

Institutional Performance Outcomes 2025-2026

Research Support Fund 2025-2026

Expenditure category	Institutional performance objective	Indicator	Output	Target Outcome	Reported Outcomes
Research facilities	Support the ongoing maintenance and operations of research facilities on campus	➤ Total Square footage allocated to research	Portion of RSF funds invested to support this activity.	➤ Total square footage devoted to research is equal to or more than in the previous year.	➤ Total square footage devoted to research is equal to the previous year.
Research resources	Support information technology provided to faculty members and graduate students	➤ Access to research software site licenses, RCS ShareFile and Research Computing and Development Cloud ➤ Support to RCS Research Software Development team.	Portion of RSF funds invested to support these activities.	➤ Total research related information technology support is equal to or greater than in 2018-2019	➤ #Research software downloads were > than in 2021-2022. ➤ Support for design and development of custom research software was equal to 2021-2022 levels.
Management and administration of an institution's research enterprise	Provide Effective Research Administration	➤ # personnel dedicated to and/or services offered related to post award administration ➤ # of awards processed and/or funding rate ➤ # of successes in competitions	Portion of RSF funds invested to support this activity.	➤ post-award support is equal to or greater than in 2018-2019 ➤ # of awards and/or funding rate is equal to or greater than in 2018-2019. ➤ # of successes in competitions from last year is equal to or greater than in 2018-2019	➤ # of awards and \$ rate >than in 2018-2019 ➤ Tri-Agency results on or above the national average in # of grants awarded and/or \$ of awards. Ex. 60% SSHRC Insight success rate and 3 SSHRC Partnership Grant awards. ➤ Post award support greater than in in 2018-2019.
Regulatory requirements and accreditation	Provide effective and timely support for human ethics and animal care compliance activities	➤ # of personnel dedicated to compliance ➤ # of active ethics certificates ➤ # of ethics presentations	Portion of RSF funds invested to support this activity.	➤ # of new ethics protocols (human/animal care/biohazards) are equal to or greater than in 2018-2019. ➤ Ethics presentations are equal to or greater than in 2018-2019	➤ # of new CUREB, ACC and BIO protocols processed, and presentations provided were great than in 2018-2019. ➤ CUREB A& B overview: 1187 protocols processed (new + changes); ASR Renewed and closed 1402; and 23 presentations ➤ Bio overview: 95 protocols processed (new, amendments, renewals + closures) ➤ ACC overview: 206 protocols (new, amendments, renewals + closures)
Intellectual property	Support commercialization activity on campus	➤ # of personnel dedicated to IP, commercialization and industry partnerships	Portion of RSF funds invested to support this activity.	➤ # of IP disclosures, patent applications and/or interactions is equal to or greater than in 2018-2019.	➤ # of IP disclosures greater than previous year. 15 new IP Disclosures; 4 patent filings + 2 patents issued + 1 patent in-licensed; 1 Exclusive licence and 3 Non-Exclusive licenses executed; 1 new spin-off company. ➤ IP education focusing on specific initiatives delivered. Ex. ERA awards, targeted IP education delivered to 2 faculties (FED, FASS) and 4 departments. ➤ IP presentations to support institutions/partners. Ex. Momentum AIR, PDI Institute uOttawa, PARO Centre for Women's Enterprise. ➤ Awarded 1 year extension of an IPON PSE to retain 1 FTE Commercialization Officer.

Investment Stories 2025-2026

- 1) Carleton University researchers work hard to create innovative solutions to challenging problems, which can contribute to business development solutions in Canada and abroad. The Office of the Vice-President (Research, Innovation and International)'s Industry and Partnership Services (IPS) provides support for researchers to mobilize and commercialize the intellectual property (IP) they create through research programs. Within IPS, the Carleton Innovation Transfer Office (CITO) is dedicated to IP protection, licensing, spin-off companies, and business development. Carleton complements its research excellence with a modern creator-owned IP policy to support commercialization for maximum impact. Recently re-established to provide formal support to Carleton researchers in the protection and commercialization of their IP, the CITO team is growing and introducing new initiatives to promote a culture of innovation on campus. For example, the annual Carleton Intellectual Property Impact Awards celebrate Carleton-led projects demonstrating real-world economic, social, and environmental impact through research mobilization, commercialization, and collaboration. This year's award celebration event featured presentations, interactive demos, and technology showcases highlighting Carleton innovations spanning novel therapeutics, artificial intelligence, advanced communications, sustainability, medical robotics, renewable energy, and digital infrastructure. The CITO team is working with Carleton researchers to build a valuable portfolio of IP rights, in the form of patents, copyright, and trademarks, and to develop these opportunities towards commercialization through Canadian and/or international receptors. This includes IP education and awareness, identification and IP strategy development, technical and market evaluations, IP protection, business development for licensing and collaborative R&D as well as support for the creation of successful startups. CITO works closely with Ottawa's innovation ecosystem – including industry partners, Invest Ottawa, Intellectual Property Ontario (IPON), and partner IP law firms – to support the translation of research into impact.. For example, CITO has recently supported the transfer of Carleton IP to a major Canadian satellite company to enhance sovereign communication networks, and has supported licensing of educational tools to school boards across Canada, enabling Carleton research to play a crucial role in shaping the next generation of Canadians.
- 2) Carleton University's Office of the Vice-President (Research, Innovation and International) (OVPRII) offers a comprehensive suite of funding opportunities designed to support researchers at all career stages and in all disciplines in furthering their research programs, and by extension careers. Each opportunity targets a critical milestone piece in building, maintaining, and growing a successful path, including, but not limited to, applying for individual and team grants, submitting awards and distinctions, mobilizing research results, forging, and building partnerships within and outside of academia. Internal programs management is an art itself as it requires benchmarking to identify the areas that require the most support and make the greatest impact: careful conceptualization and drafting of the competition materials (guidelines, application form, terms and conditions, notices of decision, notices of award, funding memos, committee evaluation grids, and scoring sheets) and a transparent and equitable approach to application intake and processing. Scrupulous administrators must not only do all the above but also answer applicant questions, recruit and manage committees, budget carefully, and respond to inquiries post-award, as well as ensure reports are submitted by researchers and that the information contained therein is captured and analyzed for program evaluations. Administrators also ensure good fiscal management by reviewing requests for extensions and consulting with Research Financial Services to return residuals to OVPRII for redistribution in a subsequent round. All the above-described tasks are completed under pressure from anxious applicants awaiting results to kick-start an international partnership, conduct preliminary research for a grant, explore research synergies to apply to team grants, or mobilize research results to users and partners.

Incremental Project Grant 2025-2026

Project Title	IPG Priority Area	Output (investment of IPG grant funds)	Performance objective	Performance indicator	Target outcome	Reported Outcomes
Research Financial Services Compliance and Complex Research Project Support Strengthening	Information Resources	Portion of funds invested	Support major and complex sponsored research awarded to the University	➤ Hiring of financial analysts and training (in progress) ➤ Identification of potential specific compliance issues related to the implementation of the risk-based approach and devising mitigation measures, including but not limited to targeted training. ➤ Developing and implementing modernized risk-based approach within current framework (in progress). ➤ Identification of complex projects and creation of dedicated portfolio (in progress) ➤ Forging and maintaining relationships with complex and large-scale research funding awardees in view of providing them financial analysis and management advice ➤ Reduction in requests for extensions and return of residuals due to financial management to funders at the end of the use of funds periods per year over the next three years ➤ Transaction risk verification threshold being raised from \$1,000 to \$2,000 within three years. ➤ Increased and synergistic collaboration between Finance and VPRI as it relates to the management of research funding.	➤ Increased cooperation and understanding and support between Finance and VPRI of research related award management. ➤ Increased research funding to the University via the provision of financial analysis and award monitoring leading to increased applications by researchers for major and complex awards, maximized award funding, timely invoicing and collection of outstanding payment collection. ➤ Improved researcher financial literacy and post-award management satisfaction through award management guidance and research related expense processing on major and complex funding opportunities. ➤ Strengthened accountability to funders through timely responses and scrupulous follow through on deliverables within specified deadlines. ➤ Improved institutional reputation.	➤ Funded team hired and fully trained ➤ 109 awarded complex multi-year projects managed by team (Ex. Budget reconciliation & financial counsel + support for pre-award (Ex. development of budget templates) ➤ Modernized risk-based approach developed + implemented. ➤ Team activities resulting in institutional financial risk reduction ➤ Increased communication between RSF and Research Facilitators ➤ Guides/tools created and shared with the Research Coordinators for assistance with budgeting and backup requirements ➤ Provided enhanced support for large projects by connecting directly with sub-award partners for reporting requirements
Research Management System Improvement: Data Integrity, Analysis and Reporting team	Information Resources	Portio of funds invested	Research Awards Management System Improvements	➤ Grant-funded employee team retention; replacing project manager and hiring a senior developer. ➤ Re-alignment of data categorization with COFO and Carleton Chart of Accounts and other standard university nomenclature ➤ Implementation of modification of fields in accordance with user needs ➤ Standardization and limitation of responses in categories to reflect shared understanding of terminology ➤ Development of APIs to enable alignment ➤ Development of automated customized reports for researchers	➤ Improved reliability and capacity for storing, compiling, and analyzing institutional data by embracing technological advances, resulting in functions with greater consistency, transparency, and integrity in research data management and reporting. ➤ Integration of award management system with other key University systems, leading to more efficient and comprehensive institutional reporting within and outside the University, thereby eliminating time consuming data entry duplication and manual workflow management. ➤ Improved user-friendliness of the system in order to serve the interests of the entire Carleton user community enabling each group greater ease and more self-sufficiency in accessing application history	➤ Core full-time team members were retained and project lead was identified. ➤ Software programmer amended 5 fields in the Approval Form to increase workflow efficiency and to provide required information for internal process. ➤ Re-alignment of agency data is 84% validated and more than 50% quality controlled. ➤ Automation of manually intensive work tasks is in testing phase for deployment summer 2026 ➤ Standardization and limitation of responses in categories to reflect shared understanding of terminology improved 1 out of 2 targeted fields. ➤ Community of practice to support users set up and monthly meetings will begin in September 2026.

					and award data, including funding amounts and balances, in fully automated reports. ➤ Efficiency gains in business processes leading to faster processing and stronger institutional and individual decision making.	
Responsive Partnerships and Community Engagement Capacity	Innovation and Commercialization activities <i>and</i> Information Resources	Portion of funds invested	Strengthening of compliant legal and financial Contracts and Agreements Expertises	➤ hiring and training of a senior CORIS team member with the required legal and financial expertise ➤ Improved delivery standards for Foundation award finalizations ➤ Improved synergy of research post-award service quality and timeliness through the consolidation of services provided related to Canadian Foundations, Tri-Agency , Government of Ontario and Canadian Foundation for Innovation Agreements, including sub-contracts ➤ Decrease in requests for extensions in time only and access to residuals. ➤ Improved compliance and safeguarding of research awards, intellectual property, and inter-institutional partnerships.	➤ Strengthened ability to meet the growing demand from the Carleton research community related to agreements and sub-contracts related to traditional and non-traditional funding sources in both official languages. ➤ Improved support to principal investigators and their research support staff in the following areas: interpreting University and Sponsor financial policies, procedures, and guidelines ➤ Improved understanding and confidence in managing award funding with partners through synergistic legal and financial roles and responsibilities in the project throughout the research lifecycle.	➤ Delayed start to April 1, 2026 due to unforeseen circumstances
Advancing Innovation and Commercialisation in Priority Sectors	Innovation and Commercialization activities <i>and</i> Information Resources	Portion of funds invested	Strengthen innovation and commercialization support to the research community	➤ Increased awareness/use of CITO services: ➤ on-campus awareness/training events (5) ➤ % increase in number of IP disclosures, particularly in strategic sectors (15%) ➤ number of new supported disclosures (first patent filings + non patentable IP) (3) ➤ Maturity of existing technologies: ○ next phase filings such as PCT/national phase entries ○ number of allowed/issued patents ○ support for higher TRL proposals (market assessments, development/validation) ➤ Increased engagement with industry partners ➤ increase in CITO related agreements with partners (NDAs, collaboration, licensing or assignment agreements)	➤ Support the local innovation ecosystem and initiatives such as ISED's IP Strategy and Ontario's Commercialization Mandate Policy Framework through enhanced technology transfer and commercialization in areas of local strength. ➤ Increase in Carleton's industry collaborations — an objective that will allow the University to also meet several of goals related to the Strategic Mandate Agreement with Ontario, namely increasing its partnerships, publications, research intensity, industry funding and student training/mentoring. ➤ Address heightened demand for in-depth IP and commercial assessments; providing guidance needed to shepherd a greater volume of NSERC I2I applications; marketing and developing licensing and commercialization partnerships or support other paths to market; and complying with all University and Canadian laws and policies including but not limited to the Sensitive Technology Research and Affiliations of Concern (STRAC).	➤ Increased awareness/use of CITO services target met. Ex. 34 1:1 IP exploration meetings with faculty. ➤ On-campus awareness/training events target exceeded. Ex. 3 training events, 4 departmental awareness events, inaugural IP Impact Award celebration event (17 nominations, 43 attendees). ➤ 15% increase in number of IP disclosures target met: 15 new disclosures received. ➤ Number of new supported disclosures (first patent filings + non-patented IP) target exceeded: 5 new disclosures accepted for support. ➤ Maturity of existing technologies: 4 next phase filings (Ex. 1 PCT and 3 National Phase applications). ➤ Number of allowed/issued patents: 2 ➤ Support for higher TRL proposals (market assessments, development/validation): 6 ➤ Increased engagement with industry partners: 24 companies engaged in discussions on IP commercialization. ➤ CITO related agreements with partners: 8 (Ex. 1 exclusive licence; 3 non-exclusive licenses; 4 NDAs).

Research Analytics Platform	Information Resources	Portion of funds invested	Improve and manage research data metrics tools	➤ Support for research data analytics is equal to or greater than 2018-19	➤ Enhanced researcher ease of identifying collaborators globally within and across disciplines, thereby enabling innovative and multidisciplinary research. ➤ Facilitating Carleton's visualization of our research excellence and enabling the identification of global partners to further innovative solutions to complex problems. ➤ Strengthened ability to assess individual and institutional research impact within our global and interconnected world. ➤ Streamlined efficiencies and cost savings in research support for technological transfer activities to the research community. ➤ Significantly strengthened safeguarding of Carleton University's research ecosystem in the provision of a research analytics platform that provides comprehensive, AI-driven tools that provides superior insights and more advanced analytical capabilities across disciplines and departments	➤ Research data analytics support remained equal in strength to the previous year.
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Research Security 2025-2026

Project Title	Output (investment of IPG grant funds)	Performance objective	Performance indicator	Target outcome	Reported Outcomes
Risk Assessment and Mitigation Support in OVPRI	100% of funds invested	Mitigate security risks and meet institutional and national security objectives	➤ Number of faculty and staff members engaged in the protection of research, including through: ○ Requests for one-on-one consultations with the Director of Research Security ○ Participation in research security travel briefings ○ Utilization of the ITS Travel Device Loaner program ○ Assistance in conducting due diligence and risk assessment processes. ➤ Number of resources and tools developed to support the Carleton community's incorporation of RS considerations into their research work, such as: ○ Educational resources ○ Risk assessment tools ○ An online portal for research security ➤ Number of faculty and staff members engaged through outreach & education initiatives, including: ○ Community of Practice workshops ○ Meetings and information sessions ○ Research security training events ○ Dissemination of information, briefing materials and resources ➤ Percentage of federal grant submissions rejected on security grounds	➤ Cultivation of security-related norms, values, attitudes, and assumptions as inherent to the conduct of responsible research. ➤ Shared commitment to pursue, mobilize and share knowledge in a reciprocal and responsible way. ➤ Levels of compliance and success with protective security measures mandated through the provincial and federal governments increase. ➤ Strengthened expertise and knowledge related to research security risk management across campus, and within units that comprise the Office of the Vice-President, Research and International. ➤ Risks to research and to researchers are reduced, as employees are empowered with tools and resources to inform security-conscious considerations and action.	➤ Advanced all core program objectives and embed research security across institutional practice. ➤ Strengthened Institutional Research Security Capacity: approximately 65 risk-mitigation plans, conducted 15 individualized faculty consultations, and completed risk assessments for approximately 12 prospective visitors to Carleton's research ecosystem & no Carleton federal grant submissions were rejected on research-security grounds during the reporting period ➤ Increased Researcher Awareness and Uptake of Safeguarding Practices through structured outreach and training that produced measurable capacity-building outcomes, such as 6 Community of Practice workshops and targeted expert-led sessions, engaging 80 participants, leading to: 1) improved understanding of roles and obligations and strengthened risk-screening behaviours among researchers and administrators; 2) formal integration of research-security considerations into the Office of Risk Management's Travel Safety Plan; and 3) sustained engagement by the Office of Research Ethics and Security, enabling earlier risk identification and more consistent safeguarding practices across the research lifecycle ➤ Embedding of Research Security into Institutional Governance and Risk Frameworks into core governance processes, including visitor oversight and travel safety planning. These measures advanced proactive, risk-informed decision-making and ensured research-security considerations are addressed systematically rather than on an ad hoc basis. ➤ Advanced National Coordination and Sector Leadership through Director of Research Security participation at major fora. Outcomes included: 1) increased awareness of research-security risks, best practices, and federal policy expectations among academic, governmental, and external stakeholders; 2) strengthened inter-institutional and intergovernmental coordination; 3) greater alignment and collaboration across the Canadian research-security ecosystem.