



THE UNIVERSITY OF BRITISH COLUMBIA

Knowledge Exchange Unit  
VP Research & Innovation

# EXPANDING CONVERSATIONS THROUGH ENGAGED RESEARCH AND SCHOLARSHIP

2019-2022 | Knowledge Exchange Strategy

# EXPANDING CONVERSATIONS THROUGH ENGAGED RESEARCH AND SCHOLARSHIP

## 2019-2022 Knowledge Exchange Strategy

The UBC Knowledge Exchange is a unit of the Office of the VP Research and Innovation.

This strategy outlines the Knowledge Exchange Unit's plan to implement Strategy 9 of the UBC Strategic Plan, Shaping UBC's Next Century, "Improve the ecosystem that supports the translation of research into action," and Strategy 16, "Deepen the relevance and public impact of UBC research and education."

The UBC Indigenous Strategic Plan, in particular Goal 3, "Moving research forward" and Goal 7, "Providing Tools for Success" will guide the unit's efforts in "supporting research initiatives that are reciprocal, community-led, legitimize Indigenous ways of knowing and promote Indigenous peoples' self-determination."

Collaborating with a rich network of academic and non-academic partners, the Knowledge Exchange Unit will build capacity among UBC researchers across disciplines to engage beyond academia and contribute to creating positive change in society. The unit will support researchers at every stage of their knowledge exchange (Kx) journeys through the steps described below and help them to collaborate with community members through effective, reciprocal and respectful research processes.

Kx happens when people share insights from their unique expertise, experience and context. The Knowledge Exchange Unit commits to creating safe and welcoming spaces for collaboration. Hence, the principles of equity, diversity and inclusion guide the priorities, services and activities proposed in this document.

This Kx strategy is intended to serve as a framework for consultations with internal and external partners as well as the Knowledge Exchange Advisory Committee ([Appendix 1](#)). This document is a living plan to be adapted over time as needs and challenges arise.

## Background

The UBC Vice-President Research and Innovation Office created the UBC Knowledge Exchange Unit in November 2018 to accelerate and increase the impact of research on society.

Kx is one of four innovation pathways within the VPRI portfolio that facilitate engagement between UBC researchers and non-academic partners. These pathways also include entrepreneurship, commercialization and innovation partnerships. The professional support and services provided via the four pathways are intended to be complementary and synergistic.

The Kx pathway focuses on translating research into social, political, environmental, economic and cultural impacts, for example, in public dialogues, policy-making, professional practice and the cultural sphere. It connects with community-based research, partnership development, public scholarship and communication practices.

## Vision and mission

### Vision

The UBC Knowledge Exchange Unit is UBC's hub for contributing to public dialogue, policy, practice and arts and culture through the sharing of knowledge with communities, government agencies, non-profit organizations in BC, Canada and around the world.

### Mission

The UBC Knowledge Exchange Unit fosters a supportive culture of Kx and builds capacity through training, resources and tailored support to help researchers engage in meaningful collaborations, communicate research effectively and demonstrate and celebrate the impacts of their work with and within communities.

## Why knowledge exchange?

Many terms are used to describe the process of moving research into action: knowledge translation, knowledge application, knowledge mobilization, implementation, research impact, etc. In general, these terms are used interchangeably.

We chose the term 'knowledge exchange' to highlight the interactive, iterative and multidirectional character of the process. The College of Arts, Humanities and Social Sciences

of the University of Edinburgh defines Kx as “a process which brings together academic staff, users of research and wider groups and communities to exchange ideas, evidence and expertise.”<sup>1</sup> Also, the term knowledge exchange isn’t associated with one area or discipline, like knowledge translation is with health.

Kx is a learning process in which academic and non-academic partners<sup>2</sup> exchange their knowledge, expertise and resources to drive effective research impact. It builds on the understanding that academic knowledge alone is often not sufficient to create positive change in society. Non-academic partners’ knowledge, skills and experience are also needed for evidence to be created, contextualized and used.

Early and sustained dialogue between partners throughout the research process is, broadly speaking, the most effective way to generate impact and deliver intended benefits.<sup>3</sup> In some cases, however, this dialogue occurs later in a research program. There is a need to support Kx through all stages of the research process, from co-creation in the early stages of partnerships through the dissemination and implementation of research findings.

This strategy builds on two reports that highlight the need for the development of an institutional Kx capacity at UBC and outline challenges and potential solutions.<sup>4,5</sup> The Knowledge Exchange Unit was created to address needs, advance new opportunities and overcome the following barriers identified by these reports and the Knowledge Exchange Advisory Committee:

- The lack of understanding about Kx and how it extends beyond dissemination practices
- The context-specific nature of Kx which demands tailored, timely and resource-intensive assistance
- The discrepancy between institutional policies, procedures and mechanisms and the requirements of reciprocal research partnerships (e.g. compensation guidelines, time required for partnership development, etc.)
- The risk that, without proper support, researchers will not follow through on Kx-related intentions beyond the requirements of funding agencies
- The lack of recognition associated with Kx activities and the resulting perception that Kx is not a priority
- The potential for duplications in Kx service-delivery and the lack of a coordinating unit that helps institutional teams situate their roles within the Kx ecosystem

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<sup>1</sup> University of Edinburgh, College of Arts, Humanities and Social Sciences, “What is knowledge exchange”

<sup>2</sup> Non-academic partners can include government officials, community service providers, non-profit organizations, the general public, etc.

<sup>3</sup> Mitton C, Adair CE, McKenzie E, Patten SB, Wayne Perry B. Knowledge transfer and exchange: review and synthesis of the literature. *Milbank Q.* 2007;85:729–68.

<sup>4</sup> Quayle M, Bravo M, MacLennan, Co-Creating the UBC Knowledge Exchange (Kx). A Collaborator in the UBC Innovation Hub. 2018.

<sup>5</sup> Quayle M, Bravo M, MacLennan, Enhancing Kx@UBC. Mobilizing UBC Research in the Policy Realm, 2017.

- The limited capacity of traditional metrics to reflect the wider impacts of research in policy-making, public awareness, or service delivery

Driving such a culture shift requires long-term efforts and a multi-layered approach at the system, institutional, organizational unit and individual researcher levels. While this plan does not feature long-term goals such as institutional-level policy change, the framework proposed here will lay the groundwork to support such an endeavor. Therefore, the priorities set out for the next three years focus on developing capacities and skills in Kx, leveraging and expanding UBC's collective expertise and creating networks within the institution to support Kx.

## Objectives and core areas

### Objectives

The Kx objectives for 2019-2022 aim to serve UBC researchers (faculty, research support staff and students), on both campuses, as follows:

1. Increase researchers' awareness and competency in Kx principles and practices
2. Facilitate access to Kx support through the coordination of Kx-related services at UBC
3. Strengthen meaningful engagement with external partners
4. Increase public awareness of the societal impact of UBC research

### Core areas

The objectives of this strategy document revolve around three components drawn from studies on Kx institutional approaches<sup>6</sup>: capacity, connectivity and clarity. These core areas relate to the barriers and challenges to overcome.

Services will be granted on a first-come-first-serve basis. Where there is a need to prioritize, we will focus on interdisciplinary research projects that address societal issues and large institutional projects.

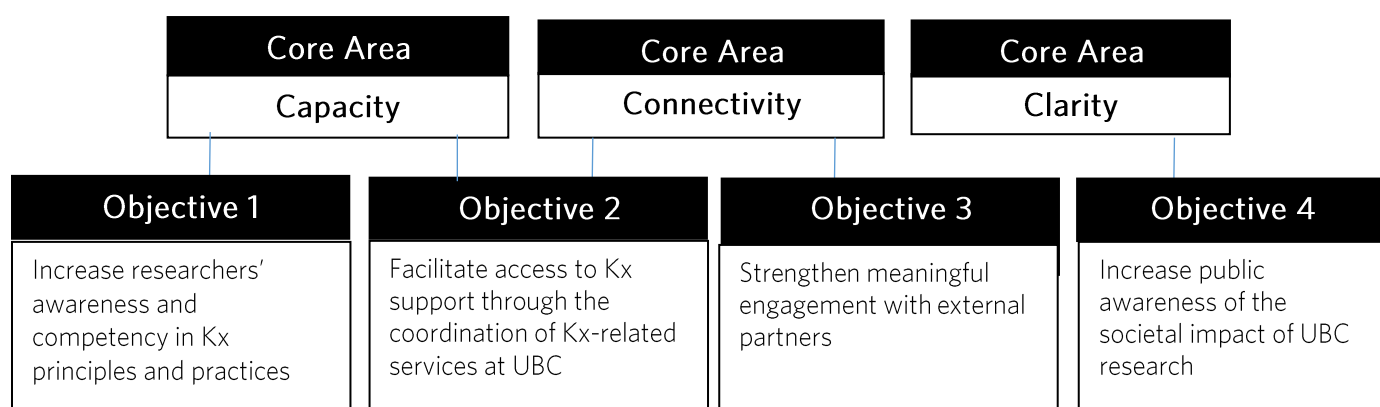
**1. Capacity** —building capacity among individuals and across the institution to succeed in and advance Kx practices. The Knowledge Exchange Unit supports researchers at any stage in their Kx journeys, helping to adapt core Kx principles to various research contexts and needs. The unit's activities and services raise the research community's baseline competency to share knowledge effectively and to plan for early and mutually beneficial engagement with external partners.

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<sup>6</sup> Bayley J, and Phipps, D. Building the Concept of Research Impact Literacy. Evidence & Policy, 2017

**2. Connectivity** —connecting people within and beyond UBC. The unit works with professional staff across UBC such as brokers, specialists, research facilitators and communicators to increase collective awareness and ensure the coordination of Kx services. The unit streamlines Kx processes and supports researchers in navigating the Kx ecosystem at UBC. The unit also helps researchers map the unique set of people and systems to engage with in the wider context and create the right conditions to build mutually beneficial relationships.

**3. Clarity** — clarifying the frameworks, methods and tools to measure research impact and create opportunities for celebrating UBC research that has already effected positive change. Impact narratives encourage new and current non-academic partners to collaborate with UBC and exemplify the various ways through which UBC research benefits society.



*Figure 1. Kx core areas and objectives for 2019-2022*

## Our innovative approach

### Demonstrating by doing

The unit's strategy consists of adopting pilot projects throughout 2020-2022. Pilot projects will demonstrate the value of Kx and showcase how Kx can be implemented. The program will help test a suite of support services related to the four Kx objectives and indicate where support is most needed.

Researchers involved in the pilot projects will receive in-kind support, incentives to accomplish Kx activities and help to identify and secure funding for Kx implementation. The services are likely to include regular consultations, mentorship support, brokering services to facilitate connections off campus and support to create videos, podcasts, infographics, etc.

The unit will collaborate with academic and administrative units across UBC to provide these services, and identify potential learning opportunities in the pilot projects for students, such as in journalism, creative writing or film-making.

The process to select and roll out the pilot projects will be defined with the help of the Knowledge Exchange Advisory Committee. Since the pilot program will also serve to document challenges encountered by researchers doing Kx, consideration will be given to equity, diversity and inclusion (EDI) and stages of academic career. Projects that incorporate promising practices, interdisciplinary approaches and a focus on societal challenges will be encouraged.

In the short term, the pilot project support program will enable the Knowledge Exchange Unit to address immediate needs at UBC and build partnerships across the university. In the long term, this pilot approach should lay the groundwork to offer effective support services to the entire UBC research community.

### **Embedding effective partnership and communication practices into the research process**

Our approach is designed to help researchers embed Kx within the full research cycle. As such, all forms of Kx are supported: partnerships from the outset of the research, consultations during the course of the project, or outreach and dissemination activities in the end. We acknowledge that not all research contexts are suitable for the co-production of knowledge and that stakeholders must be involved thoughtfully in the process.

The section below provides examples of activities that the unit can put in place to support research partnerships, effective dissemination, or the full range of Kx.

## Activities

The unit will set out activities for each objective, for the next three years. A summary and timeline can be found in [Appendix 2](#).

### 1. Increase researchers' awareness and competency in Kx principles and practices

While they may not identify their work as such, many UBC researchers are already practicing components of Kx. Rather than presenting Kx as a new discipline to be learned, the Knowledge Exchange Unit will introduce Kx as a continuum of skills and approaches that can enrich both the quality of the research and its impact on society.

The unit will highlight the work of those who excel in Kx, contributing to greater recognition of Kx involvement. Kx scholars will be invited to share their experiences and co-develop capacity-building activities; hence, help grow the Unit's capacity.

The unit's skill development activities offer an opportunity to contribute directly to UBC Indigenous Strategic Plan's goal 7, "Providing Tools for Success." The unit will connect to Indigenous engagement training activities and resources available at UBC to ensure that researchers approach research opportunities with Indigenous communities in a respectful and formalized manner.

### Activities (supporting the full spectrum of Kx):

- Promote UBC Kx experiences through **events, showcase sessions**, videos and podcasts, exemplifying the range of Kx possibilities and inspiring the adoption of Kx practices.
- Develop and deliver a **training program** intended to develop practical Kx skills and strategies for Kx planning and implementation. Participants to the program will build their training package based on their individual needs and Kx competency level. The curriculum will draw on existing support programs (e.g. Michael Smith Foundation for Health Research (MSFHR) Train-the-Trainer, Research Impact Canada) and the expertise of institutional partners such as the Support Programs to Advance Research Capacity (SPARC), the Indigenous Research Support Initiative (IRSI), the Government Relations team, the Community Engagement Office, the Centre for Community-Engaged Learning, the Learning Exchange, the Innovation Partnerships team, etc. Building on IRSI's learning series, the training program will include guidance on approaches and practices that foster welcoming and safe spaces for Indigenous engagement in the research process.



- Develop a **mentorship program** that will harness the experience and expertise of Kx scholars in the unit's capacity-building activities and resources, the implementation of pilot projects and the promotion of a transformative culture. The Unit will align with actions 17 and 35 of the UBC Indigenous Strategic Plan to invite Indigenous scholars or scholars who demonstrate excellence in applying Indigenous ways of knowing in research to offer time and professional advisory services to their colleagues with appropriate compensation.
- Form and facilitate a **community of practice** for staff who have developed expertise in Kx to share experiences, talk through challenges and remain informed of latest developments at UBC. Staff will be invited to participate based on their roles, connections with existing communities of practice and networks, or interest in the UBC Kx Unit's activities.
- Make full use of existing **resources** (e.g. Research Impact Canada toolkits, KT Pathways) and adapting or developing new material (e.g. a database of current and potential partners)<sup>7</sup> based on needs.

#### Success statement

*By 2022, UBC researchers will have access to tools, learning opportunities and successful Kx models. They will be equipped to integrate Kx principles throughout their research.*

## 2. Facilitate access to Kx support through the coordination of Kx-related services at UBC

Staff at UBC are already contributing to supporting Kx activities (grant facilitators, communications specialists, project managers, etc.). These people are spread across disciplines and faculties, which increases the risk for communication challenges, the difficulty in locating resources and the potential for duplication. By building awareness and communication among Kx-related staff, the Kx Unit will create opportunities for visibility and collaboration in order to expand and enrich the supports available to researchers.

### Activities (supporting the full spectrum of Kx):

- Leverage the collective expertise of a **Knowledge Exchange Advisory Committee**. The committee provides strategic advice and feedback to the Kx Unit on the

<sup>7</sup> Bravo, M., Logic Model, Doctoral Thesis, 2019.

development and the implementation of its 2019-2022 strategy. The committee helps identify evolving and emerging needs, guide new developments in Kx at UBC and monitor the progress of the strategic objectives and action plan. It also serves as one of the important communications links with UBC faculty. See [Appendix 1](#) for the committee's composition.

- Perform an **environmental scan** of the UBC initiatives that support Kx practices such as support units, professional resources involved in Kx, trainings, courses, tools, grants and other supports available to researchers. This information will be contained in an online repository that will help navigate the landscape of support offered at UBC, and foster greater linkages among units.
- Establish **mechanisms of collaboration** with groups at UBC who support Kx (Fig. 3 – See [Appendix 3](#) for list of acronyms) and participate in committees and institutional initiatives that enable coordinated engagement (e.g. Community Engagement Table).

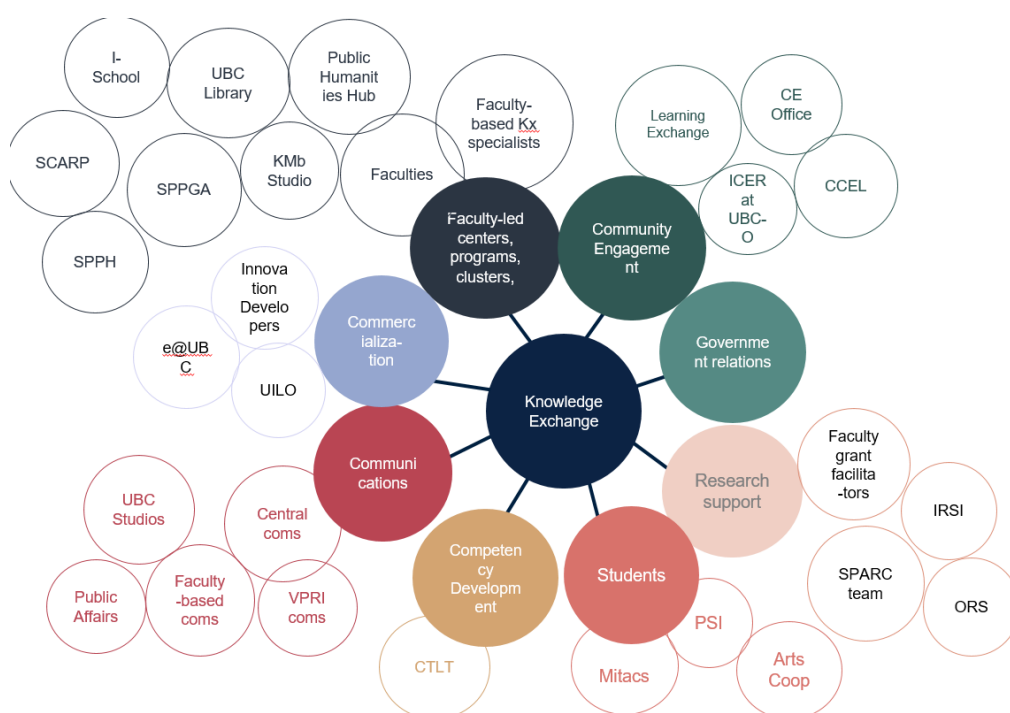


Figure 3. a sample of UBC groups providing Kx-related support at UBC

- Maintain relationships with **Kx-focused external networks** (e.g. Research Impact Canada, MSFHR) to ensure that the Kx Unit's is aware of advances in the field and that UBC researchers benefit from opportunities associated with these networks.

### Success statement

*By 2022, the UBC staff and units who support Kx activities will form a network of support for researchers and will work together to improve Kx practices.*

## 3. Strengthen meaningful engagement with external partners

Greater engagement with external partners is key to ensure significant uptake and impact, particularly from the outset of the project. Involving those who will use the research or be impacted by it allows researchers to frame the research question according to interests and assets in the community, anticipate opportunities or barriers during the project, and develop meaningful outputs.

Engagement activities involve time, effort and a role shift for researchers. We need to properly support those who want to engage or who are already engaged in this type of work. While the unit doesn't have the capacity to be a brokering service at this stage, we will offer guidance, resources and learning opportunities that will prepare researchers to identify and develop mutually beneficial partnerships. Through its guidance and support to researchers, the unit will echo and promote the principles of Indigenous engagement, and refer to IRSI's support and resources whenever researchers want to work with Indigenous communities. Our approach will be grounded in models of integrated research partnerships, such as the network research partnerships framework proposed by Hoekstra et al. (2018).

Moreover, we will foster change in institutional policies and processes to ensure flexibility to adapt to the realities of the communities and other stakeholders.

### Activities (mainly supporting research partnerships):

- Provide **assistance to develop Kx plans** for research projects. The unit will offer researchers individual consultations to draft a full Kx plan or sections of a plan (e.g. stakeholder maps, budget for Kx activities, or evaluation plans). In the context of grant applications, the unit will collaborate with the Institutional Program Office (IPO) and the Support Programs to Advance Research Capacity (SPARC) teams to inform the writing of Kx components. Assistance may take the form of **information sessions, workshops and consultations**.
- Offer **customized support to pilot projects participants** for engaging with, and navigating, research partnerships throughout the research process. This will include guidance and strategic advice, assistance for developing non-commercial engagement protocols and research agreements, and, in some cases, knowledge brokering services.

- Develop specific **modules** and **resources** focused on planning, facilitating and navigating research partnerships. Experienced Kx scholars will contribute practical advice and know-how.
- Contribute to **institutional initiatives** (e.g. Carnegie Classification, Strategy 20, UBC Strategic Plan) that aim to improve research engagement practices and their underlying policies and processes.
- Organize **networking or “matchmaking” activities** that facilitate early conversations between researchers and potential non-academic partners.

Success statement

*By 2022, researchers will have the necessary support and tools to identify and develop ethical, authentic and meaningful partnerships.*

#### 4. Increase awareness of the societal impact of UBC’s research

Assessing impacts from research is an opportunity to celebrate the role of UBC research in the communities, and recognize the contributions of community partners.

The area of impact assessment hasn’t received much attention until now, given the methodological challenges it presents. By developing appropriate metrics and methods, we hope to demonstrate that public investments in research can translate into beneficial societal change.

#### Activities (highlighting the impacts of research partnerships):

- **Review impact tracking systems** to propose a strategy for the systematic collection, assessment and monitoring of impact data and narratives.
- **Assemble a working group** to assist the unit in identifying a framework, methods, tools and metrics tailored to UBC’s needs and context. The group— comprised of research metrics analysts, evaluation specialists, UBC librarians and Kx scholars— will propose avenues for overcoming common methodological challenges, such as ensuring proper impact attribution or systematic impact reporting by researchers. Particular attention will be given to models that help to capture the complex reality of research partnerships, such as Hoekstra et al. (2018).

- Work collaboratively with Kx scholars and specialists within Research Impact Canada and at UBC to **develop resources** and **support** based on promising practices.
- **Hold consultations** with researchers across UBC to identify appropriate discipline-specific metrics.
- Test the unit's capacity to **offer customized guidance** to researchers for impact assessment and impact track record development for future funding through the pilot projects.
- **Collaborate with UBC groups**, such as the Making Research Accessible Initiative Steering Committee, to explore ways to **capture a spectrum of research impacts** in terms of timelines, scope and magnitude of change.
- In collaboration with the VPRI communications team, **develop impact narratives** that include both academics' and non-academics' perspectives. Engage non-academic partners to tell their stories and define useful outputs to their reporting.
- **Promote impact narratives** through different means and formats (podcasts, videos, map visualization, infographics, etc.) that meet external partners' needs. The unit will connect with UBC Development and Alumni Engagement to learn from their experience in communicating impact stories.

#### Success statement

*By 2022, UBC will be poised to use effective systems for assessing and communicating the non-academic impacts of UBC research.*

## Communication strategies

The unit's communication strategies will be focused on ensuring that UBC researchers, students and staff are aware of its services and know how to access support. We will make it a priority to invest in outreach activities such as events, presentations at faculty and department meetings, drop-in sessions, and, if feasible, a social media strategy. We will promote our activities and resources through central communication channels, faculties, departments and unit newsletters for greater visibility. We will align our communications with strategic opportunities (e.g. grants) when possible.

We will engage Kx scholars to endorse and highlight Kx successes.

Many of these strategies will also reach external audiences and raise the profile of the Knowledge Exchange Unit.

## Evaluating success

By 2022, our goal is for the UBC academic community to be empowered to engage in Kx practices whenever appropriate and, where possible, to consider Kx at project outset.

Aligned with published methods for assessing Kx capacity efforts, we will measure the results of this strategy by accounting for three critical conditions of change (Michie et al.'s COM-B Model of change): capability, opportunity and motivation. We will verify whether researchers who have used the services of the Knowledge Exchange Unit consider that they have developed their *capability* (knowledge and skills), *motivation* (maintained or adopted positive attitudes, intentions and aspirations towards Kx) and *opportunity* (access to and benefit from appropriate support and incentives to change their practices). We will refer to frameworks that promote meaningful research partnerships (e.g. Hoestra et al. 2018) to evaluate the extent to which our services have enabled the adoption of Kx principles.

We will administer surveys after each of our activities, and at the end of this three-year timeframe, to assess our impact. We will conduct interviews with key stakeholders to deepen our understanding of what worked, what didn't, and how to improve our practices.

## Conclusion

This plan, the 2019-2022 Knowledge Exchange Strategy, "Expanding Conversations Through Engaged Research and Scholarship", is the first milestone in the implementation of a VPRI-led institutional Kx capacity initiative at UBC. The strategy lists a series of services and activities for the first three years of the Knowledge Exchange Unit.

The Knowledge Exchange Unit plans to use a flexible approach as it learns from experience and thereby, adapting/modifying its services to meet the needs of UBC faculty, staff and students and, ultimately, of local and global communities who partner with them.

## Appendix 1. UBC Kx Advisory Committee

Members	
Bravo, Marcelo	Policy Studio Research Lead, Liu Institute for Global Issues, School of Public Policy and Global Affairs
Burt, Helen	Associate Vice-President, VP Research and Innovation
Chapman, Mary	Public Humanities Hub Academic Director, Department of English Language and Literatures, Faculty of Arts
Evenden, Matthew	Associate Vice-President, VP Research and Innovation
Frost, Heather	Director, Support Programs to Advance Research Capacity
Gainforth, Heather/ Hoekstra, Femke	Assistant Professor, School of Health and Exercise Sciences, UBCO Postdoctoral research fellow, School of Health and Exercise Sciences, UBCO
Ginis, Spero	Knowledge Translation & Exchange Manager, School of Health and Exercise Sciences, UBCO
Greenwood, Aleteia	Interim Associate University Librarian, Research Services, UBC Library
Grossman, Susan	Director, Centre for Community Engaged Learning
Hughes, Merrilee	Research Grants & Knowledge Translation Manager, School of Nursing
Leahy, Kathleen	Director, UBC Learning Exchange
MacLean, Karon	Professor, Department of Computer Science Special Advisor, Knowledge Mobilization, Faculty of Science
McCallum, Katie	Manager, Community Engagement
McKay, Heather	Professor, Department of Family Practice Director, Centre for Hip Health and Mobility
McLeod, Kate	PhD student, School of Population and Public Health, CIHR/MSFHR Health Systems Impact Fellow, UBC Public Scholar
Mohseni, Madjid	Professor, Chemical and Biological Engineering
Quayle, Moura	Professor, School of Public Policy and Global Affairs
Shilling, Amber	Senior Manager, Indigenous Research Support Initiative
Sims-Gould, Joanie	Assistant Professor, Department of Family Practice, Centre for Hip Health and Mobility
Stack, Michelle	Associate Professor, Department of Educational Studies
Traister, Bryce	Dean, Faculty of Creative and Critical Studies, UBCO
Turan, Serbulent	Coordinator, Public Scholars Initiative, Graduate and Postdoctoral Studies
Wall, Kelsi/ White, Alexi	Government Relations Officer Communications, VP External Relations Government Relations, Senior Advisor – Health, VP External Relations

Whitworth, Dawn	Director, Creative Activity, Research and Scholarship, University of Capilano
<b>Chair and support</b>	
Souffez, Karine	Chair of the Committee Associate Director, Knowledge Exchange Unit
Cheng, Tessa	Knowledge Exchange and Research Impact Specialist, Knowledge Exchange Unit (secondment)
Machulak, Erica	Knowledge Exchange Specialist, Knowledge Exchange Unit (October 2019-October 2020)



## Appendix 2. Action Plan

2019-2022					
Services and activities	Target (FY)			Responsible persons	Collaborators
	2019-2020	2020-2021	2021-2022		
Governance and Management					
Annual reporting	March 2020	March 2021	March 2022	Associate Director, Kx (ADKx)	Finance
Communications and branding					
Kx Unit communication strategies	Ongoing			ADKx	VPRI Communications team
Pilot projects					
Pilot projects – tailored support		Winter 2021-Spring 2022		Kx Team	Institutional units (Fig. 3); Kx Advisory Committee
Increase awareness and competency in Kx principles and practices					
Events and Kx showcase sessions	May 2019	Spring or Fall 2020	Spring 2021	ADKx	VPRI Communications team, Institutional Units, Faculties, Departments
Training Program	Fall 2019 development	Summer 2020 launch	Summer 2021	Kx Specialist	Working group
Mentorship Program		Winter 2021-Spring 2022		ADKx	Kx Advisory Committee
Kx Community of Practice			Winter 2022	Kx Specialist	
Tool development	Ongoing			Kx Team	Research Impact Canada, MSFHR
Expand the scope of support through the coordination of Kx-related services					
Kx advisory committee	Ongoing			ADKx	
Environmental scan + Kx online tool	Fall 2019-March 2021 (interrupted March-Dec 2020) Development		Spring 2021 Diffusion	Kx Specialist + student	CE Office , VPRI Communications team
Collaboration mechanisms	Ongoing			ADKx	
Liaison with Kx leaders and networks	Ongoing			ADKx	
Strengthen meaningful engagement with external partners					
Assistance to develop Kx plans	Ongoing			Kx Specialist	

Customized support for pilot projects	On demand			Kx Team	
Specific training modules on research partnerships	See Training Program			Kx Specialist	Kx scholars, Institutional Units
Institutional initiatives - Carnegie Working Group	Summer 2019-Fall 2020			CE Office	Kx Unit
Networking activities		Winter 2021-Spring 2022		Kx Team	
<b>Increase awareness of the societal impact of UBC research</b>					
Review of impact tracking systems		Winter 2021		Impact Specialist	
Impact Working group			Summer 2021	Impact Specialist	UBC Library, research analysts and evaluation specialists
Consultations	Ongoing			Impact Specialist	ADRs
Customized guidance	See pilot projects			Kx Team	
Collaborations with UBC groups to explore and test impact methodologies	Spring 2019-Winter 2020	Spring 2020-Winter 2021		ADKx, Impact Specialist	
Development and promotion of impact narratives			Fall 2021-Winter 2022	Impact Specialist	VPRI communications team

### **Appendix 3. List of Acronyms**

CE Office: Community Engagement Office

CCEL: Centre for Community Engaged Learning

CTLT: Centre for Teaching, Learning and Technology

e@UBC: entrepreneurship@ubc

ICER: Institute for Community Engaged Research

IRSI: Indigenous Research Support Initiative

KmB Studio: Knowledge Mobilization Studio

ORS: Office of Research Services

PSI: Public Scholars Initiative

SPARC: Support Programs to Advance Research Capacity

SPPH: School of Population and Public Health

SPPGA: School of Public Policy and Global Affairs

UILO: University-Industry Liaison Office

VPRI Coms: Vice-President Research and Innovation Communications

## Acknowledgements

We acknowledge that UBC's two main campuses are located on the traditional, ancestral and unceded territories of the  $x^w m\theta k^w \dot{y}' \dot{m}$  (Musqueam) and Syilx (Okanagan) peoples. UBC's activities take place on Indigenous lands throughout British Columbia and beyond.

Thanks to all the contributors to this document for their expertise and insights.

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