

CFBSD Conference – May 26, 2015

**RESEARCH WITH IMPACT:  
HOW ARE CANADIAN  
BUSINESS SCHOOLS MEETING  
THE CHALLENGE?**



**TELFER**

VOTRE LIEN AVEC CE QUI COMPTE — CONNECTS YOU TO WHAT MATTERS

## Outline

- The context: Trends and Challenges
- Research with Impact: the Case of Telfer
  - Integrating research, education (programs) and outreach – The SAE platform
  - The « Connect – Engage – Matters » model
- Incentive systems
- Questions for discussion and next steps

# THE CONTEXT: TRENDS AND CHALLENGES

## Trends and challenges

- Growing number of researchers in business schools
- No significant growth in R&D spending by governments
- Success rates for grant applications low and declining (particularly SSHRC)
- Trend towards funding larger partnership projects as opposed to individual insight grant proposals

# THE CONTEXT: TRENDS AND CHALLENGES

## **Trends and challenges (cont'd)**

- Granting councils support towards partnership grants between Universities and Industry
- Diversification of sources to fund research
- Cost and accessibility of data
- Relevance and impact of research intimately tied to funding and accreditation

# Integrating research, programs, outreach – SAEs

- Strategic Areas of Excellence (SAEs)
  - a distinctive, relevant and sustainable platform for achieving national and international reputation in research, teaching and outreach

## Strategic Areas of Excellence

- Strategy is to create “full spectrum” SAEs that range from basic and applied research, to curriculum and pedagogical development, to programme delivery and outreach
- Current SAEs:
  - Innovation and Entrepreneurship
  - Analytics and Performance
  - Health Systems Management

## Strategic Areas of Excellence

- A reflection of where we want to go, not necessarily where we are
- Ideally interdisciplinary and (optimally) aligned with uOttawa SADs
- There is a critical mass of researchers and scholarly output
- There are multiple curriculum impacts

## **Strategic Areas of Excellence**

- Relevant to the business community and advances management practice
- Likely to attract external partners and donors
- Leverages the unique resources available in our community
- Generates an ecosystem that could lead to the creation of center(s)



## The Connect – Engage – Matters Model

- Connecting research and researchers with industry and practitioners
  - Raising awareness of Telfer research
    - Examples: Alumni events, web presence
  - Facilitating knowledge transfer
    - Research Communication Officer
    - Professor seminars with alumni
    - Annual Research Report
  - Leveraging networks: Dean's Advisory Board

## The Connect – Engage – Matters Model

- Engage and Matters: Partnerships for resources and impact
  - Join forces with partners to support, fund, conduct and disseminate research
    - Examples: Nortel; Statistics Canada; MITACS;
  - Fundraising to supplement tri-council
    - Development officer dedicated to research

## Incentive System

- Tenure and promotion
  - Recognizing contributions other than A+B pubs
  - How to recognize and measure contributions to the profession?
  - Example: Demise of Nortel study
    - Funding; confidentiality; media coverage; managing expectations
- Funding for researchers
  - Incentive with strings attached

## Questions for discussion

- How are impact & relevance measured & disseminated at your School? By industry and the community?
- How important is research funding from industry partners currently? How important will it be in 10 years?
- How is your School connecting and engaging with industry and the community?

## Questions for discussion (cont'd)

- What forms of collaboration are being created with industry partners and the community at your School?
- Are there incentives for professors to make contributions to the profession? What are they and what contributions are being recognized?

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## RESEARCH WITH IMPACT

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