

UBC Research Data Management Strategy



We acknowledge that UBC's campuses are situated within the traditional territories of the x̱məθḵəy̱əm (Musqueam), Squamish and Tsleil-Waututh, and in the traditional, ancestral, unceded territory of the Syilx Okanagan Nation and their peoples. UBC's activities take place on Indigenous lands throughout British Columbia and beyond.

CONTENTS

4	Background
6	Strategy Overview
7	Goal 1: Develop institutional research data management governance, policies, and standards
8	Goal 2: Improve access to data repositories or other platforms
9	Goal 3: Provide tools and expertise for data management planning
10	Goal 4: Enhance data stewardship and research data management practices
11	Goal 5: Enhance UBC research data management expertise through strategic hiring and training
12	Goal 6: Evaluate strategic partnership opportunities
A13	Appendix A – RISE assessment
A22	Appendix B – RDM Strategy Consultation Process

BACKGROUND

In 2017, a Research Data Management (RDM) Task Force was convened at UBC to establish a roadmap and begin to address the Tri-Agency Statement of Principles on Digital Data Management. In January 2018 the Task Force was joined by representatives of the Tri-Agencies and Portage to discuss progress on the Tri-Agency Policy on Research Data Management; a draft of that policy was released for consultation in May of that same year.

In anticipation of the release of the final version of the Tri-Agency Policy on Research Data Management, UBC commenced a project to create an institutional strategy for Research Data Management. The project was co-sponsored by the office of the Vice-President, Research and Innovation (VPRI); UBC Library; and Office of the Chief Information Officer (CIO). Recognizing that elements of an institutional RDM strategy are distributed across the institution and include both technical and human infrastructure guided by effective engagement with relevant stakeholders, the project steering committee includes members from across the institution.

Methodology & Process

To assist in evaluating and planning, UBC selected to adapt the Research Infrastructure Self-Evaluation (RISE) tool, developed by the Digital Curation Centre in the United Kingdom. The RISE framework assists institutions to benchmark themselves in order to facilitate RDM service planning and development. The tool provides a framework for discussion, enabling relevant stakeholders to contribute their experience to all aspects of a holistically envisioned service to reach a shared vision of where the RDM service should be. This model provides a framework to assess the current level of RDM maturity across the institution and breaks down different goals that can be prioritized for the future. Based on this model, the UBC RDM strategy attempts to document both our current and desired state in the broad scope of RDM. A working group was struck from members of the steering committee to apply the RISE model, adapt it to the UBC context, and consult with the research community. Extensive consultation was, and remains, critical to this process.

Extensive consultation with the UBC research community formed an integral component of the development of this strategy — first, when implementing the RISE model, establishing the maturity baseline and setting priorities for the future, and then once again during the drafting of this document.

The multifaceted approach to engaging with the community included town halls, focus groups, as well as sessions integrated into regular meetings of existing groups of stakeholders. Throughout the consultation period a web-based form remained available to collect community feedback.

See Appendix B for more details on the application of the RISE model at UBC.

KEY DEFINITIONS

Research Data

Research data are data that are used as primary sources to support technical or scientific enquiry, research, scholarship, or creative practice, and that are used as evidence in the research process and/or are commonly accepted in the research community as necessary to validate research findings and results. Research data may be experimental data, observational data, operational data, third party data, public sector data, monitoring data, processed data, or repurposed data. What is considered relevant research data is often highly contextual, and determining what counts as such should be guided by disciplinary norms.

Research Data Management

Research data management (RDM) refers to the processes applied through the lifecycle of a research project to guide the collection, documentation, storage, sharing and preservation of research data.

FAIR Principles

The FAIR Data Principles (FAIR being an acronym for Findable, Accessible, Interoperable, and Reusable), are a set of guiding principles proposed by a consortium of scientists and organizations and proposed in 2016 to support the reusability of digital assets. These principles have since been adopted by research institutions, funders, and journals worldwide. The guidelines are timely as we see the unprecedented volume, complexity and speed in creation of data.

CARE Principles

The 'CARE Principles for Indigenous Data Governance' address concerns related to the people and purpose of data; Collective benefit, Authority to control, Responsibility, and Ethics, and their respective sub-principles. The CARE Principles detail that the use of Indigenous data should result in tangible benefits for Indigenous collectives through inclusive development and innovation, improved governance and citizen engagement, and result in equitable outcomes. use of data across time in order to minimize harm, maximize benefits, promote justice and allow for future use.

STRATEGY OVERVIEW

UBC recognizes the importance of data throughout the research lifecycle and is committed to fostering excellence in Research Data Management (RDM). Research data is integral to all manner of research across all disciplines. This strategy looks at the future of research data management for all research data collected, managed, stored and accessed during any stage of the data lifecycle, by all disciplines, system wide. While it has been developed to ensure compliance with the Tri-Agency Research Data Management Policy, this strategy aims to define and prioritize goals as articulated by the UBC community with a five-year outlook following the RISE framework.

Scope

The purpose of the UBC Institutional RDM Strategy is to foster a culture where consideration for research data and its management is incorporated throughout research. The strategy will also support UBC researchers in adopting responsible and sustainable RDM practices and

following the FAIR Principles to make research data findable, accessible, interoperable and reusable. This strategy does not propose the creation of new or altering of existing UBC policies nor is it a strategic plan. Rather, this strategy outlines areas of focus that will allow the institution to make its practices more mature and support RDM in a coordinated manner.

While recognizing that research frequently involves collaboration outside the university, this strategy represents UBC's institutional approach to RDM. Other institutions will have different priorities and areas of focus.

As progress is made advancing the goals as outlined in this strategy, it is expected that re-evaluation of RDM maturity will be required to adapt and refocus the strategy over time. The research landscape, resources and priorities will inevitably change and this strategy must change with them. It is therefore also a principal component of this strategy that it be considered a living document and should be regularly reviewed and revised.

Priorities for Action

Following extensive consultation with the UBC research community, 21 recommendations were identified regarding the future of research data management at UBC, organized across six areas of focus, or goals. Of the recommendations, the strategy working group wishes to focus on six recommendations as core to the strategy's success.

Namely, that UBC should:

- Form an implementation committee to review this strategy, prioritize and establish a plan to address these recommendations.
- Investigate support options for researchers needing to create data management plans.
- Establish a unified RDM knowledge hub that provides a trusted single source of information across all areas of the institution.
- Establish a unified communication strategy across research data management service providers that is cohesive and consistent.
- Explore centralized options to support data management plans, data security services, and research data repositories.
- Seek continued access to appropriate storage throughout the data lifecycle for researchers, considering the unique challenges of different classifications of data.

GOAL 1: DEVELOP INSTITUTIONAL RESEARCH DATA MANAGEMENT GOVERNANCE, POLICIES, AND STANDARDS

Existing UBC policies including other governance and standard documentation address many of the aspects of RDM across the research ecosystem. While UBC may wish to consider implementing a specific overarching RDM policy in the future, this was not identified as a priority by the community at this time given the existing policies at UBC that already address most aspects of RDM. Meaningful progress could be reached through implementation of standards and guidance documentation. To add clarity and direction to the institutional governance framework, development in this area should consider FAIR and CARE principles, the UBC Indigenous Strategic Plan, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and British Columbia's Declaration on the Rights of Indigenous Peoples Act (DRIPA) and Indigenous data as priorities.

Despite the presence of existing governance documents, awareness of them could be improved. In concert with centralized training and awareness programs outlined in subsequent sections, attention should be paid to raising awareness in the community about existing governance structures and policies. As new artifacts are developed, they should be included in these awareness programs.

Recommended Actions

1. Develop governance documentation that supports good RDM Practices, while prioritizing research involving Indigenous data and implementation of the DRIPA.
2. Establish a program to raise awareness in the UBC research community regarding governance principles, documentation, and resources associated with RDM.

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS

Increases in the size and diversity of research datasets in recent years has also raised demands for additional capacity of the continuum of data storage throughout the data lifecycle — active, repository and archival. To support the RDM needs of all researchers, adequate and appropriate storage must be available. UBC has already committed significant investment into active storage and high-performance computing (HPC) through the Advanced Research Computing unit to complement limited national resources (namely through the Digital Research Alliance of Canada, DRAC). However, UBC's one-time capital investment will reach end-of-life before the conclusion of some current research projects but there is a lack of clarity regarding continuity of resources beyond the investment's time period. In addition, storage of sensitive data, including health data, poses additional challenges since it is not currently supported by national resources.

Research that involves partnerships with Indigenous communities also carries an additional responsibility to ensure that principles such as Ownership Control Access and Possession (OCAP™), UNDRIP, DRIPA

and other place-based, community-specific protocols are considered and supported. When considering all of these aspects of RDM, a strong and clear overlap with the research ethics process was revealed. The feedback from the UBC research community continually emphasized the importance of involving and coordinating with research ethics processes.

Data deposit at the conclusion of a research project frequently requires similar storage capacity compared to active storage. Researchers face similar challenges when it comes to data sensitivity and long-term storage. UBC researchers have access to the UBC Dataverse Collection for small-to-medium size, low-risk datasets and the national Federated Research Data Repository (FRDR) platform for large data sets. However, increased demand for data management and especially data curation requires institutional resources beyond that which are currently available and only the current scale of data deposits can be supported. Moreover, neither Dataverse nor the FRDR platform currently support the storage of High or Very High-Risk information such as identifiable health data.

Recommended Actions

3. Seek continued access to appropriate storage throughout the data lifecycle for researchers, while considering the unique challenges of different classifications of data.
4. Foster an environment of learning about RDM including processes, practices and documentation, especially to support the prioritization of Indigenous data protocols and other sensitive data considerations into RDM.
5. Increase institutional capacity for repositories' data curation and metadata practices that are consistent and provide enhanced discovery and reuse for research datasets.
6. Explore the creation of a storage repository for high-risk health data and other data with unique requirements.
7. Continue to support and promote access to existing national resources and disciplinary repositories.

GOAL 3: PROVIDE TOOLS AND EXPERTISE FOR DATA MANAGEMENT PLANNING

Data management plans (DMPs) are living documents that describe the practices, processes and strategies of managing data throughout the life cycle of their research. UBC Library has been supporting DMPs for the last decade with hundreds of researchers using the service. However, the community's feedback indicated a strong desire and need for guidance, templates and exemplars that are discipline and funder-specific.

The community's feedback also indicated the need to reduce administrative burden by aligning the language used in UBC's Research Information System (RISe) for the ethics process with DMPs. With this type of central, unified and ongoing support, DMPs could assist researchers to proactively establish how they will manage their data through all stages of a research project and beyond.

Recommended Actions

8. Focus on providing and facilitating access to discipline- and funder-appropriate data management planning software, language, templates, and exemplars.
9. Investigate the potential for unified and coordinated services to support data management planning.
10. Coordinate DMPs and ethics applications to reduce administrative burden on researchers.

GOAL 4: ENHANCE DATA STEWARDSHIP AND RESEARCH DATA MANAGEMENT PRACTICES

Existing efforts to support UBC researchers' RDM needs have been provided through many UBC departments. Some academic disciplines have well established practices in support of RDM where others have few resources and limited experience. These efforts and practices, to date, have been largely uncoordinated and independent of each other.

The UBC community expressed a clear desire to strive for a more coordinated support structure, in the form of a centralized resource. The centralized resource should be sufficient to support those with limited existing resources while not interfering with the existing practices of the more established areas. The central resource should include templates, training, and documentation related to all aspects of RDM and should aim to limit how often individuals need to seek specialized information from those with differing expertise. Rather, resources that reside between different UBC departments should be aligned to reduce overlap and provide a more complete RDM picture.

Early-career researchers and trainees expressed the strongest desire for RDM support and training. This cohort specifically identified the need to better understand available resources given their direct involvement with many of the tasks associated with data management. When considering how to raise awareness of these resources and how best to deliver training, UBC should look to existing programs and curriculum. Attempts should be made to build RDM into existing programs and practices.

Recommended Actions

11. Establish a unified RDM knowledge hub that provides a single, trusted source of information for all areas of the institution.
12. Develop RDM training and awareness materials and programs that utilize different formats and media.
13. Enhance and develop in-person RDM training and awareness workshops and presentations.
14. Both online and in-person training and awareness programs should consist of unified material from all RDM related service providers (e.g.: Ethics, Library, IT, IRSI, Legal, and ARC) to ensure participants do not need to attend separate sessions related to each area.
15. Strive to embed RDM training and awareness into existing programs starting at the undergraduate level. This includes developing materials that speak to the nuanced requirements of different disciplines and departments.

GOAL 5: ENHANCE UBC FACULTY, STAFF, AND STUDENTS' EXPERTISE IN RESEARCH DATA MANAGEMENT

UBC holds a wealth of RDM expertise and resources across its campuses and within various units and departments. This includes resources and expertise at UBC Advanced Research Computing, UBC Library, Faculties, research institutes, Research Ethics, IT, the Indigenous Research Support Initiative, and more.

The community feedback indicated researchers' desire for a more coordinated, unified approach to RDM support and communications. Moreover, research data management requires constant skill upgrading to keep up with this dynamic field.

Recommended Actions

16. Establish a unified communication strategy across research data management service providers that is cohesive, coordinated, and consistent.
17. Ensure appropriate staffing for centralized research data management services such as data management plans, data security services, and research data repositories.
18. Encourage the development of skills and knowledge of research data management practices and tools among staff who support and conduct research.

GOAL 6: DEVELOP STRATEGIC PARTNERSHIPS

UBC has established involvement with a variety of partners across many research contexts such as the DRAC, CANARIE, U15, BCNET, the Research Universities Council of BC, and countless discipline and topic-specific committees, organizations, and collaborations. In many cases, UBC has taken a leadership role and contributes at a variety of levels across the research ecosystem in others. In conjunction with these groups, UBC also has regular, direct contact with the major funding organizations in BC, Canada, and internationally including the Tri-Agencies, CFI, BCKDF, NIH etc.

Partnerships such as these shape the research landscape across Canada. Key partners also provide important resources for UBC researchers that augment what is available institutionally.

Recommended Actions

19. Advocate for changes to funding models to better support research that partners with Indigenous communities.
20. Maintain and evolve existing partnerships with the Digital Research Alliance of Canada.
21. Seek new partnership opportunities with Indigenous communities and related support organizations.

APPENDIX A – RISE ASSESSMENT

When starting the strategy planning assessment having a clear goal in mind helps to define the scope of the assessment and identify the relevant stakeholders to engage in discussions. The goal of the strategy project was to develop a roadmap for UBC in the area of RDM. Fortunately, the UK Data Curation Centre (DCC) provides a good research data management lifecycle model: the Research Information Self-Evaluation Framework (RISE) — which UBC has adapted as a model for this baseline assessment.

The adapted model is shown below with each item assessed on a three level maturity scale. The self-assessment evaluated the current level of maturity and what level is considered feasible and desirable for UBC to target in the future. In some cases, the assessment concluded UBC is not currently at a level 1 maturity. Also note that not all items target level three, this is in part due to the limited five-year outlook of this strategy and was informed by the priorities of the community.

GOAL 1: DEVELOP INSTITUTIONAL RESEARCH DATA MANAGEMENT GOVERNANCE, POLICIES, AND STANDARDS				
Maturity Level	0	1	2	3
Policy Development	Not yet at level 1.	Institutional policy articulates roles and responsibilities for researchers, other staff and students to comply with legal and regulatory obligations and external funders' RDM policy expectations.	Institutional policy articulates the value of good RDM practice to the institution and its rationale for retaining data of long-term value. Policy is subject to a regular, scheduled review process.	Institutional policies with a bearing on RDM (e.g. FOI, ethics, research conduct, etc.) are joined up and complementary. Policies are externally promoted, aiming to push the sector forward.
		Current Level	Target Level	
Awareness-Raising and Stakeholder Engagement	Not yet at level 1.	Research data policies are promoted to all relevant staff, students and researchers.	Guidance on how to apply all relevant policies to the institutional context is provided and promoted to all relevant staff, students and researchers.	Policies are promoted by the institution through channels designed to engage with staff, student and researcher groups' specific interests.
	Current Level		Target Level	

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS

Maturity Level	0	1	2	3
Technology Investment	Not yet at level 1.	A base level of investment in technical infrastructure, with commitment to supporting recurring costs, ensures that researchers can make their data findable and accessible in the long-term.	The institution coordinates investment in the central technical services it deems a strategic priority for research data life-cycle support.	The institution invests in technical infrastructure for all aspects of the research data lifecycle, interoperating with tools and workflows at research group level.
		Current Level	Target Level	
Scalability and synchronization	Not yet at level 1.	The service provides researchers with managed access to networked storage, from multiple devices, of sufficient capacity and performance to satisfy most of the organisation's projects.	The service can provide additional storage on request to satisfy exceptional storage capacity, device networking, or performance demands.	The service provides automated access to additional storage to satisfy exceptional capacity or performance demands.
		Current Level	Target Level	
Collaboration Support	Not yet at level 1.	The service enables access to data for external collaborators by providing them with local access rights to institutional storage systems.	The service provides managed access to tools that enable researchers to share data with external collaborators.	The service provides managed access to virtual research environments that enable researchers to work on data with external collaborators.
		Current Level	Target Level	

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS (CONT'D)

Maturity Level	0	1	2	3
Security Management	Not yet at level 1.	The service provides authenticated access to storage that is protected from unauthorised data access, and researchers are made aware of procedures for data protection and de-identification.	The service provides tools/ environments that enable researchers to de-identify, encrypt or control access to data as required.	The service provides researchers from across the institution with access to ISO 27001/2 or equivalently accredited facilities for analysis of shared sensitive data.
		Current Level	Target Level	
Data Collection Policy	Not yet at level 1.	Service primarily supports data deposit to third-party repositories, and holds datasets in-house when legal/regulatory compliance requires.	Service defines criteria for retention of datasets of long-term value to the institution.	Service defines criteria for developing datasets as special collections and ensures these meet specialist depositor and user needs.
		Current Level		Target Level
Security, Legal, and Ethical Risk Assessment	Not yet at level 1.	Service seeks confirmation that data was collected or created in accordance with legal and ethical criteria prevailing in the data producer's geographical location or discipline.	Service commits to proactively manage legal and ethical risks relevant to its depositors and users, and to relevant professional and technical development for researchers and support staff.	Service offers data producers tailored guidance on risk assessment, and on solutions that offer an appropriate level of risk control for the data they manage.
			Current Level	Target Level

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS (CONT'D)

Maturity Level	0	1	2	3
Metatada Collection to Inform Decision Making	Not yet at level 1.	Information is gathered from research projects to enable the identification of research data that must be kept for compliance purposes.	Metadata is routinely recorded to relate research activity to data and other outputs, and enable better informed decisions on the preservation costs, risks and value to the institution.	Metadata on data and related research outputs is sufficiently well-structured and interoperable to enable added value to be extracted for service users' needs.
		Current Level	Target Level	
Preservation Planning and Action	Not yet at level 1.	Service demonstrates it can ensure continued bit-level integrity of the data collections it holds, its metadata, and its links to any related information submitted with it.	Service enables preservation plans e.g. file migration or normalisation to be enacted at time of ingest or dissemination, and records all actions, migrations and administrative processes it performs.	Service commits to deploy tools and expertise to maintain the significant properties of data, metadata and related information for required retention periods and identified user groups (full preservation.)
		Current Level	Target Level	
Continuity Support	Not yet at level 1.	Service enables retained data to be stored with a copy automatically held in another location.	Service enables retained data to be stored with copies automatically held in two separate locations, at least one off-site.	Service enables data and metadata to be automatically distributed across multiple locations according to specific policy criteria.
			Current Level	Target Level

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS (CONT'D)

Maturity Level	0	1	2	3
Monitoring Locally Produced Datasets	Not yet at level 1.	Information is gathered from research projects to enable compliance with funders' requirements for research data discoverability.	Metadata is routinely recorded on locally produced data, and its links to research activity or related outputs, enhancing the quality of the institution's research information.	Metadata on locally produced research data, and its links to other activities or outputs, is sufficiently structured and organised to inform institutional strategy.
	Current Level	Target Level		
Data Publishing Mandate	Not yet at level 1.	Service supports minimum external requirements for metadata and publicly accessible data.	Service supports community best practice standards for data access, citation and metadata exchange.	Service supports bespoke content discoverability, access and quality review needs for user groups or organisations.
		Current Level	Target Level	
Level of Data Curation	Not yet at level 1.	Service commits to brief oversight of submitted data and metadata e.g. for compliance purposes.	Service commits to maintain or enhance value through routine action across data collections.	Service commits to maintain or enhance value through bespoke action on individual collections.
		Current Level	Target Level	

GOAL 2: IMPROVE ACCESS TO DATA REPOSITORIES OR OTHER PLATFORMS (CONT'D)

Maturity Level	0	1	2	3
Metadata Cataloguing Scope	Not yet at level 1.	Service catalogues metadata for the organization's publicly funded datasets according to funder expectations that they are discoverable, citable, and linked to related content.	Service catalogues metadata to enhance value of the institutions data assets in accordance with recognized best practice standards.	Service catalogues metadata to enhance potential dataset reuse according to sector leading standards, or fulfil domain-specific purposes.
		Current Level	Target Level	

GOAL 3: PROVIDE TOOLS AND EXPERTISE FOR DATA MANAGEMENT PLANNING

Maturity Level	0	1	2	3
Data Management Plans	Not yet at level 1.	Institution provides guidance to researchers on completing funder-mandated DMPs as part of grant bids.	Institution mandates DMP production at bid stage for all researchers. Guidance and templates are provided. Research Office connects to relevant stakeholders to appraise DMP content and notify them of relevant resource implications.	Institution promotes best practice in data management planning and facilitates good research design in relation to data generation and preservation. Automated systems flag researcher requirements to the relevant institutional support services (e.g. exceptionally large projected data volumes).
		Current Level	Target Level	

GOAL 4: ENHANCE DATA STEWARDSHIP AND RESEARCH DATA MANAGEMENT PRACTICES

Maturity Level	0	1	2	3
Advisory Services	Not yet at level 1.	Generic, online guidance is offered that addresses key areas of RDM. Content may be externally sourced, with little relating to the specific institutional context. Pages include a helpdesk email address.	Guidance offers relevant advice on how to use services that comply with institutional policies, and the benefits to researchers of doing so.	Guidance is significantly tailored to support the specific needs of the institution's researchers and support staff. Guidance content is externally referenced as best practice in the sector.
			Current Level	Target Level
Continuity Support	Not yet at level 1.	Service enables retained data to be stored with a copy automatically held in another location.	Service enables retained data to be stored with copies automatically held in two separate locations, at least one off-site.	Service enables data and metadata to be automatically distributed across multiple locations according to specific policy criteria.
			Current Level	Target Level
Online Training	Not yet at level 1.	Externally sourced online courses are linked to from RDM pages.	Externally sourced online courses are supplemented with some materials which support local needs and services.	The institution produces a significant amount of online training material which meets the needs of its researchers and staff. Materials are reused by others in the sector.
			Current Level	Target Level

GOAL 4: ENHANCE DATA STEWARDSHIP AND RESEARCH DATA MANAGEMENT PRACTICES (CONT'D)

Maturity Level	0	1	2	3
Face-to-Face Training	Not yet at level 1.	Face to face training in basic RDM principles is available on request. Course content is regularly updated and responsive to feedback.	Regular, structured face to face RDM courses are available to all. Training objectives are aligned with the objectives of the institution's RDM strategy.	Competencies for relevant researchers and professional support staff are defined in standard role descriptions. Training is provided which facilitates this development.
			Current Level	Target Level

GOAL 5: ENHANCE UBC RESEARCH DATA MANAGEMENT EXPERTISE THROUGH STRATEGIC HIRING AND TRAINING

Maturity Level	0	1	2	3
Staff Investment	Not yet at level 1.	RDM service is delivered by dividing responsibilities among existing staff.	RDM service is delivered through significant redesign of staff roles including investment in staff development.	RDM service is delivered by a major redesign of staff roles, consistent with the establishment of an RDM service.
		Current Level	Target Level	

GOAL 6: EVALUATE STRATEGIC PARTNERSHIP OPPORTUNITIES

Maturity Level	0	1	2	3
Governments and Industry	Not yet at level 1.	Active involvement is maintained in one or more related groups and information sharing is welcomed whenever possible.	Active involvement in multiple government and industry groups is maintained with a commitment of resources to participate and share information.	Leadership roles in multiple government and industry groups is maintained. New opportunities for partnership are consistently sought.
		Current Level	Target Level	
Partnerships with Other RDM Service Providers	Not yet at level 1.	Partnerships exist at some level with at least one other RDM service providers.	Partnerships exist with multiple RDM service providers including a commitment of resources to share information and define solutions.	Leading roles as a RDM partner with a commitment of resources and program to seek out and develop additional partnerships.
		Current Level	Target Level	

APPENDIX B – RDM STRATEGY CONSULTATION PROCESS

Development of the UBC RDM Strategy, including the RISE self-assessment, involved extensive consultation with stakeholders from all of UBC, from all campuses, system-wide.

Consultations related to the initial self-assessment based on the RISE model were primarily conducted in 2021 and included a virtual town-hall and four focus-sessions, themed around different areas of interest. The RISE self-assessment was completed based on the community feedback at these and other discussions.

Communication channels and venues included:

Websites

VPRI homepage
VPRI News & Events
UBC Today (Town Hall & Each Focus Group individually)
UBC Library
UBC IT homepage news
UBC ARC

Newsletters

UBC Research Digest
UBC Library Research Commons newsletter
UBC IT Staff Newsletter
UBC IT Weekly Managers Newsletter
UBC Today
Blusson News

Social Media

UBC Library
UBC ARC
UBC IT

Consultations related to development of the draft RDM Strategy were primarily conducted in 2022 and included hybrid town halls based on the UBC Vancouver and UBC Okanagan campuses as well as four virtual town halls.

In addition to the town halls and focus sessions other project members joined other existing meetings and communications were sent via multiple channels to encourage feedback via a web form.

Campus Digital Signage

Mailing Lists

IRSI List for Researchers UBCV
UBC Library RDM Team
UBCO RAC
UBC Compute Canada users
UBC ARC Sockeye & Chinook users

Presentations at Meetings & Events

Promoted at RDM Fall Series
UBC IT CSM meetings
UBC IT Managers' Stand-Up
ADRs
RAC
Heads and Directors
ISPIC
IAC