with metrics to demonstrate progress. VPRI’s Senior Strategist, Research can connect divisions with resources to aid in development of these models and strategies to achieve the divisional goals.

Most metrics are available through the VPRI Dashboards and the Research Analytics team are available to provide further metrics, and guidance in metrics use and selection to support the planning process.

Logic Model Examples:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Example</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Long-term outcome you aim to achieve</td>
<td>Increase our share of highly visible national and international awards</td>
<td># of awards we have today</td>
</tr>
<tr>
<td>Input</td>
<td>The resource invested to achieve goal</td>
<td>Staff dedicated to the program</td>
<td># of hours spent, $ spent on any external vendor etc.</td>
</tr>
<tr>
<td>Activity</td>
<td>Activity or Intervention</td>
<td>Identify &amp; nominate candidates, support nominations etc.</td>
<td># of candidates evaluated # of nominations submitted</td>
</tr>
<tr>
<td>Output</td>
<td>Products from the program</td>
<td>Get additional awards</td>
<td># of awards received</td>
</tr>
<tr>
<td>Outcome</td>
<td>What changed because of the program</td>
<td>U of T’s reputation enhanced.</td>
<td>News stories about the award</td>
</tr>
</tbody>
</table>

Plan Priority

<table>
<thead>
<tr>
<th>Research Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
</tr>
<tr>
<td><strong>Targeted metric(s) and leadership leads</strong></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
| **Actions to support the target** | • Expand the current internal grant review process to strengthen grants prior to submission, including support for budget development  
  • Expand grant and business development officer support to identify strategic opportunities and support proposal development  
  • Expand our mentorship programs for early career researchers and support grant writing and partnership development |
Goal Setting in the DQSRP Template:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Statement, normally 1 sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metrics</td>
<td>Quantitative measures for the goal, example: Increase 10% from previous year, grow from $X to $Y this fiscal year</td>
</tr>
<tr>
<td>5-year quantitative history</td>
<td>Data to support goal and metrics (see metrics for options)</td>
</tr>
<tr>
<td>Actions to support the target</td>
<td>High-level actions to support achievement of the goal</td>
</tr>
</tbody>
</table>
DQRSP Core Divisional Metrics for Plans

These core metrics are institutional priorities for which quantitative figures are available and Divisions should include these in their DQSRPs. Recognizing that each Division is unique, and departments and units have distinct scholarly strengths and priorities, we encourage additional research metrics if Divisions wish to set other quantitative goals. VPRI recommends selecting from the metrics listed in the appendix.

- Participation Rates in Tri-Agency Grant Applications
- Total Number of Grant Applications
- Success Rates in Tri-agency Grant Competitions
- Total Funding ($) of Projects with Partnerships and Number of Grants Awarded for:
  - Industry/Private Sector
  - Not-For-Profit Sector
  - International, and
  - Tri-Agency Partnership Programs
- Industry/Private Sector Research Funding ($) and Number of Grants Awarded
- Total CRC-eligible Funding
- Total Overall Research Funding ($) and Number of Grants Awarded
- Total Number of external research and innovation awards received
- Number of external awards nominations submitted

Instructions

A template is available to assist with the creation of Divisional Quantitative Research Strategic Plans. This template, together with the information and examples in this document, provides a step-by-step process for setting targets. The template allows Divisions to select from a variety of areas of focus that align with institutional research metrics and define Divisional targets based on historical data. Additional metrics in other focus areas that Divisions wish to include in their priorities for growth can also be added. The Senior Strategist, Research can be contacted for any questions or help with the template during completion and the final plans can also be the point of contact for submitting final DQRSPs to VPRI.

Format:
Divisions should use the template provided to create their DQRSP. Please contact the Senior Strategist, Research with any questions.

The annual goal-setting period is the fiscal year (May 1 through April 30).

Key Deadlines:
- Divisions should develop their DQSRPs annually by April 1st
- Quantitative metrics can be developed and submitted via the online DQRSP template to Christine Misquitta, Senior Strategist, Research by April 15th
DQSRP Template Examples:

Example A: Goal: Increase Tri-Agency Funding

**Metric:** Increase overall Tri-Agency funding by 5.6% in fiscal year 2021/22, from $45.9M. to $47.5M.

5-year quantitative history:

<table>
<thead>
<tr>
<th>Total Tri-Agency Funding (data source: Dashboards)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$42.9M</td>
</tr>
</tbody>
</table>

**Actions to support the target:**

1. Strategic Research Officers to develop tools and coordinate Chairs and Directors to workshop unfunded grants to support *Response to Reviewers* and Resubmissions

2. Create a database of previously funded / exemplar grant applications to be shared with first time applicants and early career researchers (ECRs)

3. Encourage new faculty / ECRs to volunteer on peer-review panels or participate in programs such as the CIHR Reviewer in Training (RiT) program
Example B: Goal: Increase SSHRC participation

Metric: Increase SSHRC participation rate by 9% in 2021/22 from 69% to 75%

5-year quantitative history:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>47%</td>
<td>55%</td>
<td>64%</td>
<td>57%</td>
<td>60%</td>
<td>69%</td>
<td>75%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Actions to support the target

1. Strategic Partnership Officer in Humanities Divisions to work closely with faculty in Named Departments to support applications to appropriate SSHRC programs that include supports for graduate students

2. Provide financial support for editorial and writing support for grant applications for new and early-career faculty

3. Encourage faculty to attend Social Sciences and Humanities grant writing bootcamp and grant related workshops and information sessions offered by Jackman Humanities Institute (JHI) and the Centre for Research & Innovation Support (CRIS)
Appendix - Research and Innovations Metrics

These are metrics that are currently tracked and reported institutionally, most at institutional and divisional levels. Those in bold are considered key metrics for the institution or reflect institutional strategic priorities. Core Divisional Metrics are underlined.

If you wish to include metrics that are not part of the list below, please contact Aurora Mendelsohn for advice on available data sources and/or strategies to locate the appropriate quantitative measures.

For information on how to obtain these metrics and on how to use them, contact Research Analytics.

1. Funding:

Available from VPRI Dashboards:

- Participation Rates in Tri-Agency Grant Applications
- Total Number of Grant Applications
- Success Rates in Tri-agency Grant Competitions
- US Government Funding
- NIH Funding
- Total Funding ($) of Projects with Partnerships and Number of Grants Awarded for:
  - Industry/Private Sector
  - Not-For-Profit Sector
  - International, and/or
  - Tri-Agency Partnership Programs
- Industry/Private Sector Research Funding ($) and Number of Grants Awarded
- Total Overall Research Funding ($) and Number of Grants Awarded
- Total CRC-eligible Funding
- Success Rates in Grant Competitions (overall, private sector, for specific programs or sponsors)
- Number of Projects with Hospital partners

Request from Research Analytics:

- CRC Chairs/ CRC $100K Units
- CRC Chairs- EDI targets
- Average Grant Size in NSERC Discovery, CIHR Project Grants or SSHRC Insight.
- Canada Council of the Arts Grants, Total funding and Number of Awards (advance notice required, coming soon to VPRI Dashboards)

2. Awards and Honours:

Request from OVPRI or Divisional Awards Coordinator:

- Total Number of external research and innovation awards received
- Number of external awards nominations submitted
3. Innovations:

Available from VPRI Dashboards:

- Number of invention disclosures
- Number of invention disclosures which include a student inventor
- Number of patents
- Number of priority patents
- Number of issued patents
- Number of licence and option agreements
- Number of start-ups
- Number of Industry partnerships
- Number of International Industry partnerships

4. Publications and Citations:

- Number of Researchers on Highly Cited Researchers List
- Number of journal publications, citations (Web of Science, InCites, Scopus -- Guide on Use)

5. Other Data:

- T-Space: Theses and dissertations.
- Public Policy