

Plan for the Intensification and Enhancement of Research (PIER)

LA&PS Faculty Council

Rob Haché, Vice-President, Research and Innovation

April 14, 2016

Background

- PIER is informed by University-wide consultations held from September 2015 to January 2016, including with:
 - Faculty Councils, research committees, ORUs and other representative bodies
 - APPRC
 - Other relevant groups including Assoc. of Retired Faculty
 - University Administrators (Deans; Assoc. Deans Research; Research Directors; Office of Research Accounting);
 - Two Open Fora;
 - Three Workshops;
 - Online and email submissions by members of the University Community.

- PIER is guided by a Working Group that has met regularly throughout the PIER process.

PIER Working Group

- **Alidad Amirfazli**, Lassonde School of Engineering, Tenure & Promotion Committee
- **Shawn Brixey**, Dean, School of the Arts, Media, Performance & Design
- **Logan Donaldson**, Faculty of Science, APPRC
- **Mazyar Fallah**, Faculty of Health, Associate Dean Research
- **Wade Hall**, AVP Development
- **Les Jacobs**, Director ISR, Faculty of LA&PS
- **Fuyuki Kurasawa**, YRC in Global Digital Citizenship, Faculty of LA&PS
- **Moren Lévesque**, Chair International Entrepreneurship, Schulich School of Business
- **Obiora Okafor**, YRC in International and Transnational Legal Studies, Osgoode
- **Alice Pitt**, Vice-Provost
- **Art Redding**, Faculty of LA&PS
- **Leah Vosko**, Tier I CRC in the Political Economy of Gender and Work, Faculty of LA&PS
- **Jessica Whitehead**, PhD Candidate in the Communication & Culture Program, LA&PS
- **Mike Zryd**, Associate Dean Academic Affairs, Faculty of Graduate Studies

PIER Draft

The PIER Draft consists of three parts:

Highlights

- Provides an overview of the aims of PIER and the recommendations

Draft Body

- Provides a detailed narrative of the process and recommendations

Appendix

- Breaks down recommendations into possible actions, ways to measure progress, accountability for following up on recommendations and timeline for implementation

PIER Recommendations

21 Recommendations fall into five thematic areas.

	<i>Recommendations:</i>
<i>Growing a Culture of Scholarly Inquiry</i>	1 - 5
<i>Investing In and Promoting People</i>	6 - 10
<i>Supporting Research Growth and Development</i>	11 - 16
<i>Leadership in Research and Research Advocacy</i>	17 - 19
<i>Building Research for the Future</i>	20 - 21

PIER Recommendations

Theme One: Growing a Culture of Scholarly Inquiry

Recommendation 5: **Build research intensity into the hiring, tenure and promotion processes of professorial full time faculty.**

ACTIONS	MEASURES	ACCOUNTABILITY	TIMELINE
<p>Complement planning to enhance focus on the alignment of professorial tenure stream hires with the research objectives of the hiring unit and Faculty, in addition to alignment with teaching programs;</p> <p>Hiring units to map average level of research, scholarship and associated creative activity achievement for past 5-10 years at the time of hire, pre-candidacy review, and tenure application for entry level professorial full time professorial hires.</p>	<p>Increased emphasis on research needs and alignments within complement plans for all professorial full time faculty hires.</p> <p>Alternate stream hiring also aligned with enabling research intensive clusters of regular full time faculty.</p> <p>Research achievement guides for hiring pre-candidacy and tenure that outline average achievements of past candidates cited in recommendations for hiring and included in pre-candidacy and tenure considerations.</p>	<p>Unit leads</p> <p>↓</p> <p>Deans</p> <p>↓</p> <p>Provost</p> <p>↓</p> <p>Supports for mapping past achievements to be provided through Faculty Research Offices, with assistance from Libraries, OIPA and VPRI.</p>	<p>Initiate for 2016/17 hiring cycle</p> <p>Fully implement for 2017/18 hiring cycle</p>

PIER Recommendations (cont'd)

Theme Two: Investing In & Promoting People

Recommendation 6: Improve the effectiveness of research time within workloads.

ACTIONS	MEASURES	ACC'TY	TIMELINE
Unit-level collegial discussions to identify and explore flexibility in workloads with an emphasis on workload equity and the goal of enhancing time available for research active faculty to engage in research, scholarship and related creative activity.	Workload distribution amongst regular full time faculty collated with research achievement	Unit leads	Initiate for 2016-17 academic year
	Open & transparent standards & expectations for research leaves that reward research engagement & success	↓ Deans	Implement for 2017-18 academic year.
	Demonstrated variations in workload as faculty interests & engagements shift between academic activities		
Include in discussions consideration of how part time & active retired faculty can increase contributions to overall academic success of the unit, program or area of focus.	Engagement of retired faculty in research & support of research training including: # of faculty involved, # of students supervised, # of publications & associated outputs, amounts of research funding rec'd.		
Faculties to review their collegial governance and service structure and practices to decrease the load of service engagement & increase the time available for faculty to engage in research.	Documentation of policy and practice analysis and implementation of changes in IRPs and annual reports		

PIER Recommendations (cont'd)

Theme Three: Supporting Research Growth & Development

Recommendation 11: **Develop and employ general and specific measures to monitor research progress.**

ACTIONS	MEASURES	ACC'TY	TIMELINE
Make Data on both traditional & nontraditional research outputs broadly available	Subscription to research data databases and analysis software	Unit leads, program directors, area of focus leads	2016-17 development of measures
Units, programs, areas of focus & ORUs to develop relevant specific & externally comparable measures of research, scholarly & associated creative outputs to be used in providing perspective on progress in developing research & to inform decision making related to research development. Local metrics to be rolled up at the Faculty & Institutional level annually and promoted for external adoption.	Numbers of measures and year over year trends in research outputs	ORU Directors	2017, 2016 rollup.
	Use of measures in research development planning	↓	Ongoing refinement to measures and their use
	Number of measures adopted externally	Deans Libraries	
Develop set of general measures for use by Units, programs & areas of focus to inform decision at Faculty & Institutional level to inform government requirements and external university rankings	Number of measures developed and year over year consistency in roll up reporting.	OIPA ↓ VPRI	

Implementation

- Bottom-Up integration of response to the PIER recommendations into collegial academic planning documents and annual reports
- Units, Divisions and Faculties to review and revise integrated resource and academic plans to fully incorporate PIER objectives.
 - Deans to oversee & set expectations for responses and for rolling-up responses into Faculty-level plans (IRP, Academic) and reports (e.g. APPRC)
 - **Recommendation 3: Incorporate research into all aspects of York's collective planning culture.**

ACTIONS	MEASURES	ACC'TY	TIMELINE
Work towards an equally weighted consideration of research and research development in academic planning documents:	Documentation in planning documents at all levels	Unit leads ↓ Deans ↓ VPRI	Initiated immediately Completed within a planning cycle
<ul style="list-style-type: none"> • Departmental Plans • Integrated Resource Plans • Complement Plans • Strategic Plans 			
			Cont'd...

Implementation (cont'd)

[Recommendation 3: cont'd...]

- Incorporate research into all aspects of York's collective planning culture.

ACTIONS	MEASURES	ACC'TY	TIMELINE
As applicable based on membership and alignment of objectives, include consideration of relevant ORUs in planning objectives.	Documentation in planning documents at all levels	Unit leads ↓	Initiated immediately
ORU research development plans are contained within charter documents.		Deans ↓	Completed within a planning cycle
Develop annual research reports to inform planning culture.		VPRI	
Roll up local research reports into Faculty and Institutional reports.			

Go Forward Consultation on Draft Plan

- Faculty visits and meetings;
- APPRC (for information);

➤ **Final Version: May 2016**