

RESEARCH WITH IMPACT

KNOWLEDGE MOBILIZATION INSTITUTIONAL
STRATEGY 2019–2021

Office of the Vice-President, Research

Knowledge Mobilization Institutional Strategy 2019–2021

University of Ottawa

“Research with Impact”

Context:

uOttawa is home to world-acclaimed researchers in knowledge translation and to centres and institutes whose activities are informing public policy, clinical practice and services, and yet in 2017, few institutional services were in place to support these important activities. At the same time, federal granting agencies have been increasing their expectations that researchers demonstrate how they plan to mobilize their research. In response, in late 2017, then interim Vice-President, Research Dr. Sylvain Charbonneau formed a working group of the Research Commission to identify the services the University should put in place to support knowledge mobilization (KMb).

This uOttawa knowledge mobilization strategy, identified by the working group, builds on our collective rich base of expertise and provides the support our entire research community needs to mobilize and increase the impact of their research. This will also help them attract additional funds from external funders.

Vision:

uOttawa, a top-ranked research-intensive university, is at the forefront of creating new knowledge for a changing world and mobilizing its application in areas of social and economic importance. We engage our local, national and global communities and partners in areas of mutual interest and increase the impact of our research by promoting its uptake into policy, practice, services and products.

Aspirations:

- To be THE top-of-mind partner with our communities (local organizations, federal government and private sector)
- To make an impact on informing policy, practice, services and products for our changing world
- To lead by example, providing exemplary institutional support for knowledge mobilization and sharing this expertise with other academic institutions, professional associations and the scientific community.

Knowledge Mobilization is....

Working with *knowledge users* to help them use research to make decisions on policies, programs, practices and behaviours.

Includes activities that focus on producing and using research, such as dissemination, knowledge synthesis and co-creation by researchers and knowledge users (known as integrated KMb). Activities vary according to the targeted public or knowledge users' needs.

Knowledge users can be stakeholders, decision makers, policy-makers, practitioners, community members, patients, and many others.

uOttawa Knowledge Mobilization Strategy

GOAL 1: BUILD SKILLS

- Develop foundational knowledge and skills of uOttawa research community in knowledge mobilization

GOAL 2: PROMOTE CULTURE

- Promote a culture that supports and rewards knowledge mobilization

GOAL 3: ENGAGE KNOWLEDGE USERS

- Promote partnership building between knowledge users and uOttawa research community so that we do research with those who use it

GOAL 4: EVALUATE OUTCOMES AND GENERATE IMPACT

- Assess the impact of uOttawa's research on social and economic innovation

uOttawa Research Community — What they need...

In a 2019 survey, uOttawa researchers confirmed the importance of knowledge mobilization to their research and identified ways the University could support them:

- Provide dedicated KMb support staff
- Provide dedicated time and funding for KMb
- Reduce researchers' administrative burden
- Offer KMb training, workshops and mentoring
- Formally recognize and value KMb
- Promote and inform researchers about resources
- Facilitate access to partnership building with knowledge users

Goal 1 — BUILD SKILLS

Develop foundational knowledge and skills of uOttawa research community in knowledge mobilization

Strategy

Provide knowledge mobilization tools, resources and training which address barriers and develop priority competencies

Audience			
Faculty	Research Associates	Students & Postdoctoral Fellows	Research Administration & Communications Staff

Activities

1. Maintain a KMb web page with KMb tools
2. Deliver KMb workshops on priority themes such as “Foundations of KMb,” “How to find, develop and sustain effective partnerships,” “How to write a KMb plan,” “Effective end-of-grant dissemination strategies” and “Impact evaluation”
3. Promote other KMb training opportunities

Goal 2 — PROMOTE CULTURE

Promote a culture that supports and rewards knowledge mobilization

Strategy

Provide institutional resources, financial support and recognition for knowledge mobilization efforts of researchers, research associates and students

Audience			
Faculty	Research Associates	Students & Postdoctoral Fellows	Research Administration & Communications Staff

Activities

1. Promote the value of knowledge mobilization to be recognized and considered within tenure and promotion

2. Ensure that knowledge mobilization is imbedded in major planning documents, such as the strategic research plan
3. Offer financial support for Kmb activities
4. Provide guidance to researchers and the research community about non-scientific communication, Kmb plans, Kmb activities or product development and Kmb funding opportunities
5. Offer Kmb awards and recognition to researchers for their innovative and impactful Kmb activities
6. Promote all Kmb support activities within the uOttawa research community
7. Organize an annual Kmb event to showcase uOttawa excellence and innovation in Kmb
8. Promote uOttawa Kmb stories to the research community and partners

Goal 3 — ENGAGE KNOWLEDGE USERS

Promote partnership building between knowledge users and the uOttawa research community so that we do research with those who use it

Strategy

Provide advice to uOttawa research community on partnering and guidance to knowledge users who want to collaborate with uOttawa researchers

Audience			
Faculty	Research Associates	Students & Postdoctoral Fellows	Knowledge Users

Activities

1. Develop and maintain a Kmb hub to facilitate networking between potential knowledge users and researchers
2. Develop and implement tools and services to facilitate networking between potential knowledge users and uOttawa researchers
3. Develop and organize networking events between researchers and knowledge users
4. Participate in knowledge users research consultations, networking or research-related events

Goal 4 — EVALUATE OUTCOMES AND GENERATE IMPACT

Assess the impact of uOttawa’s research on social and economic innovation

Strategy

Develop an evaluation plan and impact assessment framework to assess the effectiveness of the KMb plan and the impact of uOttawa research

Audience					
Faculty	Research Associates	Knowledge Users	Students & Postdoctoral Fellows	Research Administration & Communications Staff	Research Impact Canada & Other KMb Organizations

Activities

1. Develop and implement an evaluation plan to measure the effectiveness of uOttawa KMb services
2. Develop and implement an impact framework to measure the impact of uOttawa research on policies, practices and products
3. Develop and promote the use of tools to help researchers measure the outcomes and impact of their research
4. Contribute to scholarly publications and activities related to institutional support for knowledge mobilization
5. Contribute to the development of the research impact network across Canada, through membership in Research Impact Canada

Performance Indicators

Goal 1 — BUILD SKILLS

- 1.1 Number of web page visits and clicks (Google Analytics)
- 2.1 Number of participants in training sessions (Number of training session registrations and attendance)
- 2.2 Degree of satisfaction in training (Satisfaction survey after training sessions)
- 3.1 Number of training opportunities promoted (Log)

Goal 2 — PROMOTE CULTURE

- 1.1 Held discussions about the value of KMb in the promotion and tenure evaluation process
- 2.1 KMb is included in uOttawa 2020–2030 Strategic Plan and the Strategic Research Plan
- 3.1 Total awarded amount to support KMb activities (Budget)
- 3.2 Number of KMb activities financially supported (KMb grant end-of-grant reports)
- 4.1 Number of requests for KMb support received regarding KMb plans, activities or clear language summary writing, etc. (Log)
- 4.2 Degree of researcher and administration recognition of the value of the KMb services delivered (Survey)
- 5.1 Number of applications to the KMb award (Log)
- 5.2 Quality, diversity and relevance of KMb activities recognized (Evaluation committee report)
- 6.1 Number of promotional documentation given (Log)
- 6.2 Number of events attended to promote services (Log)
- 7.1 Number of registrations and attendance to the annual KMb event (Log)
- 7.2 Degree of satisfaction of participants to the KMb event (Survey)
- 8.1 Number of KMb stories promoted (Log)

Goal 3 — ENGAGE KNOWLEDGE USERS

- 1.1 Number of requests for KMb support received from Faculty members regarding engagement with knowledge users (Log)
- 1.2 Number of Faculty members and knowledge users involved in facilitated projects (Log)
- 1.3 Number of partnerships between Faculty and external partners facilitated that led to a research proposal (Log)
- 1.4 Success rate of research proposals when partnerships between Faculty and knowledge users were facilitated (eAwards)
- 2.1 Tools to facilitate networking with knowledge users have been developed and implemented
- 3.1 Registrations and attendance to each organized event (Log)
- 3.2 Knowledge users and Faculty's event satisfaction (Survey)
- 3.3 Number of follow-up communications from knowledge users who participated in an event (Log)
- 4.1 Number of invitations or requests from knowledge users for KMb brokering, KMb consultations or event participation (Log)
- 4.2 Number of knowledge users' interactions (Log)

Goal 4 — EVALUATE OUTCOMES AND GENERATE IMPACT

- 1.1 The evaluation plan has been implemented
- 1.2 Performance report is published every year
- 2.1 An impact framework has been implemented
- 2.2 Number of grants submitted based on the uOttawa research impact framework (Log)
- 3.1 Number of researchers trained to use the tools developed to help them measure their own research outcomes and impact (Log)
- 4.1 Number of scholarly activities and publications related to institutional support for knowledge mobilization (Log)
- 5.1 Research Impact Canada membership is maintained

Implementation

This uOttawa KMb Strategy charts a course for uOttawa as it starts its KMb journey. As such, it is a living document which will be reviewed and updated on an annual basis, as we reach milestones and set new ones. To ensure success, an Advisory Committee which includes cross-university representation will be established to advise on implementation and evaluation.

Phase 1 of the implementation of the uOttawa KMb Strategy will focus on health and social sciences and humanities research and innovations. A second phase will entail expanding this to the natural sciences and engineering.

Support for cross-campus KMb activities will be coordinated by the Knowledge Mobilization Advisor, a member of the Research Management Services team. A logic model has been developed to guide the implementation and evaluation of the strategy.

Acknowledgement

We thank the working group members who provided advice and input to develop this strategy.

Working Group Members:

- Martine Lagacé, Associate Vice-President, Promotion and Development, Office of the Vice-President, Research (2019); Colleen Flood, Associate Vice-President, OVPR (2017 & 2018) (Chair)
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- Peter Oliver, Professor and Vice-Dean, Research, Faculty of Law (Common Law)
- Ruth Slack, Professor and Interim Vice-Dean, Research, Faculty of Medicine
- Brian Ray, Professor and Vice-Dean, Research, Faculty of Arts
- Christine Suurtamm, Professor and Vice-Dean, Research, Faculty of Education
- Ian Graham, Professor, School of Epidemiology and Public Health, Faculty of Medicine, Director of the Integrated Knowledge Translation Research Network (IKTRN)
- Colleen Flood, Professor, Faculty of Law (Common Law) and Director of the Centre for Health Law, Policy and Ethics (2019)
- Peter Jaskiewicz, Professor, Telfer School of Management
- Terry Campbell, Executive Director, Research Management Services, Office of the Vice-President, Research
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