

Incremental Project Grants

INSTITUTIONAL PERFORMANCE OBJECTIVES 2026-2027

In 2026/27, the University of Calgary will receive Incremental Project Grants funding of \$5,607,153 and has allocated the funding to the following projects:

Project Description	Priority area(s)	Allocated amount	Institutional Performance Objectives	Indicators	Targeted Outcomes
Innovation Support for Emerging Research Institutes and Centres	Innovation and commercialization activities	\$224,420	- Strengthen institutional capacity to plan, coordinate, and advance emerging transdisciplinary research institutes and centres - Improve quality, timeliness, and consistency of development processes by moving selected concepts from initial exploration to structured, decision-ready plans with clear research priorities, credible implementation pathways, and strong external relevance - Enhance UCalgary's ability to build and formalize strategic partnerships with community organizations, government, industry, health system, and philanthropic partners, ensuring that emerging initiatives are shaped by institutional strengths and real-world priorities - Support effective institutional decision-making through governance, operational, and partnership planning materials that enable leadership to assess viability, readiness, resource requirements, and next steps - Create a coordinated, sustainable, and impact-oriented pathway for establishing new institutes and centres, strengthening the university's research support environment and its capacity to generate academic, societal, and economic benefit through collaborative research	# of emerging institute and centre concepts advanced through the development process # of structured planning documents completed, including materials related to scope, governance, operations, resource requirements and implementation pathways # of internal consultation and planning meetings held with academic leaders, faculty members, and administrative partners # of engagement events or workshops delivered # and type of external organizations engaged # of partnership discussions, exploratory meetings, or follow-up actions completed - Evidence of readiness for institutional review - Feedback from participants on the usefulness of engagement activities, clarity of proposed models, and extent to which planning processes improved alignment, coordination and institutional readiness - Degree to which supported initiatives are positioned to move to next stage of development, including formal review, approval, implementation planning, or external partnership cultivation	Timeline: April 2026 – March 2029 - Strong institutional pathway for developing emerging research institutes and centres designed to deliver research impact - Ability to identify, assess and advance new entities with clear research priorities, credible implementation plans and strong external relevance - Strong pipeline for institute and centre development - convene transdisciplinary team - respond to complex research issues - attract partners and external support - launch collaborative research entities with scale and focus needed to generate sustained academic, societal and economic impact - strengthen long-term agility, competitiveness and public value of the university's research enterprise

Capacity-Building Programs	Innovation and commercialization activities	\$1,737,500	1) Operationalize strategic commitments: • equity, diversity, and inclusion (EDI) • Indigenous research • Research impact 2) Strengthen UCalgary's research culture • embed wise, equitable, and community-accountable practices across the full research lifecycle • embed open science practices through funding, training, and a sustainable Champions network. 3) Enhance engagement with communities and partners: • strengthen relationships between researchers and Indigenous communities; • build knowledge mobilization and partnership infrastructure; • engage with key partners to co-develop programming that addresses common aspirations for EDI in research literacy. 4) Build sustainable and accountable institutional infrastructure: • review relevant UCalgary policies, procedures, and guidelines; • develop and maintain a suite of interactive guides, asynchronous training, and AI-enabled tools; • collaborate with the research community to mature institutional EDI infrastructure for inclusive research excellence.	1) Operationalize strategic commitments: • # EDI action plans and consultations • # new resources developed • # researchers and trainees engaged through Indigenous research consultations, training, and resource utilization • # meetings of Indigenous Data Sovereignty Working Group • # academic units adopting impact assessment and reporting methodology 2) Strengthen UCalgary's research culture • % researchers reporting increased knowledge and confidence in applying equitable, community-accountable, and Indigenous research practices • # Open Champions recruited • # open science projects funded • # open science events/trainings delivered • # open science resources developed 3) Enhance engagement with communities and partners • % supported researchers reporting that the Indigenous Research Support Team improved their ability to engage communities ethically and reciprocally • # inquiries from internal and external parties • # partnerships and projects supported • # impact narratives co-developed • # partnered projects and initiatives 4) Build sustainable and accountable institutional infrastructure	Timeline: April 2026 – March 2029 • Research community members increasingly refer to, practice, socialize, and champion strategic commitments across research design, practice, and administration • EDI best practices are considered proactively as essential research excellence • Researchers and research administrators integrate Indigenous research principles, equity considerations, and research impact planning into the design and conduct of research projects • Indigenous Data Sovereignty Working Group develops work plan and advances deliverables • a tested, evaluation-informed methodology for research impact assessment and reporting, with discipline-adapted guidance and tools is implemented. • research culture is strengthened so that researchers pursue broad research impact by embedding wise, equitable, and community-accountable practices across the full research lifecycle • Open Champions network is established • open science projects funded across faculties • Indigenous research partnerships are characterized by reciprocal relationships, meaningful collaboration, and co-created research that responds to community priorities and generates shared benefits • research discourse and EDI implementation efficacy is enriched • Institutional policies, processes, resources, and governance structures enable and sustain Indigenous, community-engaged, and impact-oriented research practices across the university
----------------------------	---	-------------	--	---	--

				• # institutional policies, procedures, guidance documents, or operational practices informed by Indigenous research considerations • # tools, guides, and asynchronous trainings resources developed; tool usage analytics • # decision sites or contexts where EDI infrastructure is applied	
Enhancing Preclinical Animal Research Quality Assurance and Translation through Data-Driven Post-Approval Assurance Infrastructure	Innovation and commercialization activities	\$120,000	Overall: Increase Capacity for Proactive Assurance • Build a proactive assurance system ensuring animal research conduct aligns with protocols and standards. • Implement post-approval assurance (PAA) program to enhance quality, consistency, and translational readiness of preclinical animal research. Expand Monitoring, Enhance Research Quality and Drive Improvement • Establish processes to track audit activities, identify recurring themes, and generate evidence-based improvements • Audit ~25% of approved animal use protocols annually • Reduce protocol deviations year-over-year, improving protocol adherence and experimental rigor Promote Best Practices, Innovation and Knowledge Exchange • Develop and implement mechanisms to share best practices across campus to support institution-wide adoption. • Facilitate the exchange of innovative practices among research groups to enhance collaboration and accelerate improvements. Improve Research Outputs and Impact • Strengthen reliability and reproducibility of preclinical data • Increase publications in high-impact journals. • Secure external funding	• Recruit and operationalize dedicated PAA Analyst • Expand Monitoring, Quality Improvement, and Audit Effectiveness ○ % approved animal use protocols audited annually ○ # and type of protocol deviations ○ % audit findings resolved • Promote Best Practices, Innovation, and Knowledge Exchange ○ # best practices identified, documented, and disseminated ○ # cross sharing exchanges of innovative methods ○ % research groups adopting recommended practices • Improve Research Outputs and Impact ○ Increased stakeholder confidence in research outputs ○ # publications in high-impact journals ○ Total external funding secured for preclinical animal research ○ # innovation outputs	Timeline: April 2026 – March 2029 • Increase monitoring coverage, improve documentation practices, and enhance alignment between approved and implemented methodologies. Researchers experience clearer expectations and more consistent support • Reduce variability in experimental implementation and improve reproducibility through standardized practices. Increased consistency and efficiency in preclinical research practices • Enhance data reliability, reproducibility, and readiness for translation into applied and commercial outcomes. Improved competitiveness, collaboration, and commercialization • Strengthen institutional compliance, audit readiness, and risk mitigation. Reduced risk associated with variability and inconsistent research practices • Improve research quality, strengthen innovation and commercialization pathways, and position the institution as a leader in proactive, data-driven research assurance

			- Strengthen the pipeline for innovation and commercialization - Support best-practice among UCalgary animal research teams		
Open Access Information Resources, & Research Infrastructure to Support Open Scholarship	Information resources, including digital resources, open access and databases	\$375,000	- Maintain existing level of read and publish options, as well as services and infrastructure for authors to easily locate publishing options that are not subject to additional fees - Increase awareness of these agreements among researchers - Increase awareness of research infrastructure to support open scholarship on the UCalgary campus - Initiate significant outreach and engagement with the UCalgary research community around infrastructure, processes, and expertise to support the open dissemination, preservation, and mobilization of their research outputs	- Increased awareness among researchers of OA publishing discounts/waivers and how to find them - Launch education campaign to provide researchers with information and resources to support compliance with OA mandate and RDM requirements - Streamlined compliance with funder OA mandates and RDM requirements	Timeline: April 2026 – March 2029 - Maintenance or increase in number of searches in SciFree journal search tool - Maintenance or increase in number of UCalgary publications deposited in Scholaris and Borealis - Increased engagement with UCalgary researchers about open access and research data management requirements: webinars, consultations, class visits, and presentations
Supporting International Research and Innovation: EU Data Protection Compliance Program	Innovation and commercialization activities	\$175,000	- Strengthen capacity to support international research and innovation by advancing and sustaining institutional compliance with the General Data Protection Regulation (GDPR) - Implement and operationalize GDPR-aligned processes, tools, and oversight mechanisms - Support secure, compliant cross-border data sharing - Participate in international research programs, including those funded by the European Union	- New resources and tools developed to support GDPR compliance, for researchers, IT and management # Data Protection Impact Assessments (required documentation under GDPR) # GDPR related contracts # researcher/VRP requests for GDPR advice and support # Horizon Europe projects supported # overall EU research projects supported	Timeline: July 2025 – June 2028 - Implementation of GDPR-aligned processes, tools, and guidance that enable researchers to manage personal data in compliance with European Union requirements - Increased level of institutional readiness to participate in international research collaborations involving personal data - Ensure continued eligibility for EU-funded research programs, including Horizon Europe - Support the expansion of international partnerships and collaborative research networks - Deliver risk mitigation outcomes - enable secure, responsible, and compliant data use in research, positioning the University of Calgary as a trusted partner in the global research ecosystem and supporting long-term growth in international research and innovation activities
Industry Liaison Office – Research	Innovation and commercialization activities	\$626,000	Marketing UCalgary Research Expertise - attend and host networking events - participate in industry associations - promote services to internal clients	Marketing UCalgary Research Expertise	Timeline: April 2025 – March 2028 Greater efficiency within Industry Liaison Office – Research (ILOR) team

			- project-specific outreach to companies Match Company Research Needs - engage network at events and through targeted outreach to ensure that members of the network can easily present research and innovation challenges to UCalgary - understand the breadth and high-level scope of the potential program - engage relevant researchers to explore collaboration opportunities with the company - support the developing collaboration until the project is launched - stay connected with the company to provide ongoing support and exposure to new opportunities when relevant. Administer Institutional Corporate Research Programs - Anchor university-company research partnerships that span Faculty boundaries and are administered under an institutional agreement	- Clear engagement process to researchers with defined start and end points # active internal clients # clients introduced to companies Match company research needs # companies engaged - portion of these companies that are discussing projects with researchers # letters of support provided to companies for funding applications - value of grants applied for or agreements finalized Administer institutional corporate research programs # institutional agreements held # faculty members engaged - research revenue generated	reflected by more clients served in a shorter time frame - Accepted projects will find meaningful industry partners - Increase the number and quality of research projects initiated by companies - Create a stable intake of research projects - Allow companies to tap into a breadth of expertise - Offer early career researchers the chance to undertake a first collaboration with a company - Publish stories about impactful industry-university research collaborations facilitated by the ILO-R
STRIDE: The University of Calgary's Strategic Research Intelligence and Data Ecosystem	Information resources, including digital resources, open access and databases	\$80,000	- Strengthen UCalgary's research intelligence capacity - Establish a unified, governed data ecosystem that supports evidence-based decision-making - Improve the quality of major funding and award submissions - Enhance institutional competitiveness in national initiatives - Integrated platform that reduces administrative burden and enables real-time monitoring of research performance, open science adoption, and impact metrics - Campus-wide platform that becomes a sustained institutional asset	- Data Integration into central platform, search and filter functions operational - Data Quality improved with direct source connections and automated datasets - Institutional dashboards monitored to confirm sustained adoption - User training and resources offered; engagement and user satisfaction monitored - Outputs used in institutional submissions; qualitative evidence gathered on value to strategic decisions - Operational efficiency and annual cost savings through reduction in manual report-generation and reduced duplication - Open Science/open-access publication rate dashboard maintained; tracked over time to show trend	Timeline: April 2025 – March 2028 - Fully operational centralized data (STRIDE) platform with controlled access across all faculties and administrative units - Provide single, authoritative evidence base for funding applications, strategic planning, and faculty assessment - Consolidate datasets currently held in disconnected, source-specific silos into a centralized, harmonized environment - Consistent and reliable institutional research intelligence data - Efficient reporting and measurable reduction in administrative burden - Enhanced ability to monitor open science adoption and research impact - Stronger, evidence-based submissions to major national funding competitions STRIDE will transform research intelligence at UCalgary into a proactive, institution-wide strategic asset.

Grants and Contracts for Research Management (GCRM)	<i>Information resources, including digital resources, open access and databases</i>	\$333,333	Management and administration of the institution's research enterprise - Increased efficiency in award approvals - Increased data accuracy in managing grant awards - Improved researcher visibility into awards - Increased security in electronic grant management system	- Approval process has been automated and the time at each step in the process can be measured # entries in the system for each project, grant and round - Portal is available to the researchers/PIs - Existing RMS application has been decommissioned, and data has been successfully migrated to PeopleSoft data warehouse	Timeline: September 2024 – August 2027 - PeopleSoft workflows automate processes for research grant proposals, project requests and approvals - One entry per project, grant and round, directly linked to award information if the proposal is successful - Researcher portal is available online for self-service; researchers see the status of their grant proposals - Existing RMS application is decommissioned; no future license costs
Research Computing Infrastructure	<i>Facilities renewal, including deferred maintenance, and Information resources, including digital resources, open access and databases</i>	\$425,000	- Operationalize a secure institutional cloud environment to support sensitive research data and workloads - Strengthen institutional cybersecurity posture for research infrastructure; improve compliance and security maturity through implementation of NIST controls - Enhance institutional capacity for research data management and compliance; increase institutional readiness to support Tri-Council data deposit and research data management requirements	Operationalize a secure institutional cloud environment for sensitive research data # research groups onboarded to the institutional environment - Approved governance, chargeback, and operational models Strengthen institutional cybersecurity posture for research infrastructure % of Plan of Action and Milestone (POAM) controls implemented # secured systems and environments meeting defined security requirements Enhance institutional capacity to support Tri-Council data deposit - Completion of gap analysis for infrastructure and platforms - Development of an approved institutional roadmap for data deposit capabilities	Timeline: April 2024 – March 2027 - Environment is fully operational with institutional governance and cost model in place, and actively supporting research users - Demonstrated progress in remediation of identified security gaps and improved compliance with recognized standards - Clear plan and foundational capacity established to support researchers in meeting national data management requirements
Research Data Management Strategy Implementation	<i>Information resources, including digital resources, open access and databases</i>	\$235,000	Implement UCalgary Research Data Management (RDM) Strategy, RDM Strategy Implementation Steering Committee, and three working groups under that committee	- Draft RDM Guidance based on Policies and Procedures Report - Recommendations, training, and awareness resources # meetings of Indigenous Data Sovereignty Working Group; workplan approved by the	Timeline: April 2024 – March 2027 - Deliver RDM Guidance from Policies and Procedures Working Group - Deliver recommendations to advance sensitive data-related commitments in the RDM strategy as well as training and awareness resources

			○ Support the Policies and Procedures Working Group to develop RDM guidance ○ Support the Sensitive Data Working Group to develop recommendations as well as training resources ○ Support the Indigenous Data Sovereignty Working Group to develop an Indigenous data sovereignty framework • Build RDM awareness amongst researchers, administrators, and external partners ○ Develop training model and associated resources including an RDM landing page ○ Implement a Data Champions Network in concert with the institution's Open Champions program • Coordinate with LCR and IT (Research Computing Services) to support researchers accessing RDM services • Assess data deposit requirement of the Tri-Agency RDM Policy, in conjunction with LCR and IT (Research Computing Services) • Develop a communications plan and associated resources to build awareness and compliance in the UCalgary research community.	steering committee; advance work on initial deliverables • RDM landing page; training resources for RSO and other research support staff • Plan for Data Champions Network • # information sessions, workshops, and other training sessions delivered • # data management plans submitted with grant applications for RSO review • Coordinator to provide administrative and basic RDM support across the RDM-related work in RSO • Report on the anticipated impact on UCalgary of the Tri-Agency <i>RDM Policy: Data Deposit Requirement</i>	• Convene the Indigenous Data Sovereignty Working Group and advance an Indigenous data sovereignty framework • Develop internal DMP training plan for RSO and other research support staff • Develop plan for a Data Champions Network to build RDM capacity across disciplines and researcher roles • Develop coordination plan for data deposit with IT and LCR, to coordinate existing services, identify gaps, and plan new services • Deliver planning materials in collaboration with IT and LCR, on expected impacts on UCalgary from the Tri-Agency <i>RDM Policy: Data Deposit Requirement</i>. Increased awareness of the data deposit requirement and capacity of researchers to meet that requirement
Strengthening, Advancing, and Facilitating International Research Partnerships and Innovation at UCalgary	Innovation and commercialization activities	\$660,000	• Increase number of international research collaborations • Provide extensive support for funding applications to international agencies • Increase amount of international research funding • Increase global impact • Raise profile and visibility on the world stage	• Growth in total research revenue received from international sponsors • # researchers engaged in UCI presentations & info sessions • # international missions supported • # international delegations to UCalgary supported • # global research and innovation partnerships supported • # collaborations created between UCalgary researchers & international organizations	Timeline: April 2024 – March 2027 • Increase awareness, remove barriers for participation, and create tools to help navigate international research • Create a presence at national and international meetings and conferences, foster new and deepening partnerships, and create awareness of the UCalgary research enterprise and our willingness to partner on research collaborations • Identify, track, and share opportunities from international funding agencies • Support faculties in developing international research and innovation partnerships

				• # faculty members involved in global research • # funded global research & innovation projects • # new international research outputs • # patents & start-up companies arising from international partnerships • # international companies engaged in funding UCalgary research initiatives • # Horizon Europe applications • # Horizon Europe applications, as Coordinator or Beneficiary • # faculty members involved in Horizon Europe calls • # Horizon Europe application development kick-off meetings • # supporting resources developed/revised for Horizon Europe application development • # successful Horizon Europe applications • # Horizon Europe post-award kick-off meetings • # supporting resources developed for Horizon Europe post-award management • Established Horizon Europe post-award oversight program in RSO	• Extensive support for funding applications and managing awarded grants • Identification of more international funding opportunities specific to the researchers' interest • Increased research revenue from international funding agencies, especially Horizon Europe • Decreased exposure to the risks of non-compliance with the extensive European regulatory environment governing research funding • Expanded innovation opportunities and global research connections • Enhanced capacity for global partnerships and knowledge transfer • Increased partnerships with institutions pursuing research & innovation in areas that align with our research and academic priorities • Increased joint research outputs with international partners • Increased engagement of faculty and research teams, including research trainees, in international research and innovation collaborations
UCalgary's Gateway Innovation Initiative	Innovation and commercialization activities	\$615,900	• Inspire action and build a culture of innovation through engagement in training, mentorship, advising, venture-building, and knowledge mobilization. • Engage new research teams who are ready for disclosure, validation, licensing, partnership, startup formation, or application • Reduce chokepoints in commercialization pathways; reduced friction, stronger founder confidence, continuity from discovery through IP development,	• # innovation and commercialization publications, engagement/conversion data, marketing and communications metrics • # new research teams engaged in commercialization activities • # disclosures from new research teams • # new research-based startups • # expert advisors and mentors • # hours utilized	Timeline: April 2024 – March 2027 • Create visible, accessible, and active culture of and view of innovation as a practical pathway to advance research impact • Increase innovation and commercialization-based content creation and program awareness • Increase number of research teams entering the innovation and commercialization pipeline; improve readiness to pursue disclosure,

			industry collaboration, licensing, venture creation, and commercialization • Increase access to market intelligence and investor-readiness supports; market validation, competitor, investor and partner identification, commercialization strategies, and investment, licensing, partnership, and market-entry opportunities. • Build capacity for social impact innovation; advance community-engaged innovation, foster solution development, knowledge mobilization, and implement pathways that address societal challenges.	• # start-ups that achieve commercial outcomes • \$ value of market intelligence provided to teams • # start-ups that achieve investment • measurable solutions to societal challenges through community-engaged innovation, effective solution development, and knowledge mobilization	validation, licensing, partnership, start-up formation, or practical application. • Provide training, guidance, and mentorship to new research teams • Increase invention disclosures • Increase the number of active technology-based startups • Increase number of active expert advisors and mentors • Faster access to specialized guidance at critical decision points • Reduce wait times, clarify IP and partnership pathways, strengthen investment readiness, and help teams avoid common commercialization missteps • Increase innovation/commercialization advisors and mentors • Increase number of start-ups that achieve commercial outcomes • Equip innovators to assess market opportunities, understand competitive landscapes, identify investors and partners, and develop commercialization strategies. • Provide market intelligence support, commercialization tools, and investor-readiness services • Support researchers, graduate students, and postdoctoral scholars in exploring pathways to move socially impactful research into practical application • Increase number of researchers moving research with social impact into practical application
--	--	--	---	--	---