



**2023-2025**  
**KEYANO COLLEGE**  
**RESEARCH**  
**STRATEGIC**  
**PLAN**

# KEYANO COLLEGE RESEARCH STRATEGIC PLAN 2023–2025

## INTRODUCTION

The inaugural Keyano College Research Strategy defines priorities and outcomes referenced during the establishment phase of a Centre for Research and Innovation over the next two years. This Strategy was developed in alignment with the College’s 2022–2025 Strategic Plan along with its Mission and Vision.

While Keyano College’s strategic vision for research is a bold initiative that will establish and

unite research with experiential learning and innovation, the first strategic plan emphasizes the establishment and growth of a sustainable Centre for Research and Innovation equipped with the expertise, infrastructure, and resources required to facilitate applied research activities and maintain industry and community partnerships amidst ever growing real-world challenges of our unique, remote, northern and diverse context.

**COLLEGE VISION**  
Keyano, Educating to Change Lives.

**RESEARCH VISION**  
Empowering learners and researchers to tackle challenges and seek solutions through collaboration and research to contribute to our community.

**COLLEGE MISSION**  
In partnership with industry and community, develop a relevant workforce and leaders of tomorrow, in a safe learning environment that embraces equity, diversity, and inclusivity (EDI).

**RESEARCH MISSION**  
Connecting learners and researchers with community and industry in our areas of expertise to share knowledge, advance academics, and improve the economic and social development within our local context in a sustainable manner.

In addition to the strategy, a roadmap identifies the objectives, outcomes, timelines, and actions necessary to successfully establish and grow the academic and applied research portfolio to serve

the needs of the College, industry, students, and community stakeholders. Future strategic planning aims to identify strategic targets and performance indicators.

# RESEARCH AT KEYANO

## DEFINING RESEARCH

- Research is a systematic and organized investigation aimed at generating new knowledge, expanding understanding, or finding solutions to problems.
- Research can take various forms, with primary goals of contributing to the existing body of knowledge, inform decision-making, and tackling societal challenges.

## DEFINING APPLIED RESEARCH

- Informed by Colleges and Institutes of Canada's definition of applied research, Keyano College recognizes applied research as identifying and developing innovative and sustainable solutions to real-world problems contextualized to our community and industry.
- Applied research enables the sharing and application of latest knowledge and resources to overcome challenges, to enhance or create new and innovative solutions and procedures, and to enhance the academic capacity of researchers and students alike.

## DEFINING ACADEMIC RESEARCH

- Academic research aims to contribute to the existing body of knowledge in a particular field, focusing on advancing theories and exploring new ideas.
- Driven by the pursuit of knowledge, it generally leads with identifying a research question, selecting appropriate methodology, data collection and analysis, and generally disseminating the outcome across the academic community.

As the College establishes and grows a Centre for Research and Innovation, involvement, and awareness of both academic and applied research will be fostered throughout the institution, by researchers, students, and stakeholders who support research activities. This will help in the maturation of engagement in research across the

institution enabling expansion beyond our initial five strategic research pillars to broaden knowledge and resource sharing opportunities, while also ensuring ongoing contribution to economic and social development, and enhancement of our teaching and learning capacities.

## RESEARCH AT KEYANO

Keyano College has five strategic research pillars that will inform its establishment as a northern hub for research recognized as a preferred contributor to social and economic growth through collaboration with industry and community in the following areas:



**ENERGY, ENVIRONMENT,  
AND SUSTAINABILITY**



**THRIVING COMMUNITIES**



**HEALTH AND WELLBEING**



**SCHOLARSHIP OF  
TEACHING AND  
LEARNING**



**INNOVATIVE SOLUTIONS**

## RESEARCHERS

Keyano's research is grounded in principles of knowledge sharing, ethical research practice, collaboration, partnerships, sustainability, innovation, and community enhancement. As research is valued for its capacity to enhance teaching and learning, often researchers will also be engaged in academic activities at the College. Researchers are encouraged to identify and integrate relevant applied research opportunities in their discipline and related curriculum. College support of both applied and academic research projects will in turn foster a learning environment between researchers and students to cultivate the practices, skills, and knowledge conducive to contributing to scholarly conversations and seeking answers and improvements to real-world problems and challenges.

## STUDENTS

To enhance learning experiences, students at Keyano College will have the opportunity to

be engaged in research activities. As student researchers, participation in research will encompass opportunities to apply program knowledge and their skills to help tackle real-world challenges and identify solutions in varied environments, contribute to their discipline, connect with prospective employers, and identify professional aspirations and specializations.

## INFRASTRUCTURE

To effectively build a research culture at Keyano College, it is important that appropriate infrastructure is established and strengthened to facilitate the growth of research and training opportunities. Infrastructure, including dedicated space, resources, and channels forms part of the establishment of the Centre for Research and Innovation in line with Tri-Agency Councils' principles, community and industry partnerships, and College policies and programming.

# RESEARCH GOALS

The purpose of the Research Strategy is to guide Keyano College towards the following goals:

1. Establish and grow a sustainable Centre for Research and Innovation that supports and builds capacity for researchers, students, industry, and community within local and broader contexts.
2. Expand academic capacities, including professional development, teaching and learning, and curriculum development, informed by knowledge and experiences gained from research opportunities.
3. Foster a culture of inclusivity in applied research in alignment with the College's commitment to enacting EDI and Truth and Reconciliation principles.
4. Contribute to the goals and outcomes outlined in Keyano College's 2023–2025 Strategic Plan.
5. Foster a college-wide culture of research through professional development and educational offerings to empower and build capacity for Keyano employees, faculty, and students.
6. Establish and maintain collaborations with our researchers, students, community, and industry for continued engagement in identifying solutions to support economic and social development, allowing for commercialization of outcomes.

# CONNECTING TO KEYANO'S STRATEGIC PLAN

The Research Strategy is designed to support the accomplishment of the College's Strategic Plan. In particular, the following College goals are identified for their direct connection to the Research Strategy:

**1.3.1. To Provide Innovative Program Delivery:** Ensure applied research activities lead to business growth and innovation, and enhance the teaching and learning experience of Keyano's faculty and students.

**3.1.1. To Create a Multicultural Learning Environment:** Ensure all students and employees are equipped with the knowledge and skills to operate effectively within today's globally competitive environment.

**4.2.1. To Drive Innovation:** Through applied research activities, contribute to Alberta's Innovation capacity by supporting and strengthening its commercialization potential to create new knowledge, and develop future skills and diversity in the economy.

## STRATEGIC ACTIONS

To achieve the research goals and contribute to the achievement of the College's 2023–2025 Strategic Plan's pillars and outcomes, the inaugural Keyano College Research Strategic Plan is guided by the following actions:

- Establish Center for Research and Innovation at Keyano College
- Establish a strong, functional, and adequately staffed Centre for Research and Innovation by 2025
- Develop, implement, and maintain resources, infrastructure, and procedures for the lifecycle of research projects
- Increase the number of research activities engaged by faculty, staff, and students on a yearly basis across all disciplines
- Develop an outreach and awareness plan that offers ongoing professional development and training opportunities to researchers engaged in all aspects of the research cycle
- Build upon and seek new community and industry partnerships across all discipline areas to advance research opportunities
- Develop a pathway to streamline student research, training, and research-based experiential learning opportunities
- Promote research collaborations and accomplishments across a variety of mediums
- Establish and maintain Research and Innovation online presence
- Establish and lead a provincial group for research and innovation leaders to connect, collaborate, and discuss trends and issues
- Increase the number of external funding revenue sources
- Identify and pursue strategic partnerships with community and industry stakeholders
- Foster collaboration across the College to pursue funding to support establishment and growth of sustainable research infrastructure
- Establish an institutional repository
- Foster collaboration with external stakeholders to promote and realize the institution's research themes
- Seek commercialization and patenting opportunities, assisting research partners to reach their goals
- Establish President's Research Chair positions to support the strategic pillars