

UNIVERSITY COUNCIL

RESEARCH, SCHOLARLY and ARTISTIC WORK COMMITTEE

FOR INFORMATION ONLY

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**PRESENTED BY:** Stephen Urquhart, Chair

**DATE OF MEETING:** June 20, 2013

**SUBJECT:** **Research, Scholarly and Artistic Work Committee  
Annual Report to Council**

**COUNCIL ACTION:** For information only

**ATTACHMENTS:**

1. Research, Scholarly and Artistic Work Committee Annual Report for 2012-13
2. Annual Report of the Vice-President Research for 2012-13
3. Annual Report of the Dean of Graduate Studies and Research for 2012-13 (*the CGSR committee reports are posted at:*  
[www.usask.ca/university\\_secretary/council/CouncilMeetings/agenda.php](http://www.usask.ca/university_secretary/council/CouncilMeetings/agenda.php))

**COMMITTEE MEMBERSHIP:**

Stephen Urquhart, Chair  
Dylan Beach/Izabela Vlahu  
Daniel Beland  
Karen Chad  
Pamela Downe  
Ruvimbo Kanyemba/Jordan Sherbino  
Tony Kusalik  
Sheila Carr-Stewart/Yu Luo  
Lawrence Martz/Adam Baxter-Jones  
Tim Nowlin  
Jaswant Singh, Vice-Chair  
Graham Scoles  
Carl Still/Caroline Tait  
**Resource Personnel**  
Susan Blum  
Laura Zink

Sandra Calver, Secretary

**ANNUAL REPORT TO COUNCIL  
of the  
RESEARCH, SCHOLARLY AND ARTISTIC WORK COMMITTEE**

During 2012-13, the Research, Scholarly and Artistic Work Committee (RSAW) held 16 regular committee meetings. In addition, members served as committee representatives on other Council-related committees and on a number of advisory and selection committees. The new ability of Council committees to designate individuals to act as committee representatives on other bodies, when requested, has enabled the RSAW to review its commitments and appoint GAA members to those committees with an advisory or selection function role, thereby enabling the Committee to focus on its governance role, rather than on operational tasks.

Over the course of the year, the Committee also clarified its governance role through the revision of its terms of reference. The Committee is responsible to Council for the research dimensions of the academic agenda of the University and has an advisory relationship with the Office of the Vice-President Research. The terms of reference now clearly articulate this distinction.

The Committee built its work plan for the year on three topics: **Strategies for Research Success, Research Metrics and Undergraduate Research.**

**Strategies for Research Success:** Much of the Committee's efforts this year focused upon producing the report *Principle and Strategies for Research Success*, as submitted to Council in April. The report was written in response to the vision articulated in the renewal of the President's *Strategic Directions* that "*Tri-Council funding performance be above the national average for medical-doctoral universities in all competitions and in all academic units of the University.*" The report articulates a wide range of suggested strategies to assist the University in reaching this goal, and identifies the principles upon which these strategies are based.

**Research Metrics:** Consideration of metrics and the means for evaluation and assessment are increasingly important in the world of post-secondary education. This topic is central to the Committee's work. However, the Committee was unable to meet its goal of submitting a report to Council this year on research metrics, due to the development stage of this initiative. Initial discussions have taken place with the Vice-President Research on the scope of currently maintained metrics, including the *Achievement Record*, and the planned development of international research metrics and metrics at the unit level. The Committee has requested consideration of those principles which will guide the development of research metrics, based upon the purpose for which these metrics will be used. The Committee also met with the Director of Information Strategy and Analytics to better understand considerations of quality data and the University's Data Warehouse.

The Committee also reviewed U15 data on graduate student funding and commented on the provisions for sharing U15 data with governing bodies. At present, the U15 data sharing agreement is protective in nature, providing the administration with access to data that the administration is unable to share with governing bodies. The RSAW believes this is a fundamental flaw in the agreement, as without access, the University's governing bodies are unable to hold administration accountable. The Committee provided its views to the President on this point, expressing that it is appropriate to expand the agreement in the future.

**Undergraduate Research:** The role of graduate and undergraduate students in research has been a recurring topic for the committee, with specific reference made to the importance of student research within the Committee's report, *Principles and Strategies for Research Success*. The discussion of undergraduate research has just begun more broadly and a pilot project supported by PCIP funding is underway to reform the undergraduate curriculum in three colleges. The goal is to provide every first year student with a research experience through the integration of research within the undergraduate curriculum. Further discussion on this important initiative is planned.

**Graduate Studies:** Although not identified as a primary goal at the outset of the year, the RSAW is keenly interested in issues related to graduate studies and the question of what administrative structure for graduate students would best serve the research intentions of the University. As scheduling necessitated the deferral of this discussion with the President in person, the RSAW has written to the President to share a range of views on this question and invited the President to meet with Committee in the fall to discuss these and to provide an update on the status of the review of graduate studies and the College of Graduate Studies and Research.

A description of the other activities and initiatives that engaged the Committee follows.

The Committee reviewed the College of Medicine renewal plan, *A New Vision for the College of Medicine*. Further discussion on the new clinical research model proposed in the College's Strategic Research Plan is planned in the coming year.

The Committee reviewed and provided feedback on the options favoured for reconfiguration of the NSERC Research Tools and Instrumentation (RTI) program.

UnivRS, the new research administration system adopted by administration, will assist researchers through enhanced grant, contract and ethics administration, including the capacity for patient monitoring in clinical trials. The Committee discussed researchers' needs relative to the present outdated and inefficient system and supports the UnivRS system as it will provide a better use of the University's human and financial resources.

The RSAW reviewed the *Scholarship of Teaching and Learning (SoTL) Report* issued by the Gwenna Moss Centre for Teaching Effectiveness, and provided support for greater recognition of the scholarship of teaching and learning within the University's collegial

processes, including the development of appropriate standards for meritorious work in this area.

The Committee reviewed the draft Institutional Costs of Research policy and provided detailed comments and feedback, principally that the policy refer in principle to the fairness of a distribution model that supports sharing of indirect costs to where these indirect costs are borne, including to the departmental level; presently, the allocation of any funds at the departmental level is left to the discretion of each college.

Significantly, the Committee was engaged throughout the course of the year in revisions to the Responsible Conduct of Research Policy and associated procedures and the Human Research Ethics Policy, as reported to Council with the submission of these policies for approval. Revisions were prompted by the need to bring these policies into compliance with the new Tri-Council policy statement on *Ethical Conduct for Research Involving Humans*.

I am pleased to report on the work of the Research, Scholarly and Artistic Work Committee and extend my appreciation to all members for their thoughtful contributions.

A handwritten signature in black ink, appearing to read "Stephen Urquhart". The signature is written in a cursive, flowing style with a large initial 'S'.

Stephen Urquhart, Chair

## **Report of the Vice-President Research**

To the Research, Scholarly and Artistic Work Committee of Council

For the period 1 May 2012 to 30 April 2013

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It has been my pleasure over the last year to continue to work with colleagues, researchers and external partners in furthering the knowledge creation goals of the University of Saskatchewan. This year has been one of exciting advances for U of S research – a number of exciting new initiatives have been launched and the impact of past efforts have been realized. It has been a year that has demanded creativity in re-thinking how we can best use our resources to offer effective programs and services to support researchers.

The Office of the Vice-President Research (OVPR) continues to play an active leadership, service and facilitative role in advancing U of S research. Our activities are grounded in the challenge articulated by our new President – not only to be a member of the U-15, but to compete effectively within this exclusive group.

I am pleased to provide an overview of key accomplishments and activities of the Office of the Vice-President Research for the period 1 May 2012 to 30 April 2013.

### **STRATEGIC INITIATIVES AND PORTFOLIOS**

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#### ***U of S Leads in Research Revenue Growth***

- U of S growth in research income stood out favorably in a year that marked the poorest growth in research income growth among universities nationally since 2001, according to the 2011-2012 national rankings of Canada's Top 50 Research Universities.
- U of S research funding growth was five times the average of medical-doctoral universities, and among U-15 universities, U of S had both the second-largest funding increase and the second-largest increase in research intensity (defined as total research income per full-time faculty position).

#### ***Seizing opportunities to develop Signature Areas***

- The U of S has identified six distinctive research areas in which our research accomplishments distinguish the U of S from other universities in Canada and place us among the best in the world. (Details on the areas and the process through which they were identified are available at <http://www.usask.ca/vpresearch/workshop/areas.php>.)
- 2012-13 saw significant milestones in the development of a number of these signature areas.

#### **Canada Excellence Research Chair (CERC) in Integrated Infectious Disease Mitigation (IIDM)**

- U of S was one of eight universities in the country awarded a \$10M CERC. The proposed U of S CERC in Integrated Infectious Disease Mitigation (IIDM) will transform approaches to infectious

disease, prevention, diagnosis and control of diseases such as tuberculosis, HIV, West Nile Virus, and food-borne and water-related diseases. Under the CERC program the U of S will receive \$10M over seven years from the federal government, with a requirement that a match of \$10M (from any source) be secured. Please see: <http://www.usask.ca/research/news/read.php?id=1123>

- Phase II – recruitment of a stellar, internationally-recognized researcher – is currently underway and will be completed in 2014.
- The new CERC aligns with the U of S signature area *One Health: Solutions at the Animal-Human-Environment Interface*.

#### Private-Public Partnership Successes

##### (1) Launch of the Global Institute in Food Security (GIFS)

- In December 2012, the GIFS was formally launched as the U of S newest research centre. Focused on “developing Saskatchewan-led solutions to feed a growing world population,” the new centre is a collaborative undertaking of the U of S, PotashCorp and the Government of Saskatchewan. The Centre is receiving \$35M from PotashCorp and \$15M from the province during its initial seven years. Please see [http://announcements.usask.ca/news/archive/2012/12/province\\_of\\_sas.html](http://announcements.usask.ca/news/archive/2012/12/province_of_sas.html)
- In January 2013, Dr. Roger Beachy was appointed as the founding Executive Director and CEO. Dr. Beachy is a world-renowned researcher recognized for his groundbreaking work in food crops, production agriculture and the applications of biotechnology in agriculture, nutrition, and human health. Please see: [http://announcements.usask.ca/news/archive/2013/01/global\\_institut\\_1.html](http://announcements.usask.ca/news/archive/2013/01/global_institut_1.html)
- In February 2013, three directors were appointed to its founding board: Dallas Howe, current chair of the board of Potash Corporation of Saskatchewan Inc.; Alanna Koch, Deputy Minister of Saskatchewan Agriculture; and Peter MacKinnon, former President of the U of S. Three additional directors will be nominated and appointed to the GIFS board in 2013. Ernie Barber was appointed Interim Deputy Executive Director and Chief Operating Officer on a part-time basis.
- GIFS will advance the U of S signature area *Agriculture: Food and Bioproducts for a Sustainable Future*.

##### (2) Establishment of the International Minerals Innovation Institute (IMII)

- The OVPR played a leadership role in the development of a not-for profit *International Minerals Innovation Institute*. The IMII was formally announced May 2012. It has projected a 5-year budget of \$42.5M (<http://www.usask.ca/research/news/read.php?id=1072>). The OVPR is a founding member of the International Minerals Innovation Institute.
- The IMII is “a public-private-post secondary partnership and leader to inform, facilitate, coordinate and financially support industry-driven research and skill development that will enable the growth and global competitiveness of the Saskatchewan minerals industry.”
- The IMII strategic areas of focus are: Mining Technology; Process Technology; Environmental and Safety Management & Technology; Exploration; Social License & Policy Research; and Business and Economics of Global Commodities.
- IMII supports advancement of the U of S signature area *Energy and Mineral Resources: Technology and Public Policy for a Sustainable Environment*.

#### Emerging strategies to enhance signature areas

- Ingrid Pickering and Graham George (Geological Sciences, U of S) – are developing a proposal for a School of Synchrotron Sciences. The proposal builds on the highly successful CIHR-THRUST program and will facilitate stronger connections between U of S synchrotron researchers and the Canadian Light Source (CLS), and provide a unique, highly innovative learning experience for graduate students and post-doctoral fellows.
- Working extensively with health researchers from across the campus community, Bruce Reeder and Hugh Townsend have developed a strategic plan for furthering *One Health* research and training on campus. Currently under consideration by PCIP, the strategy identifies key areas of focus and describes key initiatives to be launched in the short and medium term.

#### ***Supporting New Faculty: Launch of the University Research Mentorship Program (RMP)***

- Launched in July 2012, the RMP is a joint initiative of the offices of the Vice-President Research and Vice-Provost (Faculty Relations).
- The program provides each new faculty member with a personalized mentorship team to assist in developing and implementing a long-term research plan, establishing a network of potential collaborators, and identifying other support programs related to research development. In addition, RMP provides twice-annual workshops around themes of common interest as well as training for mentors. This comprehensive, research-focused program is unique to the U of S.
- 16 of 28 new faculty were provided with a research mentorship team in 2012-13.
- The first-year evaluation of the program is currently underway. Initial response to an on-line survey of mentees, mentors and department heads/associate deans indicates a high level of satisfaction with the program.

#### ***Improving e-Services for Researchers: UnivRS Advances***

- UnivRS is a new electronic research administration and management system that, once implemented, will provide a one-stop shop for faculty to manage all aspects of grants, contracts, ethics, CVs, and publications. Details on the system are available at:  
<https://wiki.usask.ca/display/itsproject217/UnivRS+Home>
- UnivRS was identified as a key priority of the OVPR Strategic Plan (3<sup>rd</sup> integrated planning cycle). In 2012-13, the project moved from the conceptual to the early stages of implementation. Following extensive consultation with U of S faculty and administrators, a vendor was identified and in May 2013, the Board gave final approval for the project to proceed.
- Implementation of the system will occur in phases over the next four to five years.

### ***College / School Strategic Plan: Development and Implementation***

- One of the deliverables of IP3 is the development of individual college/school research strategies outlining each unit's areas of research focus, their complement plan for highly qualified personnel (faculty, students and PDFs), proposed development of the research environment (infrastructure and program/services) and research metrics.
- The strategies are intended to: provide a concise, focused overview of college/school research priorities; establish framework to guide college/school-level planning and decisions related to research; and identify synergies and facilitate shared or cooperative approach to initiatives, programs/services.
- The OVPR has been working with Associate Deans Research on the development of the college/school plans. Preliminary drafts were reviewed and discussed in March/April 2013. In the Fall 2013, the final college/school research strategies will be posted on-line.

### ***Effective Programs and Services for Researchers***

The OVPR provides a suite of programs and services to support U of S researchers from conception of a research idea through to communicating and celebrating results. (Please see enclosed *Ensuring Researcher Success: Services and Programs for Researchers*). In 2012-13, the office continued efforts to improve and enhance support programs for researchers. Highlights include:

- Secondment of highly respected faculty leaders to develop and implement strategies and programs to support Tri-Agency research success. In 2012-13 Tri-Agency Leaders were:
  - SSHRC: Linda McMullen, Department of Psychology
  - CIHR: Roger Pierson, Department of Obstetrics, Gynecology and Reproductive Sciences
  - NSERC: Tom Steele, Department of Physics and Engineering Physics
- Internal review programs for Tri-Agencies grants were available in 2012-13. These Tri-Agency-specific programs provide early and comprehensive, high quality feedback to researchers on their grant proposals. All three programs were managed through a single portal in Research Services – reducing confusion. An assessment of the three programs (CIHR, SSHRC, NSERC) is currently underway.
  - Results from CIHR (2010, 2011) are extremely positive – grants going through internal review had a 34% vs 0% success rate for non-reviewed grants.
  - Results from the SSHRC program also suggested a positive impact: reviewed grants vs non-reviewed grants had success rates of 37% vs 16% (2010) and 33% vs 10% (2011).
  - Full assessment of the NSERC program, which ran for the first time in this year, is underway.
- Permanent funding was secured to ensure ongoing viability of the *Matching Grant Program* which provides up to \$100K of U of S funding for success in large, collaborative grants. Committed at the time of application, funds are intended to increase the success rates for these proposals.
- 2012-13 was the final year of the 3-year pilot of the joint facilitation model. Feedback on the program has been very positive and a longer term strategy is currently in development.

- In February 2013, the OVPR introduced *Monthly Research Updates*. These reports provide the U of S community with a snapshot of: recent funding successes, innovations in programs and services, partnership developments, and new research-related initiatives.

### ***International Portfolio Advanced***

- Development of an appropriate leadership and coordinating structure to enhance U of S international activities is one of the key priorities of the OVPR's 3<sup>rd</sup> strategic plan.
- In August 2012, Harley Dickenson (Sociology, Arts & Science) joined the office as the Strategic Advisor – International. In this role, Dr. Dickenson has provided leadership for the activities of International Office including the U of S Country Strategy, and begun working with stakeholders across administrative and academic units to develop a coordinated approach to international activities.
- In spring 2013, PCIP provided one-year transitional funding to sustain critical international research operations during the 2013-14 year and to maintain momentum on priority strategic initiatives. During this one year of transition funding, a new strategic model for international activities will be developed.

### ***Strategic Projects Team: Advancing Research Priorities and Initiatives***

Originally introduced during IP2, the Strategic Projects Team is a critical arm of the Office of the Vice-President Research. The Team consists of recognized experts from both the academic and external environment who are recruited for limited terms to address emergent and strategic opportunities related to institutional research goals. The Team allows the U of S to respond nimbly to strategic opportunities. In 2012-13, SPT members included:

- Kevin Schneider (Computer Science, U of S) – is providing executive-level support to the UnivRS project. In addition, Dr. Schneider is exploring strategies for improved ICT resources/services for researchers, and facilitating development of ICT research.
- Robert Lewis (past-Director of the Monash Centre for Synchrotron Science) – is providing strategic advice related to BMIT educational, training and research activities, as well as supporting instrumentation development strategic to the BMIT beamline.
- John Valliant (Scientific Director and CEO, Centre for Probe Development and Commercialization) – is providing strategic council in the development of the Saskatchewan Centre for Innovations in Cyclotron Science (SCI-CS) including leadership, facility design, equipment procurement, project management, strategic planning for research, development and funding, and for launching the program so that it is able to meet key research, training and health-impact objectives.
- Gordon McKay (Past CEO and President, Pharmalytics Ltd.) – is taking the interim role of Science Director of the recently launched Saskatoon Centre for Patient Oriented Research, and is a key member of a working group exploring the current and future research of the mass spec facility.

- Ajay Dalai (Engineering, U of S) – is providing leadership in the development of a plan to advance the U of S signature area *Energy and Mineral Resources: Technology and Public Policy for a Sustainable Environment*.

## **Research Infrastructure Developments**

### Capital Projects

The Vice-President Research is the Executive Sponsor for a number of large-scale capital projects. The projects are at varying stages of development within the University's *Major Project Planning Process*:

- Beef Cattle Research and Teaching Unit: location for the new facility has been identified, and the project is in the design phase.
- Dairy Research Facility: the new facility is nearing completion, with occupation scheduled for August, 2013.
- Canadian Feed Research Centre: construction of the facility is proceeding, with completion projected for Fall, 2013.
- Phytotron Renewal: Phases I and II complete, Phase III in progress and projected to be completed Fall 2013.
- SCI-CS (Cyclotron): Design phase in progress, with construction scheduled to be initiated Summer 2013.

In addition, to the above list, the following institutional major projects were advanced in 2012-13:

International Vaccine Centre (InterVac)/VIDO: certification awarded

[http://announcements.usask.ca/news/archive/2013/04/vido\\_celebrates.html](http://announcements.usask.ca/news/archive/2013/04/vido_celebrates.html)

- InterVac is a containment level three facility specially designed for research into human and animal diseases, and will enable larger-scale vaccine research and development than is currently possible in Canada.
- The centre is required to meet safety and operational standards of both the Public Health Agency of Canada and the Canadian Food Inspection Agency for certification. This certification was achieved in April 2013.

Natural Resources Innovation Complex (NRIC): planning continues

- Visioning and planning is proceeding for this new major capital project.
- The current vision is to develop a major new building to create a hub for an interdisciplinary approach to teaching, research and innovation in U of S signature areas related to natural resources. In addition the project will allow rejuvenation of existing facilities to meet the growing space needs of the College of Engineering.

## **Centres: Review**

Last year, the OVPR initiated a process to review all type B centres reporting to the Vice-President Research. This systematic review of centres was a key recommendation of the Task Force on the

Management of Centres. The OVPR plan will see a review of type B centres over a 4-year period (2011-15). To date:

- Reviews completed include: Saskatchewan Structural Sciences Centre; Division of Biomedical Engineering; Centre for the Study of Co-operatives; Community-University Institute for Social Research; Toxicology Centre; Prairie Swine Centre Inc.; and Canadian Centre for Health and Safety in Agriculture.
- Upcoming reviews include: 2013/14 – Indigenous Land Management Institute, VIDO-InterVac; 2014/15 – Centre for Forensic Behavioural Sciences & Justice Studies, International Centre for Northern Governance and Development.

### ***Undergraduate Research Initiative***

- The offices of the Vice-President Research and the Vice-Provost are collaborating on the launch of the U of S undergraduate research initiative. In IP2, the U of S committed to ensuring that the majority of undergraduate students have opportunities to experience research and discovery.
- A series of focus group discussions with faculty and students were held in winter 2013. These discussions have confirmed a multi-faceted UGR strategy including: curricular innovations, one-to-one research-mentored opportunities, and increased internships/coop opportunities.
- Three colleges have agreed to piloting approaches to introducing undergraduate experiences into the curriculum.

### ***Research Partnership Communications Initiatives***

- In a first-in-Canada initiative, the NSERC Regional Office has agreed to fund two U of S videos featuring researchers who have built successful private-public partnerships involving NSERC partnership grants (such as Engage). The first video can be viewed at: [http://www.youtube.com/watch?v=rnvNGUq\\_qTw](http://www.youtube.com/watch?v=rnvNGUq_qTw)
- U of S CERC Howard Wheater participated in the CFI's American Association for the Advancement of Science media breakfast event in Boston and at NSERC's Bacon and Eggheads event for Parliamentarians.
- The OVPR lent support to the Social Sciences Research Laboratory partnership with CBC and PostMedia around the findings of their *Taking the Pulse* project and official launch.
- The OVPR hosted the CIHR's Institute for Nutrition, Metabolism and Diabetes for their three-day meeting in May 2013.
- Members of the OVPR participated in both the Pacific Northwest Regional Economic Region summit in Saskatoon (July 2012) and the Conference Board of Canada's Saskatchewan Forum (May 2013).

### ***Awards Office***

The Awards Facilitation Office works to facilitate recognition of our outstanding faculty. The awards facilitator provides direct support for the nomination of exceptional faculty for major awards and prizes that recognize scholarship, teaching and outreach contributions nationally and internationally.

- 25 new nominations and 7 updates to previous nominations for local, national, and international awards were submitted in collaboration with the Awards Facilitator. Examples include nominations for the Killam Fellowship and Killam Prize, the Royal Society of Canada, the Canadian Academy of Health Sciences, the Canadian Academy of Engineering, the Trudeau Fellowship, the Molson Prize, and the NSERC Synergy Award.
- Successful nominations have included:
  - A Lifetime Achievement Award from the Scientific Committee on Problem of the Environment
  - The Chemical Society of Canada's John C. Polanyi Award
  - A Saskatchewan Order of Merit appointment
  - A Fellow elected to the Canadian Academy of Health Sciences
  - An Educational Outreach Award from the Canadian Nuclear Society
- The Awards Facilitator continued meeting with department heads, Associate Deans of Research, and individual faculty to build relationships, promote award opportunities and potential candidates, and build a culture of value and recognition at the U of S.
- The Faculty Recognition Advisory Committee, chaired by the Vice-President Research, has continued its work to evaluate and select candidates for major national and international awards and to strategize around improving the U of S awards profile and the culture of faculty value and recognition on campus. Established in 2011, the committee has made recommendations on nominees for the Royal Society of Canada, the Canadian Academy of Health Sciences, the Canadian Academy of Engineering, the Killam Prize, the Killam Research Fellowship, the NSERC Synergy Award, the Molson Prize, the Trudeau Foundation Fellowship, the Sloan Fellowship, and the Guggenheim Fellowship. For more information see: <http://www.usask.ca/researchawards/faculty-recognition-advisory-committee.php>.
- Listserv announcements continue to be circulated through Research Services to highlight upcoming award opportunities.

### ***Industry Liaison Office***

Industry Liaison Office facilitates the commercialization of research and knowledge developed by the University's researchers, faculty, staff and graduate students. The Office focuses on fostering and developing collaborative work environments among researchers, industry partners and funding agencies.

#### Development of collaborative commercialization and research relationships:

- Established over 500 contacts with industry.
- Successfully supported research proposals totaling \$1M in Tri-Agency and industry funding.
- Provided program management of the major Province of Saskatchewan, Hitachi-Japan, U of S research program (involving seven discrete projects).

#### ILO metrics and successes:

- Met target of growing active licenses/options to license by, at least, 20%/year
  - Completed 9; Target 9
  - 6 licenses in late stages of development
- ILO-managed license and royalty revenue
  - \$9.9M (an increase from \$7.2M in 2011/2012)
  - 2<sup>nd</sup> in Canada with licensing revenue (AUTM preliminary 2013 Licensing Survey)
- Start-ups (companies started based on U of S-owned technologies)
  - 20 opportunities are under review
- Spin-offs (companies based on technologies but developed by U of S stakeholders)
  - 15 under assessment or receiving ongoing business support

#### 2013 External Review of the ILO:

- In Spring 2013 the ILO underwent an external review. The report issued by the team of 5 external reviewers was glowing in its assessment of the office's personnel, programs and services, and philosophy. The ILO was acknowledged as one of "the best technology transfer offices in North America." The ILO is:
  - Successfully providing traditional technology transfer activities (patenting, licensing and spin-off companies);
  - Demonstrating leadership and innovation in creating partnerships with local innovation eco-players and other post secondary institutions; undertaking industry engagement; and providing intellectual property (IP) and commercialization education.
- In 2013-14 the ILO will focus on recommendations to:
  - Review its start-up and legal processes;
  - Ensure a sustainable model to support both traditional technology transfer and industry engagement activities; and
  - Work with related U of S units to develop strategies to grow the U of S industry research portfolio, with a particular focus on achieving U-15 comparable activity.

#### Industry Engagement Highlights:

- ILO jointly held 'Targeted Researcher/Company Connect' events with the University of Regina and SIAST. These events have been referred to "as the most successful NSERC Engage applications" by Irene Mikawoz, NSERC Prairie Manager;
- Sponsored events highlighting the university's research capabilities for Boeing and Lockheed Martin;

- Held the 2013 “Technology Venture Challenge,” a business development competition for the university community – 30 applications; top three finalists are now in business;
- Jointly sponsored the “Award of Innovation” with Innovation Place to recognize researchers whose knowledge and technologies have been successfully commercialized;
- Took the lead role in creating the Saskatchewan Commercialization Partnership with the U of R and SIIT to better coordinate and realize collaborative commercialization opportunities;
- Created with Golden Opportunities the framework of the “EduVenture” fund for investment in early stage technologies developed in Saskatchewan post-secondary institutions;
- Established a formal relationship with the Centre for Drug Research and Development (CDRD) to expand opportunities for U of S drug research;
- Worked with Saskatoon Regional Health Authority to develop its intellectual property policies;
- The joint Hawassa University - ILO project on knowledge mobilization was recognized as an outstanding example of social entrepreneurship by the President of AUTM.

### ***International Office***

The International Office provides leadership, coordination, and support services to advance the internationalization of the core research, teaching and learning, and service missions of the university.

#### Country Strategy Implementation

- In 2011-12 following extensive consultation with U of S faculty, a short list of countries on which the U of S would focus its internationalization efforts was identified: India, China, U.S.A. and other. In 2012-13, China and India were the primary focus of international efforts. The International Office (IO) provided leadership, logistical and operational support for initiatives related to the country strategy.
- China Initiatives:
  - The grand opening of the joint U of S-Beijing Institute of Technology (BIT) Confucius Institute (CI) in June 2012;
  - Participation of the Vice-President Research in the Premier’s Mission to China: this included the signing of an LOI with BIT to establish a Flagship Partnership;
  - Support for three delegations from BIT visiting the U of S;
  - Support for a visiting delegation from four university-affiliated hospitals in Shaanxi Province, China to the College of Medicine. A collaboration agreement was signed with the Saskatoon Health Region and an implementation plan was discussed.
- India Initiatives:
  - Presentation at the Canada-India Education Council’s (CIEC) annual conference in Mississauga in November 2012;
  - A university delegation including the Strategic Advisor - International, Associate VP Research, Head of Department, Mathematics & Statistics, and the Special Advisor on Energy & Natural Resources attended the Vibrant Gujarat Conference in Gujarat State in January 2013 and signed a number of LOIs with potential partner institutions.

- Other International Initiatives:
  - Participation (with College of Agriculture and Bio-resources [AgBio]) in a Canadian Bureau of International Education (CBIE) mission to Ukraine. One collaboration with AgBio was established, and a second involving the Industry Liaison Office is being pursued;
  - Mission to Germany sponsored by the DFG (the principal research funding council in Germany). Follow-up discussions are on-going.

Facilitating coordination of U of S international activities:

- Initiated and/or collaborated in cross-unit initiatives to develop standard operating procedures in order to improve the management and tracking of:
  - In-coming and out-going international delegations and visitors;
  - International agreement development, drafting and corresponding due diligence processes; and
  - Information requests and briefing notes that describe international activities for a variety of stakeholders.
- Launch of a cross-unit initiative to develop an up-to-date and comprehensive data-base of international agreements, which are housed in the IO.

***Office of Associate Vice-President Research – Health, U of S / Vice-President Research & Innovation, Saskatoon Health Region (SHR)***

This office’s mission is to *catalyze health research and innovation opportunities* across the U of S and SHR and other partners. Highlights for the past year include:

Saskatoon Centre for Patient-Oriented Research (SCPOR)

- SCPOR is an initiative of the University of Saskatchewan, Saskatoon Health Region, and the Saskatchewan Cancer Agency to support the development, conduct, application, and evaluation of Saskatchewan patient-oriented research both at home and abroad. The unit is in its second year of a three-year pilot phase.
- Unit activities have focused on increasing the number of clinical trials within the Saskatoon Health Region of our clinical faculty and escalating the enrollment of patients into new trials. Over its first two years, SCPOR has:
  - Assisted 58 clinical researchers in more than 200 studies;
  - Negotiated more than 100 clinical trial contracts on behalf of researchers and the U of S; and
  - Assisted 48 researchers in receiving certification in “good clinical practice” research methods.
- SCPOR hosted a Western Canadian Clinical Trials Network (WCCTN) meeting (April 2013) to form a network or alliance to facilitate more trials for patients in western Canada and to facilitate the adoption of best practices.

### CIHR Strategy for Patient-Oriented Research (SPOR) and SUPPORT Units

- The AVPR-Health office, along with members of the Saskatchewan Health Research Foundation (SHRF), U of S, Saskatoon Health Region (SHR), Regina Qu'appelle Health Region (RQHR), University of Regina, Ministry of Health, and Saskatchewan Institute of Applied Science & Technology (SIASST) are all part of the provincial CIHR-SPOR writing team to fund a SUPPORT unit (Support for People and Patient-Oriented Research and Trials) within the province.
- SUPPORT units will receive up to \$5M over five to seven years (matching by the province required) and are to be designed to sustain themselves after CIHR funding has ended.
- The long-term goal of SUPPORT units is to build infrastructure to support clinical and translational research that will improve patient care, health outcomes, and system efficiency.
- The writing team is finalizing its initial draft for submission to the provincial ministry; it will be submitted to CIHR in June of 2013. CIHR will work with the writing team for necessary revisions to the first draft with hopes of proposal approval by Fall 2013. Following approval, the first of five years of funding would start April 2014.

### **Research Ethics**

The Research Ethics Office (REO) continues to play a leadership role in ethics and education in the responsible conduct of research. The office's work on ethics harmonization and international graduate student training are being recognized with invitations for national conference presentations and committee membership. The Director received the Canadian Association of Research Ethics Boards President's Award in May 2012 for her work on ethics harmonization.

#### Research ethics education advances:

- The Research Ethics Office in partnership with the International Students Centre and the CGSR increased its offerings from four to six face-to-face academic integrity workshops for international students, with approximately 40% of incoming international students attending. In the coming academic year, face-to-face sessions are planned for both international and non-international students.
- The research ethics education program includes college and departmental presentations, online courses, ethics drop-ins, one-on-one consultations, as well as small group and one-on-one animal handling training. The Research Ethics Office through GSR 960, 961 and 962 provided research ethics and integrity training to over 1300 graduate students this year.
- Ethics Education Committee (EEC) was chaired by Dr. Jennifer Nicol.
- The Research Ethics Newsletter was launched in January 2013.

#### Progress towards harmonizing research ethics reviews across the Western provinces:

- Legal agreements were signed in 2012-13 to harmonize research ethics review among the U of S, University of Regina, and Regina Qu'Appelle Health Region, as well as among the U of S, University of Alberta and UBC in Western Canada. These agreements will facilitate faster and more consistent ethics reviews of research projects across the jurisdictions.

- The U of S Research Ethics Boards (REBs) continue to be the Boards of Record for the Saskatoon Health Region, Saskatchewan Cancer Agency, Sunrise Health Region, and Five Hills Health Region.

Research Ethics Boards (REBs) - The decision-making of the University's Research Ethics Boards is supported by over 80 faculty, staff and community members.

- University Committee on Human Research Ethics (UCEHR) is chaired by Dr. Valerie Thompson.
- Animal Research Ethics Board is chaired by Dr. Michael Corcoran and Dr. Brenda Allan is the Vice Chair.
- Biomedical Research Ethics Board is chaired by Dr. Gordon McKay with Dr. Ildiko Badea is Vice Chair.
- University Committee on Animal Care and Supply (UCACS) is chaired by Dr. Jim Thornhill.
- Behavioural Research Ethics Board is chaired by Dr. Beth Bilson and Dr. Jamie Campbell is the Vice Chair.

Changes related to the care and management of animals:

- The Animal Resources Centre officially closed April 2012 and the animal order desk was relocated to the new Academic Health Sciences Building in the Health Sciences Supply Centre (HSSC).
- In July 2012, the new position of Animal Welfare Veterinarian was filled by Dr. Melanie Van der Loop. The animal welfare veterinarian coordinates veterinary services for all animals used in research, teaching, testing, and production at the University of Saskatchewan.
- The Research Ethics Office prepared documentation for the Canadian Council of Animal Care Assessment visit conducted May 2013. The Certificate of Good Animal Practice awarded by the CCAC is a requirement for Tri-Agency funding of animal research.

### ***Research Services***

Research Services' mandate includes responsibility for grant/contract management, institutional programs, and international research. The unit has continued its efforts to provide excellent services to researchers on campus and to play a leadership role in implementing best-research administration practices.

Improving Services through Lean projects with Westmark Consulting

- Research Services worked with the provincially funded Lean consultants from Westmark Consulting to lead two continuous improvement projects. Lean initiatives are aimed at providing:
  - a more nimble approach to contract review and approval; and
  - faster grant proposal review and funding authorization.
- These projects also include participants from Purchasing, Corporate Administration, Financial Reporting and the Industry Liaison Office.
- There were over 100 recommendations from both projects; currently the team is focusing on addressing the recommendations identified.

#### Research data metrics and management

- Expanded content and enhanced availability of research metric information collaboratively with ICT Data Services. Metrics are available at <http://www.usask.ca/isa/statistics/research/>
- Assisted (content and testing provided) in the development of web portal for research and other U of S metric information. Portal is scheduled to be launched by Fall 2013.

#### Compliance with Tri-Agency Requirements

- In 2012 audits by both the Province and by the Tri-Agency identified deficits in U of S financial controls of research funding. In response the U of S developed a new control framework to address areas of concern.
- Significant progress has been made in 2012-13 in implementing the new framework including:
  - Establishment of a Steering Committee and work plan;
  - Launch of new strategy for communicating and providing effective training for departments and college personnel;
  - Reviewing and improving university-wide internal audit process as well as enhancing processes with Research Services (CFI, contract and grant workflow);
  - Initiated workplan development for implementing changes to address outstanding issue of second approval on all Tri-Agency grant expenses.

#### TABBS

- Provide research administrative expertise as a member of the TABBS Operations Team.
- Contributed to development of Scenario Analysis Tool (SAT) which assists revenue centres in assessing their revenues and costs.

#### Grants and Contracts

- Grant funding activity from May to April (grant counts): 2010/11 (1650); 2011/12 (1524); 2012/13 (1524 to date).
- Contract activity from May to April (contract counts): 2010/11 (501); 2011/12 (484); 2012/13 (540 to date).

#### Institutional Programs

##### Canada Foundation for Innovation (CFI)

- Funding awarded for 11 regular LOF projects (CFI \$1.401M; Total Project \$3.504M), 1 LOF-CRC project (CFI \$0.106M; Total Project \$0.265M), 1 LOF-CERC (CFI \$0.800M; Total Project \$2M), 3 LEF projects (CFI \$3.783M; Total Project \$9.458M).
- Funding awarded under the CFI Major Science Initiatives (MSI) program to the Canadian Light Source totaling \$66.9M (2013-2017) and to Compute Canada totaling \$56.1M, with the U of S Westgrid portion of the Compute Canada estimated at \$1M.

### Canada Research Chairs

- The U of S current Canada Research Chair allocation is 32. The 2012 chair recalculation process resulted in a loss of the following five chair at the U of S: 3 NSERC chairs – 2 Tier 1 and 1 Tier 2; and 2 CIHR chairs – 1 Tier 1 and 1 Tier 2.
- Two new CRCs were awarded in October 2012 – 1 SSHRC Tier 1 and 1 CIHR Tier 2.

### Federal Indirect Cost Program

- 2012-13 FICP allocation was \$8.75M, a decrease of 4.26% as compared to the 2011-12 FICP allocation of \$9.14M.
- Funding was used for operating budget support (facility, management and administration, regulatory requirements, resources) and research support (strategic research fund, internal assistant fund, College/Schools priority fund, intellectual property, management and administration, research environment enhancement).

### International Research

- Successfully supported 8 applications to Canadian International Development Agency's Partners for Development, International Development Research Centre's Ecohealth and Partnerships, Grand Challenges Canada's Stars in Global Health, and Norwegian Centre for International Cooperation in Education.
- Total value of awards: \$5.76M; U of S award value: \$3.74M; remaining \$2.02M went to collaborating institutions.



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10 June 2013

Dr Stephen Urquhart, Chair  
Research, Scholarly and Artistic Work Committee  
University of Saskatchewan

Dear Dr Urquhart and Committee Members,

Re: Annual Report of the College of Graduate Studies and Research – 2011/2012

During the 2012/2013 academic year the four standing committees of the College of Graduate Studies and Research (CGSR) met on a regular basis to monitor, direct and facilitate College business. Copies of their respective reports are attached.

An acting Dean was appointed to the College for the period January 1<sup>st</sup> 2013 to June 30<sup>th</sup> 2014. Thus the remainder of this report will concentrate on CGSR activities between Jan 1<sup>st</sup> 2013 and May 31<sup>st</sup> 2013. Since the Acting Dean appointment CGSR has appointed the following individuals into existing positions: Ms Jennifer Drennan (Director of Programs and Operations), Ms Susan Prpich (Program Advisor), and Corinne Anderson (Awards Officer). CGSR has also recruited Ms Eleonore Danial-Vaugeosis on a 6 month term position as an International Credentials Evaluation Officer.

As of Census Day, February 7, 2013 there were 2900 graduate students enrolled in degree programs, up 3.5% over last year's Winter Term Census day.

One of the major focuses has been to advocate the Colleges role as a facilitator rather than an enforcer of policies. To this end our Policies and Procedures manual has received a face lift and work is on-going to ensure that the Policies and Procedures as written, reflect current practices. It is recognised that this is a fluid document that will change with the changing requirements of graduate programs. For example, procedures related to visiting scholars and visiting graduate students are currently under review.

Related to an on-going IPA Student Aid Project, CGSR in collaboration with the Vice-President Financial Services received a one-time funding payment from PCIP, for two years, effective September 1, 2013 to support Graduate Students Scholarship increases; funding was provided to increase the Dean's Scholarship Fund (an increase to \$22,000 for PhD scholarships), Non-Devolved Scholarship Funds (an increase to \$20,000 for PhD scholarships and to \$16,000 for Master's Scholarships) and the

Teacher-Scholar Doctoral Fellowships (rate increase to \$20,000). An increase in Devolved Funding is also being considered under this initiative. These are interim measures. Further adjustments may be considered when the results of the Student Aid Project become available.

The 2013 Dean Scholarships competition awarded 9 Masters (5 international) and 33 PhD (21 international) scholarships for a total of \$1,462,000. The College Awards Committee is currently reviewing terms and conditions of this award. Saskatchewan Innovation and Opportunity Scholarships were awarded for the second year running to both incoming and current students. Funds for this scholarship were again provided for 2014/15 and the awarding of these scholarships is also under review.

CGSR staff and CGSR faculty played a major role in the Student Enrolment Management project. A report is currently being developed by the consultants. Two issues that did arise related to a timely admission process and a consistent grade conversion procedure. Both these issues are being addressed through the hiring of an International Credentials Evaluation Officer and a report will be provided by the end of July 2013. PCIP has provided funding for a full time position to assist with grade conversions on an on-going basis. The job profile and recruitment will be dependent on the recommendations within the final report.

International student recruitment remains a top priority. Delegations have visited China, Ecuador, Vietnam and Chile this year and agreement discussions are progressing. PCIP is also supporting this initiative through funding of the Ambassador Program.

The College committee's continue to evaluate new programs. One initiative that is gaining strength and that will hopefully be in place soon is the Graduate Student Professional Skills Certificate.

With the change of CGSR leadership and the workforce within the IPA office, the Graduate Program Review was put on hold for a year. With a new organisational structure now in place, the recruitment of a Graduate Program Review Officer is about to take place and Graduate Program Reviews will be re initiated in the fall of 2013.

Finally, CGSR has been moving forward with other IP3 initiatives including: (i) working with units to increase graduate numbers, particularly to increase and retain Aboriginal graduate students; (ii) securing funds to support student recruitment, Aboriginal Scholarships and post-doctoral fellows; (iii) streamlining and simplifying administrative management of all aspects of graduate programs; and (iv) reviewing InterD opportunities. We are looking forward to the upcoming year as we move forward to implement these within the context of our planning parameters.



Dr Adam Baxter-Jones, Ph.D.  
Acting Dean, College Graduate Studies and Research