



Strategic Plan

Unlocking a Brighter Future

2024 - 2027



Research Manitoba

A Note from Research Manitoba's Board Chair and CEO

We are pleased to present our strategic plan for Research Manitoba. It has been an illuminating process that could not have been accomplished without the hard work of our staff, board, and stakeholders.

This plan will guide our decision-making processes throughout the next three years by reminding us at every stage of development, what our priorities are in terms of supporting the research ecosystem in Manitoba.

The planning sessions organized by inVision Edge were essential to recognizing that we are currently in a phase of growth with room for further expansion.

Research Manitoba is known for our great success in growing both academic and industry level research in Manitoba. We will always continue that success by listening to what our stakeholders need in order to be successful.

In June 2024, we begin our tenth year as Research Manitoba. This is a prime time to reflect on our successes, and identify ways to create additional opportunities to support the research industry.

We recognize the need for more Indigenous representation in our committees and programs, along with the necessity for additional support to streamline health research bureaucracy.

Moreover, we're committed to enhancing collaboration and will continue to seek strategic partnerships with other research organizations.

We aim to cultivate stronger relationships with stakeholders to better understand Manitoba's research ecosystem.

We are excited about the future of Research Manitoba and the opportunities that lie ahead. Together, we will unlock a brighter future through a mutual dedication to research and innovation.

Andrea Legary

Board Chair, Research Manitoba

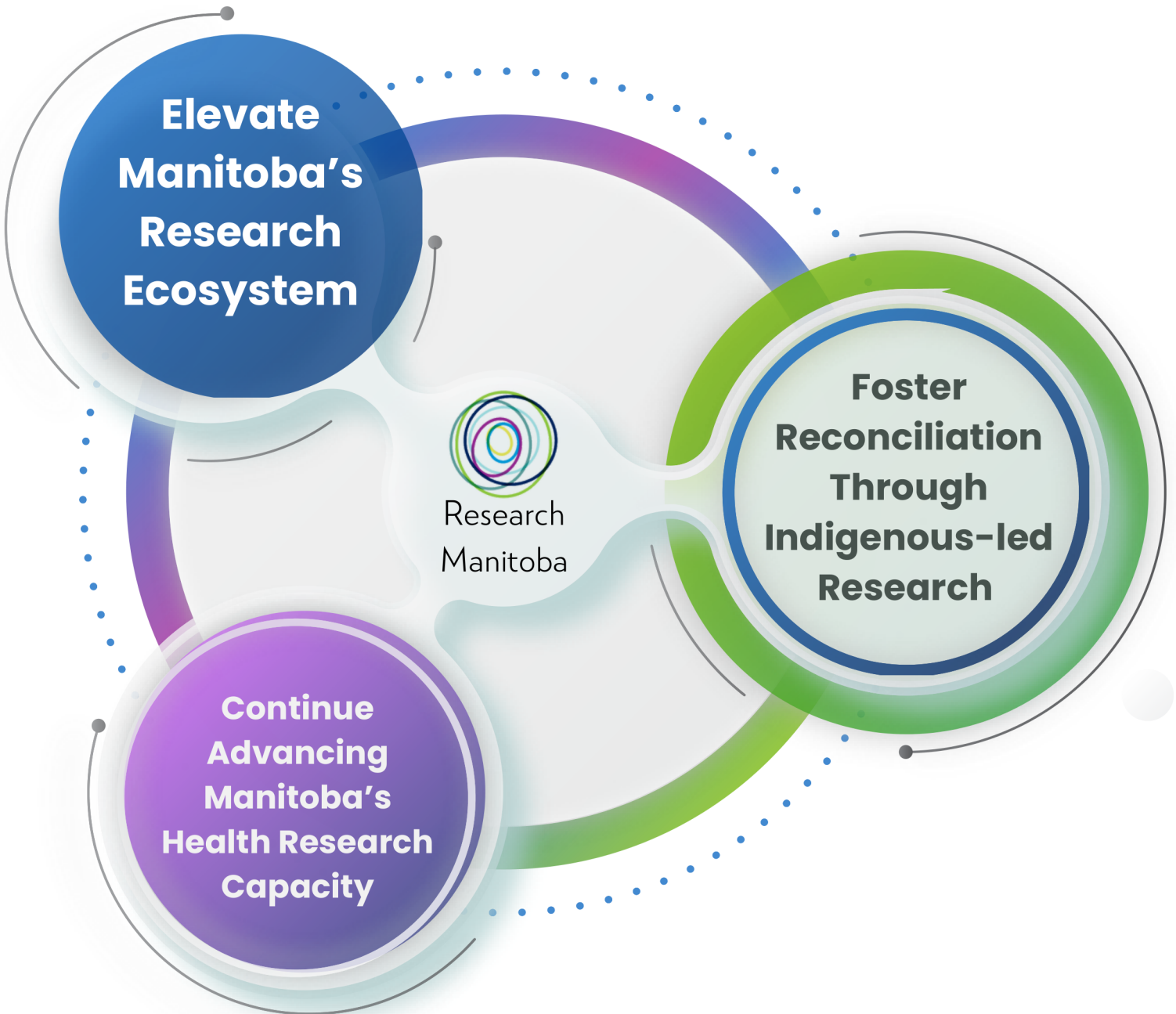
Jennifer Cleary

CEO, Research Manitoba

The Plan

Big Goals

The team developed the goals of the Strategic Plan based on current opportunities, challenges, and industry variables, and identified key steps to achieve these goals.



The Process

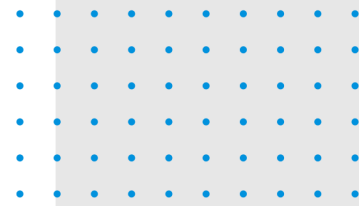
From Strategy to Success

inVision Edge was contracted by Research Manitoba in Fall 2023 to guide the creation of a three-year strategic plan.

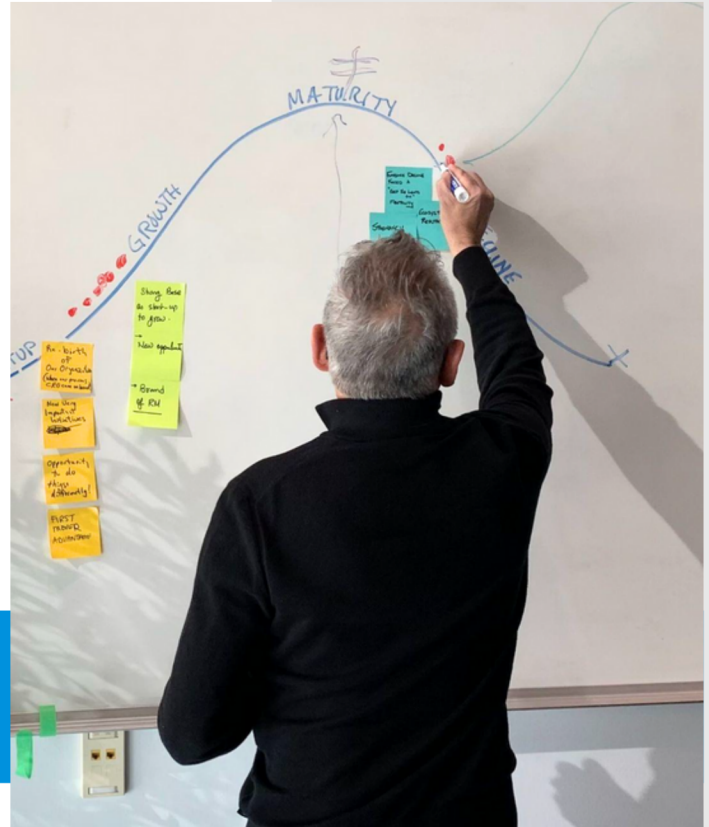
The Sessions

RM staff met with inVision Edge in January 2024 for an initial planning session where background information was discussed.

This was followed up by targeted meetings with RM's board members on March 4, 2024, where several exercises were undertaken to unearth Research Manitoba's strengths and opportunities.



Board member Dr. Pinto works on a timeline exercise during one of the planning sessions



Stage 1

inVision Edge met with RM staff to gain their input, which would be incorporated into future planning sessions.

Stage 2

inVision Edge and RM Board & CEO met for targeted exercises designed to creatively spark insights into why RM is important, what our strengths are, and how we can improve.

Stage 3

The inputs from the brainstorming sessions were used to create a set of three targeted goals for the next three years.

Purpose

The WHY



“Research Unlocks a Brighter Future”

The first task involved RM board members collectively answering the question, "What is the purpose of Research Manitoba?"

After a creative brainstorming session, all members unanimously agreed that the central idea, "research unlocks a brighter future," captured the essence of Research Manitoba's purpose.

Envisioning Success

In this exercise, Research Manitoba was asked to imagine receiving a prestigious award for the organization in several years time and consider the following questions:

- How did Research Manitoba earn this award?
- What would the presenter say about the organization?
- What would we say about the reasons behind our success?

From these questions, board members envisioned that:

Research Manitoba would be known as a global research hub, that punches above its weight.

We would achieve this reputation through:

Industry Attraction

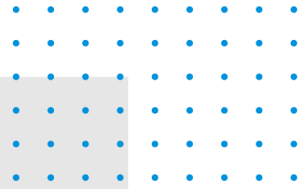
Supporting commercialization, connecting with industry, and streamlining ethics and privacy reviews.

Talent Development

Attracting and growing talent through grant funding.

Strong Partnerships

Creating trust & cooperation across the research ecosystem. Aligning research priorities across sectors of government, industry, and institutions.



The Law of 3

The strategic planning workshops utilized a framework known as The Law of 3 to concentrate and clarify Research Manitoba's objectives for the upcoming three years.

This approach breaks down the organization's complex and multifaceted goals into three categories: **Big Goals**, **Step Goals**, and **Actions**.

Each goal is designed to be specific, measurable, achievable, relevant, and time-bound.

By following the Law of 3, the group narrows its attention to attainable, focused results to boost organizational alignment.

1. Big Goals

Guiding the Future

Research Manitoba identified three primary objectives that will steer the organization over the next three years. Each Big Goal is expansive, qualitative, and closely linked to the organization's future vision.

These goals are different from Research Manitoba's mandate, as they focus on specific opportunities that may not be currently met, and are necessary to achieve in order to advance the organization.

2. Step Goals

Achievable Results

Each Big Goal is broken down into three Step Goals. These objectives are measurable and directly drive each Big Goal's success.

3. Actions

How to Get There

Each Step Goal (or outcome) is further driven by three actions. These actions could include projects, initiatives, workshops, or meetings which will achieve the measurable result of the Step Goal.

Moving Forward Next Steps

How will we implement our plan?

Based on the Big Goals, the Research Manitoba team will develop nine new Step Goals each year, building upon them progressively to ensure consistent progress toward our three-year plan.

This allows Research Manitoba to be adaptable to our provincial research and innovation ecosystem, while still ensuring we have forward momentum and remain steadfast in our mission, vision and values.

The Research Manitoba team looks forward to building from our successes, executing our goals, growing Manitoba's research and innovation ecosystem, and working collaboratively with our stakeholders to unlock a brighter future.



Research Manitoba board and staff at the second strategic planning workshop session



Research Manitoba

Supporting Research in Manitoba

Research Manitoba is the provincial agency that reports to the Minister of Advanced Education and Training.

Research Manitoba promotes, supports, and coordinates the funding of research excellence and innovation in health, natural and social sciences, engineering, and the humanities in Manitoba. Through our mission, vision and values, we foster excellence in research and innovation within our province.

Contact Us :



researchmanitoba.ca



Email Address
info@researchmb.ca



Office Address
753 McDermot Avenue A201
Winnipeg MB R3E 0T6