

STRATEGIC RESEARCH PLAN

2020-2023

University of
Lethbridge



We will be Canada's destination for all who seek a comprehensive, liberal education-based university that promotes a diverse and inclusive environment and inspires research-informed teaching and learning, creative discovery, scholarship, professional endeavour, experiential opportunities, and community engagement.

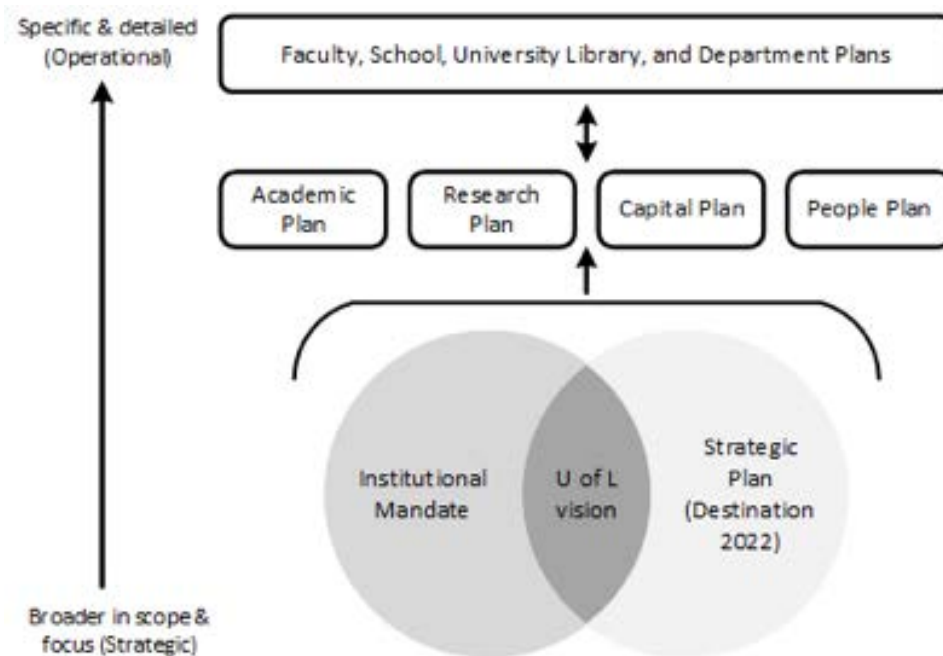
Destination 2022 | Vision and Strategy

Introduction

Founded in 1967 on traditional Blackfoot territory, the University of Lethbridge celebrates over fifty years of developing individuals who are creative and innovative learners and leaders, well-prepared to contribute significantly to their local, national and global communities. In accordance with the University of Lethbridge's mandate, we encourage a vibrant intellectual climate that supports inquiry at all levels and permeates all instructional programs.

The Strategic Research Plan is one element within the broader integrated planning network at the University of Lethbridge. It is guided by, and serves to articulate, the strategic directions outlined in the University of Lethbridge's Strategic Plan – Destination 2022: Vision and Strategy. When combined with the strategic priorities outlined in the Academic Plan, the integrated and mutually supportive nature of academic programming and research endeavours is revealed. The priorities outlined in these plans are operationalized by the plans developed by the Faculties, Schools, and Departments as depicted in Figure 1.

Figure 1. University of Lethbridge Integrated Planning Framework



Together, these documents highlight our complementary priorities of teaching, research, and community engagement as we fulfill our vision to be Alberta's Destination University.

Mandate letter may be read in its entirety at <http://www.uleth.ca/governance/mandate>

The term 'research' is best viewed as a placeholder for the diverse disciplinary pursuits that lead to knowledge and understanding: pure basic research, scholarly inquiry, applied research, adaptive research, creative activities, and knowledge exchange.



Research Goal

The University of Lethbridge has built an outstanding record of research achievement. We rank in the top 5% of universities worldwide (2019, Times Higher Education World University Rankings) and consistently place among the top 3 undergraduate universities in Canada (2019, Research Infosource). Our tradition of excellence has been achieved by the collective achievements of our researchers and fostered by our commitment to support high impact research over a wide range of disciplines.

The University of Lethbridge will continue to grow international research prominence in diverse fields of scholarly inquiry, creative pursuit, and innovation. We will provide solutions and knowledge to foster sustainable prosperity and we will offer experiential learning opportunities to mold our students and postdoctoral fellows to be the leaders of tomorrow.





Plan Development

The Strategic Research Plan “The Next 50 Years,” (2017/18 to 2019/20) informed the research direction of the University in alignment with the Academic Plan. However, there has been much change since the development of the plan including:

- The completion of the Science Commons,
- Shifts in strategic directions and priorities of provincial and federal funding agencies,
- Emphasis on cross-sector partnerships for knowledge mobilization, and
- The integration of the Office of Research and Innovation Services and the School of Graduate Studies

The revision of the plan was rooted in a consultative process to obtain an overview of the current state of research on campus and well as emerging priorities through an analysis of the metrics from the previous plan, targeted questions, and facilitated focus group meetings. See the section “WHAT WE HEARD” for a summary of the feedback.

Overall, the information collected informed us that the priorities, goals, and strategic directions of the plan supported the Strategic Plan of the University “Destination 2022” and aligned with the Academic Plan 2017/18 to 2019/20. The broad consultation process has sharpened an exciting future for the University of Lethbridge, ensuring linkage between the Research and Academic Plans. While the Plans are in alignment, they also are stand-alone plans to ensure flexibility as they respond to both external and internal dynamics. Thus, the Strategic Research Plan must respond to the Alberta Research and Innovation Framework (ARIF) and Federal government funding agencies, while the Academic Plan must respond to the Adult Learning Principles (access, affordability, quality, coordination and accountability) of the Alberta Ministry of Advanced Education.

The layout of the current Plan reflects “What We Heard”, with the headings of Foundational Supports, Our Vision, Fundamental Commitments, Our Path to Success, and Measuring our Success

Foundational Supports

Commitment to Equity, Diversity, and Inclusion

The University of Lethbridge acknowledges that as a place of research, teaching, and learning, the full and equal participation of the widest diversity of people is necessary for excellence in creating and sharing knowledge. Advancing and protecting people's human rights includes actively creating the conditions for their full participation and realization of their personal goals. The University of Lethbridge endorses Universities Canada's Principles on Equity, Diversity, and Inclusion (EDI). Additionally, in 2019 the University of Lethbridge endorsed the NSERC Dimensions Charter and signed the Dimensions Pilot Affiliation Agreement, providing us with invaluable resources, as well as access to a "community of practice" focusing on EDI in the research and academic enterprise. The University of Lethbridge is also guided by several internal policies related to EDI including the Diversity and Employment Equity Policy, Aboriginal Education Policy, Academic Accommodations for Students with Disabilities, Harassment and Discrimination Policy, and Best Practices for Hiring with a Focus on Diversity and Equity, among others.

Institutional support for research

The University of Lethbridge is a research-intensive, comprehensive institution with an enhanced focus on graduate-level programming. Thus, the University through the Office of Research and Innovation Services remains a strong advocate for University of Lethbridge research and plays a considerable role in networking with the public, private and not-for-profit sectors to preserve and expand the breadth of research on campus through the formation of partnerships, development of centres and institutes, and the establishment of research chairs.

The School of Graduate Studies is committed to ensuring the University's graduate students thrive. The integration of the two units ensures that we foster an environment that prioritizes student engagement in research and creative activities in all disciplines. Our commitment to strategic growth in the research portfolio and graduate programs is facilitated by staff in these offices who provide discipline-specific guidance and who work to maintain the breadth of opportunity across our research portfolio. These individuals serve to assist faculty in the preparation, evaluation and submission of research grant proposals and to provide support for the application and negotiation of research grants and contracts.

The University of Lethbridge allocates significant resources to aid the research and creative activities of our researchers. New hires may negotiate a start up allowance from their Faculty/School and receive mentorship through the SOURCE program (Supporting Outstanding University Research and Creative Excellence). Postdoctoral Fellows may also receive mentorship through SOURCE. Internal research grant programs provide financial support to seed initiatives and smaller scale projects, to develop partnerships, and to support research dissemination and networking at professional meetings, conferences or workshops. Where eligible, faculty members may take a study leave that

ranges between 6 months and 1 year to focus on their research. The University of Lethbridge has established programs to recognize faculty of exceptional research distinction, most notably the Board of Governors Research Chair program and the Speaker Medal for Distinguished Research, Scholarship or Performance.

Institutional support for students

The University of Lethbridge fosters an environment that prioritizes student engagement in research in all disciplines and levels of instruction, from undergraduate to graduate studies. This commitment is predicated on the firm belief that excellence in student research and training is a core function of a comprehensive university and that student-driven research fosters new ideas. We are a leader in undergraduate student training. We provide undergraduate students with high quality research experiences across disciplines through undergraduate theses, independent and applied study courses, co-operative education placements, as research assistants, and through research awards. These awards – administered by Student Scholarships and Financial Aid, the School of Graduate Studies, Faculty/School Deans, and the Office of Research and Innovation Services – take the form of entrance awards, fellowships, scholarships, bursaries, teaching assistantships, and top-ups to external awards, and provide support independent of Tri-Agency and provincial studentships. In addition to these funding opportunities, the University of Lethbridge also offers one-time awards to support undergraduate and graduate student research development as well as dissemination at national and international conferences.

The Agility program is a unique example of an experiential learning program that fosters an environment of creative discovery, nurtures entrepreneurial thinking, and provides the supports needed for students to develop and implement innovative solutions that benefit society. At the graduate level, the THRIVE Professional Skills Program provides students with opportunities to develop competencies that complement program curriculum. Through these programs, the University of Lethbridge is committed to mentoring students and trainees to help them achieve their potential. These programs highlight the University of Lethbridge's goal of developing individuals who are creative and innovative leaders, well-prepared to meet the needs of Alberta's citizens, diversify our economy, and respond to the challenges and opportunities associated with Alberta's demographic, social, economic and environmental landscapes.

Research Centres and Institutes

The University of Lethbridge promotes interdisciplinary collaboration through development and support of Centres & Institutes. These entities strengthen our identity and reputation, promote community engagement, facilitate partnerships within and outside the University and enable leveraging of funding opportunities. Moreover, our Centres & Institutes enhance undergraduate and graduate student training through mentoring interactions as well as the provision of unique educational pursuits that bolster academic experiences and scholarship of our students and faculty.

Research Facilities

Our scholars enjoy access to exceptional research tools, facilities and infrastructure that supports the breadth of scholarship that defines our institution. In addition to the research infrastructure found in many of the research labs across campus, the University prides itself in the quality and diversity of its research facilities. Our library houses approximately 1.5 million holdings and is a core facility for advancing the scholarly, research and creative endeavors of our researchers, professional librarians, and our students. The University Centre for the Arts is home to several research, teaching, and creative practice spaces for faculty, students, and community partners including the 450-seat University Theatre, a recently renovated 200-seat Recital Hall, and the configurable 150-seat black box David Spinks Theatre. The Asper Centre for New Media along with the myriad of audio editing suites, studios, and exhibition spaces enable researchers and students to further their research and creative activities. Our art collection, with over 15,000 objects from around the world, is one of the most significant collections in Canada with rotating exhibitions displayed in the Dr. Margaret (Marmie) Perkins Hess Gallery and The Helen Christou Gallery.

The Science Commons is a spacious, \$280 million state-of-the-art research and teaching facility that enables trans- and multi-disciplinary collaboration among our medical/health sciences and natural sciences researchers. Indeed, it is a “Science-on-Display building” and houses a cross-disciplinary makerspace to promote innovation in all disciplines as well as an outreach space to transfer our research spirit to the region and inspire a new generation of students. Other infrastructure includes the Markin Hall Trading Room, which is western Canada’s first commodity trading laboratory that recreates a realistic Wall Street-style trading room using an integrated multimedia system and various financial and simulation software packages. A second identical trading room is available on the Calgary Campus. The Simulation Health Centre supports student learning and ongoing clinical practice development in the Faculty of Health Sciences. It features comprehensive acute care lab spaces, high-fidelity simulation rooms, a home care room, client assessment rooms and debriefing rooms. The Research Data Centre strengthens the University’s research capacity and supports the policy research community by providing access to nationally- representative data from population and household surveys. The Aquatic Research Facility houses specialized tanks for fish and aquatic organisms wherein environmental conditions can be manipulated. Combined, these facilities offer unprecedented research and training opportunities.

Through our membership in the Campus Alberta South Partnership with Bow Valley College, Athabasca University and Olds College, our researchers and students have access to all of the facilities the one would enjoy on a traditional campus.

The **Science Commons** is a spacious, \$280 million state-of-the-art research and teaching facility that enables trans- and multi-disciplinary collaboration among our medical/health sciences and natural sciences researchers.

SCIENCE COMMONS

1 COULEE TRAIL



Research Vision

Our vision of a comprehensive university is of a strong, independent knowledge institution that seeks to understand the human and natural world and the universe beyond, with an aim to bringing knowledge and wisdom to bear on sustaining and improving our quality of life, our society, and the natural environment. The University of Lethbridge is committed to:

- Providing the knowledge and innovation base to support the province's ability to meet the needs of its citizens, diversify its economy, and respond to the challenges and opportunities associated with Alberta's demographic and environmental landscapes.
- Providing our students at all levels with the opportunity to participate in cutting-edge research and creative activity to produce highly skilled graduates who will drive innovation across sectors.
- Strengthening Indigenous research capacity by building relationships with Indigenous Peoples from Canada, North America and the world.
- Supporting and expanding the breadth of scholarship that distinguishes our vibrant research and creative community.
- Supporting core facilities, centres and institutes.
- Fostering transdisciplinary collaboration, resource sharing, and integration of knowledge.
- Being a leader in the preparation and development of our undergraduate, graduate and postdoctoral fellows who will contribute to a knowledge-driven future.

This vision, when coupled with the student-centered academic directions outlined in the Academic Plan, will establish our institutional benchmarks for our future as a comprehensive university.

Fundamental Commitments

Broadly speaking, our roadmap for being a comprehensive university is built on four fundamental commitments:

- Expand research, scholarly inquiry, and creative activity;
- Prepare the next generation for a changing world;
- Enhance community outreach and engagement; and
- Engage cross-sector industry partnerships for knowledge mobilization.

Expand research, scholarly inquiry, and creative activity

The University of Lethbridge is committed to expanding research capacity by recruiting and retaining outstanding scholars; fostering the scholarly development of our researchers; and providing our students and postdoctoral fellows with an educational experience that is enhanced by experiential learning opportunities, advanced mentorship, and career development. Concurrently, we will invest strategically to build provincially-, nationally- and globally-recognized research portfolios, we will support emerging areas of research excellence and inter/multi/trans-disciplinary collaborations, and we will ensure that our research and creative activities are recognized and celebrated locally, regionally, provincially, nationally and internationally.

Alignment with other strategic plans | **Destination 2022**, Build Internal Community and Enhance Relationships with External Communities | **2020/21 to 2022/23 Academic Plan**, Supporting the Student Experience, Leadership in Learning, Creating a Community of Learners.

Prepare the next generation for a changing world

Our goal is to be a leader in the training and development of innovators who will contribute to a knowledge-driven future. We are unwavering in our commitment that students will gain competencies in the four principles of liberal education and have opportunities for professional development. This will be achieved by exposing students to ways of looking at and studying the world beyond their own disciplinary boundaries, by fostering an ability to connect and integrate knowledge across disciplines,



by emphasizing critical thinking and problem solving skills, and encouraging students to be contributing community members on all levels. We will produce the talent and expertise needed by the public, private and not-for-profit sectors.

Alignment with other strategic plans | Destination 2022, Excel as a comprehensive university, Inspire and support student potential | **2020/21 to 2022/23 Academic Plan**, Supporting the Student Experience, Leadership in Learning,

Enhance community outreach and engagement

There is a vibrant research culture at the University of Lethbridge. Our research is firmly connected to the local community, the local geography, our national landscape, and further afield, to a broad range of international settings and partners. We seek to broaden our culture of community engagement. This will be facilitated by connecting researchers, scholars and artists with end users, be it community organizations, governmental agencies, non-governmental organizations, industry, or the public. We will build on existing relationships and foster new collaborative opportunities to address the important questions and problems facing the communities we serve.

Alignment with other strategic plans | Destination 2022, Excel as a comprehensive university, Build internal community and enhance relationships with external communities **2020/21 to 2022/23 Academic Plan**, Supporting the Student Experience, Leadership in Learning,

Engage cross-sector industry partnerships for knowledge mobilization

Bolstering Alberta's social, cultural, environmental and economic prosperity and sustainability will benefit from the University of Lethbridge's activities that support knowledge mobilization and translation. The University of Lethbridge recognizes that it has capacity to collaborate with external organizations across all sectors (public, private, commercial and not-for-profit) in addressing the needs and challenges of the region that we operate within. Through heightened and intentional engagement and collaboration, the University of Lethbridge will create ongoing and expanded

opportunities for students and postdoctoral fellows to engage in research and innovation activities that provide them with real-world, collaborative experience as part of their academic training. Existing work-integrated learning opportunities will be enhanced through increased opportunities for co-operative education placements, research internships, and collaborative research opportunities that will demonstrate relevance to the aspirations of the region.

Through programs like Agility (a campus-wide approach to exposing students to the domains of innovation and entrepreneurship), the University of Lethbridge is embracing a shift from the traditional focus on teaching and research to one that celebrates the creativity of our students through student-driven, experiential learning opportunities. The business, career and social innovation outcomes of Agility will serve our community by diversifying the regional economic landscape and fostering the competitive advantage of southern Alberta in the global marketplace.

Alignment with other strategic plans | **Destination 2022**, Excel as a comprehensive university, Build internal community and enhance relationships with external communities
2020/21 to 2022/23 Academic Plan, Supporting the Student Experience, Leadership in Learning,



Our Path to Success

Objective 1: Build research capacity

- Recruit and retain high calibre researchers.
- Provide research mentorship for new faculty.
- Attract and mentor excellent graduate students.
- Foster undergraduate research.
- Create tools to facilitate access for Indigenous communities, collectives and organizations to connect with researchers and students involved in Indigenous research.
- Establish externally-funded research chairs.
- Continue to grow a research culture on the Calgary campus.

Objective 2: Nurture a vibrant research environment and a culture of innovation

- Foster research partnerships and collaborations.
- Diversify research funding.
- Develop an entrepreneurial culture on campus.
- Foster innovation and knowledge mobilization.
- Provide internal supports to foster research and creative activity.
- Facilitate and promote equitable access and support for Indigenous students and researchers.
- Establish clear guidelines for engaging respectfully with Indigenous communities, Elders and knowledge keepers.
- Embed a culture of intentional approaches to equity, diversity, and inclusion within the University community.
- Enhance mentorship opportunities for researchers.

Objective 3: Encourage student-driven research

- Enhance course-based graduate programming.
- Enhance training and mentorship opportunities for students.
- Expand research opportunities on the Calgary campus.

- Enhance experiential and entrepreneurial opportunities to prepare students and trainees for a changing world.
- Enhance multi- and transdisciplinary training through the centres and institutes.
- Expand research opportunities for Calgary-based students.

Objective 4: Increase the impact of the University's research and creative activity

- Translate research into knowledge that can support community organizations and provide commercial opportunities for industry.
- Increase the visibility and awareness of University's research and innovation.
- Engage the community in research and creative activities.

Objective 5: Expand partnerships to drive innovation

- Create ongoing opportunities to connect University of Lethbridge expertise with the needs and/or challenges faced by external organizations.
- Expand partnerships and collaborations to support the research priorities of Indigenous peoples.
- Pursue the development, enhancement, and deepening of collaborative relationships and partnerships with external organizations.
- Ensure the impact of University of Lethbridge research, training, and innovation activities have traction/consequence in meeting the needs of external organizations and the public.

Objective 6: Provide a supportive organizational environment

- Enhance administrative supports for research and creative activity.
- Improve processes, policies, and forms of agreement that will allow for rapid response to collaborative opportunities.
- Hire an Equity, Diversity, and Inclusion Coordinator to manage EDI programs related to research.



Measuring Our Successes

Through these efforts we aim to provide a balanced approach to undergraduate and graduate education while maintaining a world-class research environment. We acknowledge there is no universal approach to understanding research achievement given the diverse individual and interdisciplinary research and creative activities that define our academy. We will develop and report institutional and unit indicators that reflect a balance of qualitative and quantitative insights paying heed to variable contexts within each discipline.

Targets (to include IMA Targets)

- Increase sponsored research including industry support.
- Increase externally funded research chairs.
- Increase graduate student enrollment and graduation rates.
- Grow course-based graduate programs.
- Increase student research internships with external partners.
- Increase the proportion of undergraduate students who have research experience.
- Increase faculty participation in Supporting Outstanding Research and Creative Excellence (SOURCE).
- Increase the number of faculty members receiving external awards.
- Increase the proportion of graduate students receiving external awards.
- Secure sustainable internal funding for undergraduate students for research experience.
- Increase the number of research projects that are led by Indigenous students and scholars for the benefit of their communities.
- Increase research partnerships with the Indigenous communities.
- Increase the number of collaborations and partnerships with external organizations.
- Meet EDI targets for the Canada Research Chair program.



Appendix 1. What We Heard

Expand Research, Scholarly Inquiry, and Creative Activity

- Sponsored research will continue to grow. External research revenue has steadily increased. This success has increased the demand for our services; we have more researchers seeking our grant facilitators for advice and assistance. We do not foresee the demand diminishing.
- Research will continue to become more interdisciplinary and team-based, which brings with it added complexities. The past decade witnessed a steady shift in the dynamics of university research. Independent investigator research is being complemented by interdisciplinary, multi-partner teams. This trend is reflected at the federal level with the proliferation of Tri-Agency funding programs that emphasize problem-focused research as a priority.
- Research funding will be harder to obtain as funding agencies change requirements and/or competition increases. Overall, the external funding environment is becoming leaner and more competitive, which affects the success rates of University of Lethbridge researchers. As a result, more time and energy are being spent by our grant facilitators to develop competitive grant applications.
- The demands for internal funds will continue to exceed available resources. Given historically low national success rates, more researchers are turning to internal funds to support their research. The internal awards workload has increased with applications numbering twice the available awards.
- Research mentorship is important, even if the results are not immediately evident. A significant amount of time and energy goes into grant applications and awards that are not successful or do not bring in research revenue but are important for prestige, culture and reputation. There is no guarantee of success and as a result our team needs to spend time mentoring researchers as well as continuing to apply for a diversity of grants and awards to ensure we have continued success.
- Legislative requirements are increasing and/or changing. We are subject to new and/or revised legislative requirements that we are expected to address. Changing legislation means that we must continually review processes and policies to ensure compliance.

- Research will benefit society. With advances in knowledge and technology comes the expectation that the generation of new ideas and discoveries will be translated into applications for the benefit of society. Such an outcome depends upon effective collaborating, partnering and networking with all potential audiences and end users.
- The University's profile within the community is understated. There is a strong connection between the City of Lethbridge and the University of Lethbridge. However, in recent years, a lot of the research and its impacts have gone under the radar. We need to more actively engage the community in the promotion of our research achievements.
- Communications in all forms are important for community engagement. Strong, branded communications that communicate not only the funding received but also the nature of the research and its potential impacts are important. Employing traditional communication tools such as print materials and press releases as well as social media tools will help generate interest in University of Lethbridge research.
- There is capacity to strengthen relationships with the Indigenous communities. The University of Lethbridge's main campus rests upon traditional Blackfoot Confederacy territory along the banks of the Oldman River and its Calgary campus is located on Niitsitapi Territory in downtown Calgary. Given this proximity, there is considerable potential to enhance Indigenous research capacity through connections, partnerships, and collaborations with the surrounding Indigenous communities.

Engage Cross-sector partnerships for Knowledge Mobilization

- Excellence in research and innovation drives Alberta's future success. University research drives social and economic innovation. There is an increasing demand for university-based research in all sectors of the economy. Research conducted at the University of Lethbridge provides opportunities to advance innovation and commercialization through mutually supportive relationships and partnerships with all sectors to ensure translation through the pipeline from ideas, to innovation, to creative and artistic expression, or to commercialization.
- There is considerable potential to increase partnerships. The University of Lethbridge has one of the lowest rates of industry and not-for-profit funding among our peers. In order to achieve a greater balance in the University's funding portfolio, the University must explore new partnerships but also address potential opposition of industry sponsorship to assure researchers that

- Reporting requirements will intensify. Grant requirements have become more stringent. This is increasing the complexity of the applications and post-award administration.
- Faculty recruitment and retention is challenging. Faculty recruitment is time and cost intensive, especially when start up costs are factored in. Given current budgetary constraints, not only does this impact the University's ability to grow its faculty complement, but also retain faculty as there are insufficient resources to counter employment offers from other institutions.

Prepare the Next Generation for a Changing World

- There are competing demands for research talent. With an eye to attracting the best masters and doctoral students, the University of Lethbridge has used a combination of scholarship programs and faculty research grants to its advantage. However, with shifting demographics and a declining birthrate, student recruitment will face new challenges.
- Experiential learning is an important element in a student's education. Through experiential learning, our students can gain real-world experiences, either within the classroom, within the community, or within the workplace. These experiences provide a solid foundation to advance course-based learning outcomes and produces job-ready graduates.
- The frequency of student award competitions is increasing. Changes at the Tri-Agency impact the workflow of the grant facilitation team. For example, the NSERC Undergraduate Student Research Awards competition moved from one to three competitions per year. This adds an additional six weeks of work to an already full workload.
- Growth in graduate programming cannot occur at the expense of undergraduate programming. The growth in Master's and Doctoral programs reflect the University of Lethbridge's commitment to intensifying our research. However, this growth cannot be achieved at the expense of undergraduate programming and a balanced approach is crucial.

Enhance Community Outreach and Engagement

- Diversity of research interests hold potential. The University offers instruction in a variety of disciplines across the five Faculties/Schools. This presents a wealth of diverse research opportunities with boundless potential for partnerships and community-engaged research.

the problems associated with such support will not arise at the University of Lethbridge.

- We need to diversify our research funding. Our ability to attract external, competitive and diversified research funding will include concentrated efforts to garner resources from non-traditional avenues such as industry partners, foundations, associations, and not-for-profit organizations since such funds are critical for spurring and sustaining our valuable research endeavours, cementing our reputation as a comprehensive university, and strengthening our position globally.
- University R&D is linked to national prosperity. R&D is a key driver in the quest to achieve national competitiveness. In Alberta, there is a push to build an innovative economy by emphasizing partnerships across the sectors, training highly qualified personnel, and linking university researchers with industry. Without a doubt, university R&D has significant implications on Alberta's and Canada's social and economic prosperity.
- Maturation of research programs pose challenges that must be addressed. The growth and maturation of research programs at the university, although leading to numerous positive outcomes, poses challenges that must be addressed. For example, legal preparations and fees associated with intellectual property protection and commercialization have stretched budgets to the limit.
- The University is developing an entrepreneurial culture. Recent initiatives within the Office of Research and Innovation Services, when combined with student-centred activities within AGILITY, will lead to new creative ventures, new applications, and a myriad of social and economic benefits.
- Enhancing the internal culture will facilitate partnership opportunities. There is considerable opportunity for our researchers to be solution providers to the external community. However, based on past experiences, there is belief that industry finds dealing with the University of Lethbridge cumbersome. This could be remedied through developing infrastructure to respond to industry requests in a timely manner. Ensuring adequate resources is one solution but so too is updating and streamlining our policies and procedures.

