Incremental Project Grants

INSTITUTIONAL PERFORMANCE OBJECTIVES 2025-2026 report

In 2025/26, the University of Calgary will receive Incremental Project Grants funding of \$4,871,492 and has allocated the funding to the following projects:

Project Description	Priority area(s)	Allocated	Institutional Performance Objectives	Indicators	Targeted Outcomes
Supporting International Research and Innovation: EU Data Protection Compliance Program	Innovation and commercialization activities	\$110,000	Collection of research participant data from EU data subjects is highly regulated and complex. The EU General Data Protection Regulation ("GDPR") is the primary law that applies, with certain EU member states having additional regulatory requirements. These regulations apply to all organizations that process and hold personal information of data subjects residing in the EU, regardless of the location of the organization.	 New resources and tools developed to support GDPR compliance, for researchers, IT and management Number of Data Protection Impact Assessments (required documentation under GDPR) Number of GDPR related contracts Number of researcher/VPR requests for GDPR advice and support Number of Horizon Europe projects supported Number of overall EU research projects supported 	Timeline: July 2025 – June 2028 Provision of a streamlined avenue for researchers to access information and resources to support their data processing activities in the EU Compliance expectations of our EU partners and funders are met Improved overall efficiency of legal review of EU funding arrangements and contracts Reduced reputational, legal, and financial risk UCalgary's IT Enterprise is supported in ensuring IT security standards for collecting and storing EU research participant data are met UCalgary becomes a recognized leader among U15s for being one of the first to adopt an EU data protection compliance program to support its international research enterprise More EU research partnership and funding opportunities are attracted
Visualization Studio Renewal, Open Access Information Resources, & Research Data Management Infrastructure	Facilities renewal, including deferred maintenance & Information resources, including digital resources, open access and databases	\$300,000	The Visualization Studio in the Taylor Family Digital Library offers a unique space for researchers to engage with digital media. Its standout feature is a large, high-resolution display that enables detailed visual analysis. Funding to support three components:	 Increased bookings and broader usage Reduced maintenance downtime Higher percentage of UCalgaryauthored OA articles 	 Timeline: April 2025 – March 2028 Greater use by larger research groups Restoration of full display functionality (currently only 80% operational) Addition of a touch-enabled side display for whiteboarding,

			1. Visualization Studio Renewal - The current display has reached end-of-life, with replacement parts no longer available. 2. Open Access (OA) and Information Resources - The ACM Digital Library is transitioning to a fully OA model, increasing costs by 62% starting June 2025. The SciFree tool helps authors identify cost-free or discounted OA publishing options. 3. Research Data Management (RDM) Infrastructure - Funders increasingly require researchers to deposit data generated during research. Libraries and Cultural Resources supports this through infrastructure like Borealis (UCalgary's data repository).	•	Greater awareness of publishing discounts and AI tools More UCalgary datasets deposited in Borealis Increased visibility and impact of research data	annotation, and supplementary presentation content—features requested during consultations Increased awareness of OA publishing discounts Easier compliance with funder OA mandates Enhanced research efficiency through AI tools Easier compliance with funder RDM requirements
Industry Liaison Office – Research	Innovation and commercialization activities	\$576,000	The ILO-R focuses on three client types— faculty members, companies and leadership— to: Initiate and foster collaborative research between UCalgary and private sector organizations. Ensure that outreach and follow-up with both companies and faculty members can be consistent and timely. Act as a concierge service to understand company requirements and build relationships with researchers to make tailored connections for mutual benefit. Anchor university-company research partnerships that span Faculty boundaries and are administered under an institutional agreement	•	Clear process is communicated to researchers with defined start and end points Number of active internal clients Number of clients introduced to companies Number of companies engaged Number of letters of support provided Value of grants applied for or agreements finalized Number of institutional agreements held Number of faculty members engaged Research revenue generated	Timeline: April 2025 – March 2028 The pilot ILO-R will focus on three key outcomes: Market the Research: formal processes created to receive, select and market research programs and facilities to companies Match Company Research Needs: industry partners engaged and supported in exploring research collaboration opportunities Administer Institutional Corporate Research Programs: institutional connections with companies on research and innovation formalized and teams across faculties engaged to pursue large, company-partnered funding opportunities.
STRIDE: The University of Calgary's Strategic Research Intelligence and Data Ecosystem	Information resources, including digital resources,	\$110,000	The Strategic Initiatives and Research Intelligence (SIRI) team at UCalgary proposes the development of STRIDE—a centralized, secure, and scalable digital platform to	•	Data Integration 15 core datasets integrated Search/filter functions operational for ≥5 key fields	Timeline: April 2025 – March 2028 • A fully operational STRIDE platform accessible across all faculties and administrative units

	. 1			
	ppen access and databases		transform how the university collects, manages, and uses research intelligence data. STRIDE will strengthen UCalgary's ability to assess research performance and impact, thereby supporting better decision-making as well as enhancing the quality of major funding and award submissions. This platform will improve digital infrastructure, reduce administrative burden, and support institutional priorities such as responsible research assessment and open science. By strengthening UCalgary's ability to generate innovative, high-quality research metrics, STRIDE will enhance the university's competitiveness in major national initiatives such as the Canada Excellence Research Chairs (CERC) and the Canada First Research Excellence Fund (CFREF).	 Data Quality Direct source connections established 80% of datasets automated for cleaning and harmonization Dashboards and Reporting 8 institutional dashboards developed 20+ internal reports generated via STRIDE 100+ unique users accessing dashboards User Engagement 75+ users trained via LMS and live sessions Standard operating procedures and onboarding resources published Strategic Impact Used in 5+ major institutional submissions (e.g., CFREF, CRC) Supports 3+ interdisciplinary research collaborations Operational Efficiency 40% reduction in manual report generation Estimated \$100,000+ in annual cost savings from increased reporting efficiency Open Science and Visibility Dashboard to monitor open-access publications live Featured in 3+ presentations to leadership or external audiences
Upgrade Kluane Lake <u>in</u>	facilities renewal, Including deferred Inaintenance	\$30,000	The Kluane Lake Research Station (KLRS) currently operates from May to October, supporting a variety of research, education, and outreach activities. All activities at KLRS are supported by an off-	 Successful completion of the engineering report. We will monitor progress towards this performance indicator through regular meetings with the engineering firm. Timeline: April 2025 – March 2028 Development of year-round power at KLRS would have the following impacts: Uninterrupted real-time flow of data from existing
			grid power system composed of a large solar	geophysical and atmospheric

			array, battery storage, and a back-up diesel generator. Currently, KLRS does not operate in winter and the power system must be shut down to mitigate risks of extreme cold to the batteries and generator. This limits the station's ability to support instrumentation that could operate unattended through the winter. The objectives of this project are as follows: Year 1: contract an engineering firm to develop an actionable and fully costed plan with scenarios for upgrading the KLRS power system for remote winter season operations Future years: identify funding sources and complete infrastructure upgrades at KLRS to support a significantly expanded range of research instrumentation.		sensors Immediate expansion of research opportunities for hydroponics research on station Integration of new, strategically relevant research themes at KLRS (space weather, water) Support of future development of the station and increased utility for winter research
Roof Replacement at Barrier Lake Field Station	Facilities renewal, including deferred maintenance	\$310,000	The Barrier Lake Field Station is a vital facility overseen by the Biogeoscience Institute, supporting the University of Calgary's institutional commitments to water, climate, and biodiversity research. Our ability to host local, national, and international researchers wishing to work in the Rocky Mountains requires our facilities to be in top condition. The Biogeoscience Institute faces significant issues with aging infrastructure and deferred maintenance. Roof replacement is required for three housing units that host/support researchers.	 Buildings remaining open Reduced maintenance Extended longevity of buildings themselves 	Timeline: April 2025 – March 2026 Have new roofs with a lifespan of 50+ years, reducing uncertainty around their availability and ensuring long-term use of the buildings by local, national, and international researchers.
Grants and Contracts for Research Management (GCRM)	Information resources, including digital resources, open access and databases	\$333,333	Through the Grants and Contracts for Research Management (GCRM) project, the UCalgary IT team will implement the Grants and Contracts module in PeopleSoft. This will enable teams from across campus to streamline their processes and effort to effectively manage research requests and grants management processes, eliminating duplication and manual entry where possible.	Existing RMS solution (Converis) is decommissioned Entire project lifecycle for grants and contracts is managed through PeopleSoft solution Significant increase in percentage of requirements	Timeline: September 2024 – August 2027 Implementation of the PeopleSoft Grants and Contracts Model Migration of data into the new system Appropriate training

				 satisfied through solution (80%+) Integrations replaced with seamless module integration in PeopleSoft Improved data accuracy in reporting Contracts for supporting consultants terminated Annual support/licensing cost savings of \$400K upon retirement of existing RMS No increase in licensing costs for PeopleSoft modules One integrated system to manage research grants and contracts Retire the existing RMS solution and move to a platform with an existing support team in place, including existing processes for lifecycle management
Research Computing Infrastructure	Facilities renewal, including deferred maintenance, and Information resources, including digital resources, open access and databases	\$347,159	The University of Calgary has a comprehensive strategy to provide computational and storage infrastructure to support research on campus. Historically the computing and storage needs for researchers were met by providing access to national and local infrastructures. This project will expand this capability by adding a commercial cloud resource to this strategy through the provision of an institutionally managed environment in Amazon Web Services. The security controls in place for cloud and local digital research infrastructure will also be assessed to ensure the data and research generated and used by researchers is protected. This project will therefore include two key components: 1) building and piloting an institutionally managed Amazon Web Services (AWS) cloud infrastructure to support UCalgary researchers with up to level 4 data classification; and 2) completing a cybersecurity selfassessment of existing local digital research infrastructure and the development of a Plan of Action and Milestones (POAM) to address any deficiencies.	 Three pilot researchers will be moved into the UCalgary AWS environment; performance, privacy and security of the model for both level 4 data and level 2 data will be assessed. A cybersecurity self-assessment will be completed of local storage and computing infrastructure against the NIST 800-171 security controls and a POAM developed, including draft timelines for implementation and the investigation of the resources required for implementation and ongoing operations Timeline: April 2024 – March 2027 The new secure commercial cloud environment will be deployed to ensure UCalgary provides researchers with functionality, security, and privacy that meet the required documented standards UCalgary cybersecurity standards and controls on researcher accounts applied in AWS to support up to Level 4 data A mechanism to manage and monitor AWS costs and credits is developed, , lessening researchers encountering cost overrun The required responsibility matrix, credit and billing model, support model and governance model are developed A cybersecurity self-assessment completed of at least one local storage and computing infrastructure against the NIST 800-171 security controls and a POAM created to mitigate any deficiencies

					 Complete investigation of the feasibility of achieving a SOC 2 Type II report on local infrastructure in the future
Strengthening, Advancing, and Facilitating International Research Partnerships and Innovation at UCalgary	Innovation and commercialization activities	\$470,000	The International Research Partnerships Team (the "Team") was established to better support international research, attract new major international funding (incl. Horizon Europe), and to expand global partnerships that support the advancement of research, innovation, and commercialization. This team acts as an interface between researchers, international partners, global granting agencies, organizations, & the International & Research Services Offices in terms of research grant & contract integration by liaising with several internal teams. The Team initiates and develops critical international research collaborations, application strategies, project design, and management to support innovation & commercialization with international impact.	 Growth in total research revenue received from international sponsors # of attendees at presentations & info sessions highlighting services # of international missions supported # of international delegations to UCalgary supported # of global research and innovation partnerships supported # of collaborations created between UCalgary researchers & international organizations # of faculty members involved in global research # of funded global research & innovation projects # of new international research outputs # of patents & start-up companies arising from international partnerships # of international companies engaged in funding UCalgary research initiatives # of Horizon Europe calls applied to # of faculty members involved in Horizon Europe calls # of successful Horizon Europe applications 	 Timeline: April 2024 – March 2026 Identification of more international funding opportunities specific to the researchers' interest Increased research revenue from international funding agencies, incl. Horizon Europe Expanded innovation opportunities & global research connections Enhanced capacity for global partnerships & knowledge transfer Increased partnerships with like-minded institutions pursuing research & innovation in areas that align with our research & academic priorities Increased joint research outputs with international partners Increased engagement of faculty in international research & innovation collaborations
UCalgary's Gateway Innovation Initiative	Innovation and commercialization activities	\$540,000	Innovation@UCalgary is the ecosystem that supports innovation activities at UCalgary, bridging the transition from discovery to	 # of events and content materials # of applied research partnerships supported # of invention disclosures 	Timeline: April 2024 – March 2027 Increased innovation-based content creation and innovation

			delivering solutions for society's most pressing challenges. UCalgary is actively seeking to scale up engagement in early-stage innovation and commercialization activities. These "top-of-the-funnel" programs and resources ultimately catalyze outcomes by encouraging individuals to explore their creativity, take risks, and collaborate across disciplines.	 # of new patents filed # of new revenue bearing agreements # of new companies formed # of new companies with external investment # of companies and individuals participating in social innovation activities # of academics accessing social innovation ecosystem supports \$ of VC investment in UCalgary affiliated startups # of new jobs created in UCalgary affiliated start-ups 	program awareness by 500% by the end March 2027. Discover and Engage New Research Teams: Provide innovation training and mentorship to 150+ new research teams by the end March 2027. Increase invention disclosures by 200% by the end of March 2027. Increase number of active technology-based startups by 200% by the end of March 2027. Reduce Anticipated Chokepoints to Innovation and Commercialization: Increase innovation and commercialization advisors and mentors by 300% by end March 2027 Building Capacity for Innovation with Societal Impact Increase number of researchers moving their research with social impact into practical application by 200% by March 2027. Increase Access to Assets and Services that Support Investor-Readiness
Research Data Management Strategy Implementation	Information resources, including digital resources, open access and databases	\$165,000	UCalgary published its institutional RDM strategy in March 2023 and convened a formal implementation steering committee in February 2024, the mandate of which is to build a RDM culture and develop the services, training, and infrastructure needed to satisfy the Tri-Agency RDM Policy and the specific needs of University of Calgary researchers. In 2025-26, RDM staff will: Support the RDM Steering Committee and three working groups Conduct environmental scans on data needs	Delivery of key documents to RDM committee New resources and tools developed to support RDM, including Indigenous data sovereignty # of meetings of Indigenous Data Sovereignty Working Group # of data management plans submitted for review with grant applications # of information sessions and workshops, and other training sessions delivered	 Timeline: April 2024 – March 2027 UCalgary RDM Implementation Steering Committee work plans, briefing materials. Submit a report from the Policies and Procedures Working Group. Deliver environmental scans and briefing note on training needs from Sensitive Data Working Group Support the Indigenous Research Support Team in

			 Continue to build RDM awareness on campus and with external partners Assess the impact of the data deposit requirement of the Tri-Agency RDM Policy Work with partner units on a preliminary assessment of data deposit and sharing needs Develop plans to implement a Data Champions Network 		forming an Indigenous Data Sovereignty Working Group Deliver a briefing note on expected impacts of the Tri- Agency RDM Policy (Data Deposit Requirement), in collaboration with IT and LCR Develop a plan with IT and LCR to coordinate data deposit services, identify service gaps, and plan improvements Create a DMP (Data Management Plan) training plan for RSO staff, including tiered review levels based on grant support. Develop plan for a Data Champions Network, for approval by VP (Research), SLT and the RDM Strategy steering committee
Knowledge Engagement and Open Science	Innovation and commercialization activities	\$640,000	The Knowledge to Impact team will support pathways to impact, from partnerships with community, open science practices, and knowledge mobilization activities, to responsible and inclusive assessment of research quality and impact. Key areas of service and support include: Partnership matchmaking with community partners Knowledge mobilization planning and strategy Open Science initiative Responsible research assessment practices Rigorous planning for and assessment of research impact Capacity building	 Number of inquiries received from both internal (UCalgary graduate students, postdocs, faculty, and staff) and external (community members, not for profits, industry, agencies, government) parties interested in community-focused research partnerships and Open Science Number of events Number of registrants at events Number of partnerships and grants supported Number of funded projects Research revenue Guidance resources developed Website data and newsletter distribution data Description of impact indicators identified 	Timeline: April 2023 – March 2026 Providing dedicated staff focused on Knowledge to Impact will lead to: Improved research culture, and efficient and effective management of innovation and research impact activities Increased engagement of faculty with community partners. Increased focus on the planning and communication of research activities to enhance research impact Long-term partnerships with community; and increased research revenue
EDIA in Research	Equity, diversity and faculty renewal (In the content of	\$440,000	Through participation in the Dimensions pilot program, implementation of our institutional Canada Research Chair (CRC) Equity Diversity and Inclusion Action Plan, and other research-	# of consultations on EDIA in research projects	Timeline: April 2023 – March 2026 Implementation of and implementation supports for

	equity, diversity and inclusion)		focused EDI action plans, we aim to continue implementing best practices to sustain participation in the research ecosystem of and/or address the underrepresentation of individuals from groups including, but not limited to: women, Indigenous Peoples, persons with disabilities, racialized persons, and members of LGBTQ2S+ communities. Dedicated personnel will support the UCalgary research community to effectively embed EDI principles into research practice, design, and administration by developing measurement strategies, support frameworks and guidance materials. The team will advise researchers addressing EDIA funding agency requirements, strengthening EDIA and process frameworks in research administration, and enhance training and resource offerings on best practices in EDI in research.	•	# of internal research support processes reviewed and updated Educational or guidance resources developed # of workshops and information sessions delivered # of registrations and attendance at workshops and information sessions	•	action plans to address barriers and gaps in equity, diversity and inclusion in our institutional research processes and supports Updated processes, practices and resources for research design, research practice, and research administration that reflect equitable and inclusive practices New guidance documents, topics and formats for researchers, reviewers, and Research Services staff on equity, diversity, inclusion and accessibility in research design, practice, and administration Enhancing understanding of equitable and inclusive approaches to research design and research practice.
Supporting Indigenous Research	Equity, diversity and faculty renewal (In the content of equity, diversity and inclusion)	\$500,000	The expectations of both funders and the campus research community in terms of competency in Indigenous research have led to a high demand for Indigenous research specialists to provide support to researchers as well as the institution's research administration staff and leadership. This project will identify and strengthen existing research resources for Indigenous communities and organizations, university researchers, and other partners to promote collaborative, reciprocal, and culturally responsive Indigenous research. Projected impacts: Building capacity for the UCalgary research community around Indigenous research. Supporting Indigenous Peoples, communities, networks and organizations through value-driven research partnerships.		Indigenous researchers engaged and supported by the team Community organizations engaged Attendees at webinars and workshops Consultations on Indigenous research Indigenous research ethics applications processed New guidance documents and resources developed	•	meline: April 2023 – March 2026 Efficient, effective and supportive management and administration of Indigenous research activities New guidance documents for researchers, reviewers, and Research Services staff on respectful processes for Indigenous research Updated website and resource content to support outreach to Indigenous communities New Indigenous community engagement activities and events