



**University Research Council  
Minutes  
September 16<sup>th</sup>, 2014  
2:00 – 5:00 pm  
MUSC 318**

Attendees:

Mo Elbestawi, Chair  
Gay Yuyitung  
Gianni Parise  
Peter Mascher

Stephen Collins  
Greg Weiler  
Vivian Lewis  
John Preston

Barb McKenna  
Bonny Ibhawoh  
Naresh Agarwal  
Kathy Charters

Regrets:

Fiona McNeill  
Nick Markettos  
Tony Porter

**AGENDA**

1. Minutes of University Research Council Meeting of June 2, 2014
2. Business Arising/Action Items
3. VPR&IA Briefing:
  - New Proposed Institutes
  - Annual Review of Institutes
  - Big Data Forum, Advanced Manufacturing Summit, and McMaster Innovation Showcase
4. Research Administration Update – 5 minutes by Each Director
5. Strategic Issues:
  - Core Facilities (focus group)
  - Research Branding (focus group)
  - Research Excellence Fund
  - IP Group
  - Newly promoted Associate Professors
6. Other Business

## **1. MINUTES OF UNIVERSITY RESEARCH COUNCIL MEETING OF JUNE 2<sup>ND</sup>, 2014**

- Dr. Stephen Collins motioned to accept the minutes of the June 2nd, 2014 meeting and Dr. Gianni Parise seconded. Motion carried.

## **2. BUSINESS ARISING/ ACTION ITEMS FROM THE JUNE 2<sup>ND</sup> MEETING**

1. Associate Deans of Research to discuss the request from the RDC with their Deans and let Dr. Spencer know the outcome.  
**UPDATE:** The Faculties of Business, Science and Health Sciences have accepted the request in principle and communicated with Dr. Spencer.
2. Associate Deans of Research asked to identify candidates to discuss Big Data and research data management practices with Jason Brodeur and Vivian Lewis and to contact Vivian.  
**UPDATE:** Contact has been initiated and Vivian Lewis is open to further discussion. The Tri Council's final version is expected this fall and a second public consultation also coming out.
3. Associate Deans of Research to select candidates for PBAC membership and communicate with Jennifer Robertson.  
**UPDATE:** This has been completed.

## **3. VPR&IA BRIEFING:**

### NEW PROPOSED INSTITUTES

- This fall there will be four interdisciplinary institutes established. The McMaster-Fraunhofer Project Centre for Biomedical Engineering and Advanced Manufacturing (BEAM) continues to move ahead. Dr. Raina has been approved as the Director of the McMaster Institute of GeroScience. The proposal for the Big Data Institute, led by Dr. Abigail Payne, will be presented at the October University Planning Committee meeting. Dr. Wael El-Dakhkhni is proposing the establishment of the Risk Analysis Institute, which meets all of the requirements for University support. These institutes will include boards of directors with representatives from academia, industry and government.
- Each of these institutes, with exception of BEAM, will receive \$100,000 annually from the VPR&IA's discretionary funding. The goal is that these institutes will become self-sustaining and they are encouraged to seek outside funding.
- This year has been exceptional in terms of the number of institutes established and this is the result of strong student involvement, potential for commercialization and scientific excellence.
- In the upcoming years a neuro-technology initiative is expected which will be led by the Faculty of Science working closely with the Faculties of Health Sciences and Engineering.

#### ANNUAL REVIEW OF INSTITUTES (POLICY ATTACHED)

- The Associate Deans of Research are reminded that an annual review of institutes is required and that a substantial review must be conducted every five years. This is an opportunity for the Faculties to make recommendations and adjustments to institutes.
- Each Associate Dean of Research is required to produce a one-to-two paragraph memo for the VPR&IA which indicates that the financial and progress review has been conducted for each institute that is under annual review. As per the policy, the five year review requires additional structure and external review committees to assist in the determination of proceeding with or winding down the institutes.
- As a result of past reviews, the process has enabled Faculties to determine that some institutes were not productive, identify the need for upgrades to equipment, and to identify redundancies and new opportunities.
- Once the memos are submitted, the VPR&IA will consolidate these into a report to bring to the University Research Council for discussion and determination on recommendations will be ratified by a majority vote. The VPR&IA will then take this determination and report to Senate.

#### UPCOMING EVENTS

- The Big Data Forum is scheduled for September 27<sup>th</sup> at the Innovation Park; Tom Jenkins, CEO of OpenText™ Corporation is the keynote. There is impressive participation from stakeholders in this area and the event is generating a good deal of interest. The event is intentionally invite-only to ensure a productive discussion within the panels and to appeal to experts.
- The 7<sup>th</sup> Annual Innovation Showcase, organized by MILO, is scheduled for November 12<sup>th</sup> and Gay Yuyitung will provide a further update.
- The Advanced Manufacturing Summit is scheduled for November 17<sup>th</sup>.
- A biomedical event is under consideration for the upcoming term.

#### **4. RESEARCH ADMINISTRATION UPDATE**

##### MCMASTER INDUSTRY LIAISON OFFICE:

- The 2014 Innovation Showcase, focusing on entrepreneurship and community engagement, is scheduled for November 12<sup>th</sup>, 2014 at the Innovation Park. This is being coordinated by MILO with cooperation from Advancement and the AVP Students. It will coincide with the AUCC's request for an 'Open Doors Week' and the event will include tours of the organizations within the Innovation Park, as well as the formal announcement and opening of The Forge, McMaster's newly established Campus Linked Accelerator.
- The Forge is now accepting applications for its January 2015 cohort.

#### RESEARCH OFFICE FOR ADMINISTRATION, DEVELOPMENT AND SUPPORT:

- After an extremely busy and funding deadline driven summer, the main application deadlines have passed. To allow for a better work-life balance, the ROADS Assistant Directors are reducing their hours. A temporary new Assistant Director position will be developed for a one-year period; this position will have responsibilities for both the development as well as the administration and support functions of the office.
- The pre-award module for Mosaic is live and we are looking into whether e-approval would be feasible by the end of the calendar year.
- At the next University Research Council meeting, Kathy Charters will lead a discussion about changing the process for CFI and ORF application in order to promote earlier researcher engagement.

#### RESEARCH FINANCE:

- The CFI audit has been completed and McMaster did exceptionally well. Any issues will be addressed with Mosaic or discussed directly with the affected areas.
- Faculties will be informed of their share of the Federal Indirect Costs by the end of September.
- The second version of research reporting for Mosaic will be released in coming weeks; this report is designed to be similar to the NSERC Form 300.

### **5. STRATEGIC ISSUES:**

On May 9<sup>th</sup>, Dr. Bob McNutt moderated a research retreat which was attended by 35 faculty members from across all faculties and the following issues were discussed:

#### CORE FACILITIES (focus group)

- Core facilities require significant investment, are utilized by many, and maintaining these facilities can be an issue. A group of 7 faculty members, chaired by Bruce Gaulin, has been assembled to examine this issue, and will begin meeting by the end of the fall. The focus group will issue a report to be discussed by the University Research Council and presented by the VPR&IA at PVP.

#### RESEARCH BRANDING (focus group)

- The attendees felt that McMaster could improve its research branding efforts. Bob Pelton is leading an interdisciplinary task force on this and recommendations for improving the McMaster research brand will emerge. The President has designated FWI money for research and the VPR&IA is requesting that \$100,000 be earmarked for research branding and \$10,000 for the forums that are being organized.

#### CANADA FIRST RESEARCH EXCELLENCE FUND

- The fund will be administered by SSHRC on behalf of all the federal research granting councils.

- The Fund will help Canadian postsecondary research institutions leverage their key strengths into world-leading capabilities that will generate benefits for Canadians. The Fund will begin with \$50 million in 2015-16, reaching a steady-state level of \$200 million annually in 2018-19 and beyond. Eligible activities include research activities and increasing faculty capacity. It is not yet known if a multi-institutional approach can be taken.
- Partnerships are essential for success and international links are of extreme importance. It is currently contemplated that the Fund will award 5-6 projects nationally and will identify the best possible groups existing in Canada.
- The Associate Deans of Research are asked to discuss this with their Deans and colleagues and consider the best possible initiative that can be put forward.

#### IP GROUP

- McMaster's performance in terms of licenses is relatively unknown. Even though we report the highest of licenses (135) of the U15, our licensing income is \$2M, placing McMaster 8th among the U15.
- In an effort to increase revenues in this area, the VPR&IA is seeking support as follows:
  - 1) Creation of additional position in the Business Development Unit at MILO;
  - 2) Creation of a MILO incentive program (similar to that in place in Advancement).
 MILO is currently working with HR on a plan and designing the appropriate metrics for performance
- MILO is seeking input from Faculties on where to focus their resources.
- Mark Shankerman, who studies commercialization and the factors around its success, found that universities with incentives within their Faculties and their Industry Liaison Office saw a significant increase in the value of inventions and licenses.
- The Faculty of Health Sciences has engaged an external consultant to assist with their commercialization efforts. The firm Bloom Burton is currently conducting an inventory of FHS inventions, reviewing approximately 700 projects, and categorizing them as ready for commercialization; will be ready with additional development; and not suitable for commercialization.
- Dr. Agarwal mentioned that MILO is in a supporting and facilitating role for licensing; the idea and drive for commercialization must come from the faculty member. Reward systems and incentives that can be implemented at the Faculty level, such as factoring commercialization into the tenure & promotion review, could have a strong impact; however, these elements are not under the University Research Council's control. New hires are changing the way of thinking and are more likely to hold a favourable view of commercialization.
- There is credence given to the model where the university is willing to forsake its ownership stake in IP and licensing revenue in exchange for longer term research collaborations which increases research income. There needs to be mechanisms in place to ensure that there is no conflict of interest in terms of research partnership vs potential license.

- Gay Yuyitung will continue working with HR and will bring an update to the Council regarding the incentive plan at next meeting

#### NEWLY PROMOTED ASSOCIATE PROFESSORS

- The advice from Department Chairs to new hires tends to be conservative in terms of guidance for partnering with industry. There is an opportunity to give these professors support and advice for industry collaboration at an earlier stage in their career. The Associate Deans of Research can play a role in identifying newly tenured professors to discussion on this.

#### GRANT WRITING SUPPORT (FINANCIAL)

- Attendees of the retreat felt that financial support for grant writing within the faculties would be beneficial. The Associate Deans of Research are asked to discuss this possibility within their faculties.

#### **6. OTHER BUSINESS**

- President Deane plans to meet with the University Research Council in March and discuss promoting research as a priority.
- Dr. Ibhawoh would like to discuss the guidelines on how to compensate interdisciplinary research at the next Council meeting.

#### **ACTION ITEMS**

1. Associate Deans of Research to consider the best possible candidates to be involved in the Canada First Research Excellence Fund.
2. Gay Yuyitung to provide an update on the progress with HR on the MILO incentive place.
3. Associate Deans of Research to discuss the possibility of dedicating financial resources to grant writing with their Faculty Deans.