**Strategic Research Plan
2019-2022**

Executive Brief

January 2020

This initial Strategic Research Plan (SRP) of the Gordon S. Lang School of Business and Economics comes at an important turning point in the School's history. As the newly named Lang School advances toward accreditation through the Association to Advance Collegiate Schools of Business (AACSB), it will be imperative to demonstrate continuous improvement on AACSB standards. Particularly relevant to the SRP is AACSB Standard 2, which requires that "The school produces high-quality intellectual contributions that are consistent with its mission, expected outcomes, and strategies and that impact the theory, practice, and teaching of business and management."[1]

This SRP is intended to set the priorities and strategic research actions for the Lang School from 2019-2020 to 2021-2022, which coincides with the strategic research planning cycle of the University of Guelph. The SRP will be re-evaluated in 2021-2022 to adjust course as needed. Rather than specifying priority themes or areas of focus in business and economics research, this SRP aligns with the research themes and signature areas presented in the University SRP.

Strategic Research Priorities

The Lang SRP is centred around 7 strategic research priorities, which amalgamate priorities set out in the Lang AACSB Initial Self Evaluation Report (2017), the Lang 5-year strategic plan (2018), the University of Guelph SRP (2017) and the research-related performance criteria embedded in the Province of Ontario's Strategic Mandate Agreements for universities (2019). As shown in the Summary Table below, the priorities align with the research metrics set out in the Lang *Research with Impact Framework* (2018) and are the basis for Lang's research support programs and awards. The 7 priorities are as follows:

1. **Research Funding –** the number and value of competitive external research grants, particularly tri-agency grant funding.
2. **Scholarly Impact** –the creation and dissemination of research knowledge that is used by various audiences, including other academics, industry practitioners and decision makers, government policymakers and students as indicated primarily by scholarly citation metrics.
3. **Research Quality** – the rigour and relevance of faculty's scholarly output, indicated by the quality of peer-reviewed journals in which it is published and external recognition it has received in the form of research awards.
4. **Industry Partnership** – engaging and partnering with industry stakeholders in the creation and dissemination of knowledge.
5. **Contribution to Training Highly Qualified Personnel –** the training and development of research competencies in graduate student researchers and postdoctoral research fellows.
6. **Knowledge Mobilization** –the reciprocal flow of research knowledge between researchers, knowledge brokers and knowledge users—both within and beyond academia.
7. **Engagement and Societal Impact** – the engagement of external stakeholders, including non-profit and private-sector organizations, business, government, and community groups, in the creation and dissemination of research knowledge that makes a positive impact on the betterment of society. Societal impact can be at a local, regional, national, or international level.

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[1] https://www.aacsb.edu/-/media/aacsb/docs/accreditation/business/standards-and-tables/2018-business-standards.ashx

Continuous Improvement Goals

The Lang SRP documents performance on each of the 7 research priorities over the past 5 years and establishes the following continuous improvement goals for 2019-2020 to 2021-2022:

- Increases in:
  - the number of scholarly contributions per year, particularly in peer-reviewed journals.
  - the number of citations to Lang scholars' published work.
  - the number and proportion of articles published in high-quality journals.
  - the number of tri-agency grant applications.
  - the value and duration of tri-agency grant applications.
  - the number of research awards earned by Lang faculty.
  - HQP allocations in grant applications
  - the proportion of tri-agency grant applications that are funded.
  - partnership with industry and societal stakeholders.
  - media outreach.
- Expansion of outreach via research centres and institutes.
- Improved alignment of graduate recruitment with faculty research programs.
- Recruitment and development of researcher-centred teams.
- Strategic development of new and established research centres and institutes and research chairs.

Guiding Principles in Defining Research with Impact

For the purpose of continuous improvement, our measurement of research with impact is guided by the following principles, which are embedded in our approach to AACSB Standard 2 (Intellectual Contributions, Impact and Alignment with Mission):

- Plurality of Impact Metrics
- Importance of Scholarly Impact Metrics
- Flexibility of Metrics
- Continuous Improvement at the School Level

Strategic Action Plan

To accomplish these goals, the following actions from the 2018 Lang 5-year Strategic Plan will be implemented:

Promoting Research Excellence
• Identify core areas of existing and emerging research strength; from theoretical to applied, both within departments and college-wide
• Collect data on metrics related to research with impact

Research Funding
• Provide supports to increase and maintain the number, value and duration of tri-agency grants
• Provide supports to increase internal funding including OMAFRA and U of G partnerships

Developing Research Capacity
• Support Lang research chairs
• Develop capacity for Canada Research Chairs in Lang
• Work with academic units to support the recruitment of faculty with exceptional research capabilities
• Leverage leading scholars with research-focused DOEs
• Develop a mentorship program that connects emerging and established researchers

Supporting Researchers' Efforts

- Work with Research Ethics Board to improve effectiveness and support primary research in Lang
- Improve access to and use of Lang School research facilities and explore the need and feasibility of new facilities and resources
- Enhanced and strategic support and feedback for researchers preparing grant applications

Recognizing Research Excellence

- Develop a Research Awards scheme that is aligned with the Lang SRP and research metrics
- Support nominations of exceptional Lang faculty for prestigious research awards
- Develop a mechanism to share and celebrate research in Lang
- Explore events that bring faculty together around themes and key areas of strength

Research Administration

- Continuous research data collection and analysis to facilitate evidence-informed decision making in the strategic management of research resources
- Creation of developmental research plans for emerging researchers
- Establishment of standard graduate student and postdoctoral stipends for use in grant application budgets
- Program evaluation to determine the return on investment in Lang research support programs and adjust accordingly
- Responsible and transparent stewardship of Lang research funds

Knowledge Mobilization

- Promote faculty research on Lang website, faculty profile sites and through other communication avenues
- Encourage greater faculty use of translational media such as Conversation.ca, LinkedIn, research sites and blogs
- Develop a promotional strategy for disseminating high-impact research
- Coordinate research communications through research centres and institutes (IISBL Marketing Analytics Centre, University RCIs)
- Development of open access and data management plans.

Contribution to Training HQP

- Support the growth of research-focused graduate programs
- Support the development of postdoctoral researchers
- Strategic recruitment of high calibre graduate students to support faculty research programs (i.e., a lab model)

Industry Partnership

- Provide supports to increase and maintain the number and value of industry-focused and other research funding grants (e.g., SSHRC Connection and Partnership Engage Grants, Mitacs, Ontario Centres for Excellence, government and NGO grants, foreign government grants)
- Support Lang research centres/institutes in key areas of strength, charged with forming industry partnerships for knowledge creation and mobilization

Engagement and Societal Impact

- Encourage researcher engagement of external stakeholders in the research process to boost socially responsible research
- Support Lang research centres/institutes in key areas of strength, charged with engaging with societal stakeholders for knowledge creation and mobilization

The summary table below shows the integration of the 7 strategic research priorities outlined above with the metrics used to assess Lang's continuous improvement on each, as well as potential research support programs that may be introduced to facilitate continuous improvement on these priorities and awards that may be established to recognize and celebrate achievement relative to the priorities. Details regarding support and awards programs will be elaborated in separate documents.

Summary Table: Alignment of Priorities, Metrics, Potential Supports and Awards

Lang Research Priorities	Metrics	Potential Supports	Potential Awards	
Research Funding	Number and value of tri-agency grants; Major external research awards	SSHRC Intuitional Grant (SIG Explore) top-up funding; Research intensive DOEs; Grant writing support; Repository of successful grant applications; GRA /URA funding to support research; Grant budget templates; Facilitated peer review of grant applications; Individual consultation on draft grant applications	Research Funding Award	Lang Research Medal
Scholarly Impact	Publication Counts; Citation Counts; H-index	Writing retreats and working groups; Research incubator workshops; Workshops on successful publication, maximizing impact, promoting work; Research communication support	Scholarly Impact Award	
Research Quality	Journal quality rankings; Journal impact metrics; Research awards	SSHRC Intuitional Grant (SIG Explore) top-up funding; Research intensive DOEs; Grant writing support; Repository of successful grant applications; GRA /URA funding to support research; Grant budget templates; Facilitated peer review of grant applications; Individual consultation on draft grant applications	Research Quality Award	
Industry Partnership	Grants, Partnerships and Contracts; Student internship supervision; Industry collaboration	Development of partnership grant applications (PEG, PDG, PG, OCE); Negotiation of industry grants, partnerships, contracts at U of G; Student internships (Mitacs); Industry collaboration on research projects, report	Industry Partnership Award	

Lang Research Priorities	Metrics	Potential Supports	Potential Awards	
Contributions to Training HQP	Graduate and postdoctoral supervision; Faculty-student co-authorship; Development and delivery of HQP training	Lang GRA program; Summer URA program; Lang Doctoral Scholarships; PhD student travel grants; Identification of faculty research opportunities for recruitment of PhD students and postdoctoral researchers; Graduate student recruitment strategy to increase the availability of high-quality students; Facilitation of HQP budgets in grant applications; Continuous improvement of the graduate admissions process; Wider involvement of faculty in recruitment and selection of graduate students; Expansion of graduate program options to attract students with more varied research interests; Graduate student development (workshops, grant writing training, presentation skills)	Contribution to Training HQP Award	
Knowledge Mobilization	Conference presentations, Keynote addresses; Media mobilization; Authorship of translational pieces; Social media presence	SSHRC Institutional Grant (SIG) Exchange top-ups; Development of Lang Knowledge Mobilization and Research Communication plan; Annual Lang research report; Liaison with U of G Communications Office to promote researchers and research projects; Media training and support; Support for translation writing; Social media promotion of Lang researchers and research projects	Knowledge Mobilization Award	
Engagement and Societal Impact	Engagement with societal stakeholders in research planning, execution and communication; Narrative evidence of societal impact of research; Community research-focused events	On-campus community engagement events; Communication support to translate societal impact of research; Lang engagement in societal impact initiatives such as PRME, Corporate Knights	Engagement and Societal Impact Award	