INSTITUTIONAL RESEARCH PLAN (IRP)
RED DEER COLLEGE

I. INSTITUTIONAL RESEARCH PLAN DEVELOPMENT: CONTEXT

A. Approved Mandate Statement

Red Deer College Mandate

Red Deer College is a board-governed public college operating as a Comprehensive Community Institution under the authority of the *Post-secondary Learning Act* of Alberta.

Red Deer College offers programs that lead to further education or to career employment through its apprenticeship programs, certificates, diplomas, applied baccalaureate degrees, and baccalaureate degrees, primarily in collaboration with degree-granting institutions. In addition, the College provides adult upgrading programs that facilitate entry into further studies and continuing education and contract training programs that meet community needs for lifelong learning and career advancement.

Red Deer College offers programs and courses to full- and part-time learners from diverse cultural, educational and social backgrounds with varying skills and experiences in the following areas of study: liberal arts, business and commerce, education, engineering, health services, hospitality and tourism, human services, kinesiology and sport studies, performing arts, science, technology, trades, transportation, and visual art.

As a Comprehensive Community Institution with regional stewardship responsibilities, Red Deer College provides adult learners in the Central Alberta Region with opportunities to attain post-secondary education through its courses, programs, and services. It does so in collaboration with school districts, other post-secondary institutions, adult learning organizations, business and industry, and community agencies throughout the Region.

Red Deer College is a partner in Campus Alberta collaborating with other educational organizations and post-secondary institutions in providing a seamless and responsive advanced education system that provides high-quality learning opportunities in support of lifelong learning.

Through a variety of approaches in educational delivery including face-to-face, distributed learning, and blended learning the College provides quality programs that address diverse learning styles and time and location requirements of its learners. Red Deer College supports learner success with high-quality student support services including advising, personal and career counseling, athletics, food services, child care, financial aid, health, library, recreation, residence, and academic support.

Red Deer College initiates and supports partnerships with the community, business and industry, public service providers, educational agencies, and research agencies in order to facilitate access to learning and to promote innovation. Through its philosophy of placing learning at the center of everything it does, Red Deer College promotes teaching excellence and high-quality programming.

Encouragement of scholarly and creative activity amongst its staff and support for applied research and innovation enable the College to enhance student learning, to continue the growth of expertise of its faculty, and to contribute to the economic and social development of the Region.

Through its international focus, Red Deer College is committed to increasing the skill and knowledge of its learners and its community to become better integrated into the global community. This includes opportunities to study abroad, host international learners on-campus, assist in the development of educational services in other countries, and provide global and international perspectives in its curricula.

The College plays a pivotal role in the community by providing facilities, expertise, leadership, and innovation that assist in the economic, social, cultural, recreational, athletic, and educational development of Red Deer and its surrounding communities.

Approved by the Minister of Advanced Education and Technology – May 4, 2010

B. Alberta Policy Environment

RDC's Institutional Research Plan aligns with Alberta's policy environment in four global areas.

Developing the skills of learners

The development of learner skills is essential to the future well-being of Alberta. Skilled workers will meet workforce requirements as the economy recovers and moves into a period of moderate growth. Skill development and credentialing provide opportunities for Albertans to contribute to and share in Alberta's prosperity. Applied research and innovation initiatives at RDC develop the skills of learners in practical settings where they can apply knowledge to solve business, technical and social challenges. RDC's Institutional Research Plan includes strong linkages with faculty, learners and educational programming. Faculty will focus on scholarly activity that complements and enhances teaching and learning, and contributes to discipline expertise. The scholarship of teaching and learning will inform practice in the classroom and other settings. The Plan includes goals to increase the engagement of learners and faculty in applied research projects and to strengthen an applied focus in business programming. The Centre for Teaching and Learning and the Centre of Professional Development in the Teaching Common assist faculty with scholarly research and track the progress of scholarly research projects. Supporting and showcasing scholarly research and activity is a focus of the Teaching Common and building strong connections with the Applied Research and Innovation will enable faculty to access a wider scope of research projects and funding and increase engagement of faculty in applied research and innovation.

Faculty who create and apply knowledge in community and workplace settings bring that experience back to enrich the classroom and the curriculum. This helps to ensure that RDC's programming is relevant and graduates are equipped with the necessary skills to be valued and productive workers.

The College's strong apprenticeship and trades programs form the basis for outreach and community engagement through the Centre for Innovation and Advanced Manufacturing (CIAM). The addition of the College's proposed two new technology programs (Electrical Engineering Technology Diploma and Automation and Manufacturing Engineering Technology Diploma) will expand the breadth of community and industry engagement.

Promoting social well-being and health

The Alberta government is committed to improving health and social well-being for individuals and the society as a whole. RDC has identified Rural Health and Community Development as one of its three applied research priority areas. This focus aligns with the directions of Alberta Innovates – Health Solutions. RDC's Rural Health Research Chair will work collaboratively to identify and address areas of concern to communities and stakeholders in the Region. Applied health research projects will focus on initiatives that support the needs of the Region and help participants apply and use knowledge in practical, local settings. Areas of interest that will increase social well-being and health include cross-disciplinary practice, issues in rural communities, attracting and retaining professionals in rural areas, interdisciplinary teams and evidence-based practice.

Increasing economic competitiveness and diversification in the Region

Research and innovation are a vital part of government strategy for Alberta's future success. Under its second priority research area, Advanced Manufacturing, RDC will engage learners, faculty, industry and the community in practical solutions to technological and business challenges. This will lead to greater economic competitiveness and diversity in the Region. The College's Centre for Innovation and Advanced Manufacturing is growing into a regional innovation hub and pan-Alberta collaborative centre. CIAM will provide opportunities for small and medium businesses (SMEs) to learn more about innovation, advanced manufacturing and the commercialization process. The capacity of RDC programs applies across all four AITF corporations, either directly in the case of our Rural Health Research Chair or in a general sense as already seen in the diversity of industry partners who are accessing advanced manufacturing assistance from health, biomedical, energy, environment, manufacturing, biofuels, automotive, consumer products, and forestry. The outreach capacity of the Centre for Innovation and Advanced Manufacturing and the CARIN network both serve industry from numerous sectors. Working with the College's Donald School of Business, the Centre will support local businesses through coaching and mentoring to help develop an entrepreneurial culture. College-sponsored local collaborations and support networks will help businesses to grow and diversify, leading to increased economic competitiveness. Please refer to the Preamble to Section III below for a discussion of RDC strategy in this area and examples of initiatives.

These initiatives align with the directions of Alberta Innovates - Technology Futures, including

- Supporting the involvement of post-secondary institutions and industry in commercialization.
- Utilizing a regional delivery approach to commercialization.
- Providing technical and commercialization expertise to industry.
- Working collaboratively with industry to create and transfer knowledge through applied research, demonstration and prototyping.

RDC's Institutional Research Plan aligns with federal initiatives to enhance industry engagement and college involvement in innovation, such as NSERC's College and Community Innovation Program and the NRC's Industrial Research Assistance Program. Recent announcements by Industry Canada and NSERC also reflect a stronger emphasis on services provided to link SMEs with the expertise and results of research from public research institutions, reinforcing RDC's plans to increase engagement with local and provincial companies. RDC is eligible to receive NSERC grants and plans to submit a letter of intent for the College and Community Innovation funding under the Technology Access Centres Grant Program. Other programs of the NSERC CCI will also be used to lever industry investments into projects.

Promoting environmental stewardship

Alberta's resources and infrastructure need to be developed in a way that is environmentally sustainable. RDC's third applied research priority area, Environment and Ecology, addresses the areas of eco-innovation, biofuels, alternative energy, green product development and wildlife ecology. These initiatives align with Alberta Innovates – Energy and Environment Solutions' focus on developing environmentally responsible energy technologies, reducing environmental impacts and supporting greener communities.

C. Environmental Scan

Strategic Drivers

Community support and engagement in health. Communities in Alberta are encouraged to promote healthy behaviours and lifestyle choices with a focus on supporting individual wellness and self responsibility for health and well-being.

Economic recovery and growth. After contracting in 2009, the Alberta economy is expected to recover, experiencing moderate growth in 2010, and stronger growth over the medium term (2011-2013). Sectors expected to see strong growth over the long term include energy, manufacturing, commercial services and retail.

Industry and business growth in Central Alberta. The Red Deer region is experiencing growth in segments of the economy such as manufacturing, and a decrease in employment in the agricultural sector.

SMEs in the Region. Small and medium businesses dominate the Central Alberta Region, where 80% of businesses have less than 10 employees.

Environmental sustainability. The new emphasis on environmental and economic sustainability will lead to an emphasis on green initiatives.

Strengths

Community and industry connections. RDC has strong collaborations with community groups, local industry and government departments serving the Region.

Excellence in regional engagement and outreach. AITF is using the RDC collaborative approach as a model for regional innovation. RDC is known as a leader in the development of collaborative regional outreach.

Regional focus. The College is well located geographically to offer educational and innovation-related services to the Central Alberta Region. RDC's mandate as a Comprehensive Community Institution has resulted in greater recognition for the regional objectives of the College's strategic plan.

Challenges/Gaps

Sustained faculty engagement. Engaging faculty over the long term is a challenge due to the structure of the college funding environment. Faculty do not receive structured release time for research. Many college faculty do research "off the side of their desks" supported by the occasional grant or contract. While many faculty are keen to pursue research, burn out can occur when funding is inadequate to support instructional duties and research.

Managing operating and administrative costs. Although research was added to the mandate of colleges in Alberta, no additional funding was allocated to support the cost of developing and sustaining research offices. Many grants do not allow institutions to recover overhead, making it difficult to fully recover the complete costs of research projects.

II. INSTITUTIONAL RESEARCH PLAN DEVELOPMENT PROCESS:

A wide range of internal and external consultations shaped the development of the Institutional Research Plan.

RDC's Institutional Research Plan is built on consultation with other post-secondary institutions, industry, government and community stakeholders. RDC regularly consults with other post-secondary institutions regarding applied research directions through networking opportunities set up by AACTI, including the Institutional Research Plan Development workshop in September 2010. RDC is an active participant on AACTI's Technology Management Committee, which meets regularly to identify system priorities, and guide new initiatives of mutual interest.

In the applied health area, RDC has established the Health Research Collaborative, a partnership between Alberta Health Services – Central Zone and RDC. This committee meets regularly to review proposed applied health projects and set priorities for health research.

RDC consults with industry, government and community stakeholders through the Central Alberta Regional Innovation Network (CARIN). Feedback from CARIN helps shape the direction of applied research in innovation and technology commercialization at the College. RDC is also a member of the Central Alberta Economic Partnership and Red Deer Regional Economic Development, a partnership between RDC, the City of Red Deer, the Red Deer Chamber of Commerce and the Red Deer County. Both these organizations actively support and assist in the promotion of RDC's role in applied research and innovation activities that support regional economic development.

Within RDC, faculty and staff provide ongoing input into applied research goals and initiatives. Deans' Council and the President's Executive Committee reviewed and provided feedback on the IRP.

III. RESEARCH PRIORITIES AND EXPECTED OUTCOMES:

PREAMBLE

Background

RDC research activity has increased and evolved over the past ten years, supported by the addition of applied research and scholarly activity to the College's mandate. It is important to point out that the development of RDC's efforts in this area have been driven by a very pragmatic approach in response to a strongly supportive environment of industry and local economic development need and collaboration. The structure of our programs was developed with the strong participation of industry and the community, and that engagement going forward will ensure continued relevance and success.

This includes work in the Rural Health area that uses action research to respond to relevant needs in everything from HIV AIDS in Aboriginal populations to helping rural pharmacists address polypharmacy (multiple prescriptions with adverse inter-reactions) for Alberta seniors. A collaborative, pragmatic approach is evident in the strong support of central Alberta manufacturing CEOs who appreciate RDC's response to their input on training needs and in their participation and support for the Centre for Innovation and Manufacturing as an important part of the local business community and the local economy.

RDC is being recognized across the country as a model for regional innovation, even being used by Alberta Innovates – Technology Futures as an example of how to build local collaboration and value in the planning for the AITF Regional Innovation Networks program currently being rolled out.

In 2006 RDC hired a full-time director to lead the College's activities in applied research and innovation, including the development of capacity in advanced manufacturing and innovation. This was in recognition of the significant growth in RDC faculty engagement on action research projects and collaborations with local companies and organizations, and the development of new, more diverse engagements with other institutions in collaborative degree programs. As the culture of research has grown, RDC has implemented policy tools such as the Research and Scholarly Activity Committee and has increased the activity of Industry Advisory Boards in support of innovation and industry research collaborations. This is all within an environment where RDC faculty and staff are increasingly exploring research collaborations across the diverse range of disciplines within our full service CCI mandate. RDC remains fully committed to supporting and increasing a culture of innovation and research, and to facilitating and encouraging new faculty, industry, and community initiatives from across disciplines.

Within this broader environment, three applied research priority areas have emerged which RDC is pursuing as strategic priorities. They are: Advanced Manufacturing and Innovation; Rural Health and Community Development; and Environment and Ecology. Each of these is reviewed in more detail below.

Advanced Manufacturing and Innovation

The College has completed the construction of an $80 million facility expansion that will be the centerpiece for trades and engineering technology programs. This new facility houses the Centre for Innovation and Advanced Manufacturing, which officially opened in June 2009. The Centre specializes in the mechanical, design, electrical/electronics and automation aspects of advanced manufacturing such as LEAN Manufacturing and Robotics. The Centre serves local innovators, RDC faculty and student inventors, and collaborates with central Alberta manufacturers to develop new products and diversify product lines. For the past two years the Centre has been involved in the production of prototypes for several businesses in central Alberta. The Centre offers a variety of rapid prototyping processing, including fused deposition modeling, CNC part and mold making, waterjet and laser cutting, and a variety of digital scanning and 3-D imaging capacities. Combined with full spectrum metal, plastic and wood fabrication capacity, demand and participation by local manufacturers and entrepreneurs continues to grow. Working closely with the Central Alberta Rural Manufacturers Association (CARMA), the National Research Council IRAP program and Red Deer Regional Economic Development, the Centre is an integral part of a dynamic community working to enhance economic diversification and prosperity in the Region. These collaborators are not a passing contact. RDC works directly with each of them on a weekly basis on joint initiatives, discussion of needs of the local community, and continued co-development of strategies to ensure value to local innovators. CARMA was actually formed by local CEOs after being invited to meet with RDC to discuss industry needs. Industry leaders realized they had common needs and formed the association to build their businesses. RDC hosted the group on campus in their formative years and both shared input from an outreach industry advisor in separate, but related roles. This kind of collaboration is indicative of the unique confluence of efforts and organizational intents that is supporting RDC's development of research strategy to support the local economy. It is also how RDC and other partners remain current on the needs of industry, gaps in the local innovation infrastructure, and identification of opportunities to develop new research or program offerings to fill community needs.

The Centre draws on expertise and collaboration with faculty, students and industry partners engaged in RDC's well established apprenticeship and trades programs to undertake research and development projects to assist Alberta companies and other institutions, and to create linkages for students to engage in real world projects. The recent campus expansion has fully incorporated a dual-purpose approach to serving both learners and supporting collaborative projects, and this environment will fully engage faculty researchers and students, enabling graduates to take practical experience with them into their future role as employees of Alberta companies and active leaders in society.

CIAM activity will move to an even higher level with the implementation of upcoming RDC engineering technologist programs in mechanical and electrical engineering technology. These proposed programs are vital to the success of the Centre and its ability to fully reach out, engage and service needs within the community. While the Centre has successfully engaged the community in the absence of these programs, our capacity is limited by lack of funding to implement the two programs.

The Centre has state-of-the-art equipment and with the last anticipated equipment installations, the total investment will be approximately $4.2 million for the facility and up to $3 million in advanced equipment. These facilities are utilized for both applied research and learning activities. Western

Economic Diversification has supported $1.2 million in equipment for the advanced manufacturing centre equipment. RDC has supported the development of this research area in several ways:

- By providing some funding for staffing and operating costs.
- By providing the infrastructure for securing grants and contracts.
- By providing matching funds for equipment.
- By raising funds for the new facility through the *Building Communities Through Learning* campaign.

As the Centre has developed, RDC has been very proactive in engaging other Alberta institutions and research organizations in accessing prototype development and early stage manufacturing capacity and expertise. RDC uses networking and collaborative environments such as the AACTI Innovation Management Committee and AITF's regional innovation planning processes as forums to find and promote linkages and offer capacity to other institutions. In the area of prototyping and manufacturing, we have pursued joint funding applications with SAIT, and both NAIT and GPRC are interested in joining and growing these linkages. The CIAM has already provided significant value to Alberta companies, and collaborations extend that reach. The Centre has also provided assistance to the institutions at the earlier research stage, assisting in producing research tools, components, and development structures that both aid the research and inform industry-oriented processes if these research projects lead to commercialization potential in the future. With over a dozen collaborative projects already underway with nine institutions, and several more collaborations in discussion, RDC will continue to be a leader in this sector and to emphasize a pan-Alberta approach, maximizing the utilization of infrastructure.

In the long term, the Centre will be led by a chair in advanced manufacturing, a full-time applied research position fully integrated into both applied research and learning activities. RDC will continue to pursue funding for the technology programs that are vital to the success of the Centre.

Rural Health and Community Development

The Rural Health Research Chair position at RDC was created in 2009. The position has been supported by the Rural Alberta Development Fund, AACTI and other grants and contracts from a variety of sources. RDC and Alberta Health Services – Central Zone are partners in a Health Research Collaborative, an applied research initiative and working group of the *Building Healthy Communities Through Collaboration and Learning Charter* between the two organizations. The Rural Health Research Chair is a Co-Chair of the Health Research Collaborative, which meets regularly to review proposed applied health research projects and set priorities for health research.

The Rural Health Research Chair has established a community-based, multi-disciplinary approach to address the evidence, program development and knowledge transfer needs of our communities. Teams of health practitioners, multidisciplinary faculty, community stakeholders, consultants, and students collaborate to address priority issues in health and community development identified by our community and reviewed by the Health Research Collaborative. Our aim is to achieve excellence in collaborative applied research initiatives that address health issues relevant to our community. Project initiatives are

supported by limited operational funding which, where possible, is used to leverage other funding from collaborative partners.

Current collaborative initiatives address a diverse array of health issues that include developing Aboriginal HIV/AIDS prevention strategies, development and evaluation of programs to increase self-esteem and enhance body image in grade 5 and 7 school children, enhancing independence of seniors and persons with disabilities, using communities of practice to address the learning and knowledge transfer needs of the health system, and practice-based interventions to reduce adverse medication events.

To date, Health Research Collaborative activity has engaged about 25 faculty members, 37 community stakeholders, 32 health practitioners/decision makers and over 70 students on collaborative teams to result in an innovative knowledge culture of applied health research. These team members represent over 10 rural communities in central Alberta and have generated over 30 formal research agreements and submitted over 15 research grants. Our aim is to achieve excellence in collaborative applied research that effectively addresses health issues and improves health outcomes.

Another RDC health project involves the design and delivery of collaborative health learning and knowledge management training resources within the health care system. SEARCH Canada (Swift Efficient Application of Research in Community Health) has contracted RDC to undertake the transition and management of the assets of SEARCH Canada. This project will maintain, support, develop and disseminate the SEARCH Canada materials and SEARCH programs, working in particular with Alberta Health Services to adopt new collaborative processes and pursue evidence-based decision making. This project focuses on problem solving and the application of knowledge to improve practice in health care settings. While several universities and other institutes are part of the development work in this region, SEARCH sought RDC to be the lead based on our past track record of effective action research and collaboration in the health sector.

Long-term goals for this research area include securing ongoing funding for the Rural Health Research Chair position and securing sustainable funding for activities related to the SEARCH legacy.

Environment and Ecology

Environment and ecology is an emerging area of expertise at RDC. Faculty are increasing their expertise and involvement in the area of wildlife ecology. Expertise includes applied research projects with Parks Canada to analyze human/grizzly bear interactions and work on animal-vehicle collisions.

The College has done some work with small scale biodiesel generation and plans to pursue pilot projects related to alternative energy and green product development. RDC is facilitating a regional collaboration to develop the central Alberta eco-innovation strategy which may lead to an on-campus eco-innovation park.

GOALS AND STRATEGIES

Applied Research Priority Areas

1. Continue to develop three strategic applied research priority areas: advanced manufacturing, rural health and community development, and environment and ecology.

2. Continue to pursue a collaborative strategy involving other educational institutions, industry, community, government and funders across the three priority areas (see Appendix A for a list of collaborations or MOUs that RDC has with other institutions).

Advanced Manufacturing

1. Establish the RDC Centre for Innovation and Advanced Manufacturing as a regional innovation hub and pan-Alberta collaborative centre.

2. Establish a Chair in Product Development and Digital Manufacturing to support both applied research and learning activities.

3. Enhance economic competitiveness and diversification in the Region through ongoing development of the Central Alberta Regional Innovation Network (CARIN) as a key SME industry engagement vehicle.

4. Support small and medium businesses in the Central Region in the commercialization process (coaching, project facilitation, prototyping).

Rural Health and Community Development

1. Develop and deliver applied research projects to find evidence-based solutions to health and wellness issues in rural Alberta communities, using a collaborative team approach (RDC, government, community stakeholders).

2. Secure ongoing funding for the Rural Health Research Chair.

3. Continue to work with Alberta Health Services to design and deliver collaborative health learning and knowledge management training resources within the health care system.

4. Secure ongoing funding for the SEARCH legacy materials and programs.

5. Continue to develop Communities of Practice for active knowledge exchange, transfer of innovative knowledge products and dissemination of research results.

Environment and Ecology

1. Develop and support pilot projects for energy efficiency, biofuels, alternative energy and green product development.

2. Collaborate with local partners to develop the central Alberta eco-innovation strategy.

3. Continue to build expertise and develop applied projects in the area of wildlife ecology, including bear-human interactions and analysis of animal-vehicle collisions.

Connections with faculty, learners, industry and community

1. Increase engagement of learners and faculty and the community in applied research and innovation.

    - Support faculty and learners in the development of new applied research and innovation projects.
    - Leverage the resources of the research chair and the Centre for Innovation and Advanced Manufacturing to facilitate connections between faculty, learners, industry and community stakeholders.
    - Continue to support new and emerging research and collaborative development projects in diverse areas as they arise from RDC's engagements across disciplines and collaborative degree partnerships.
    - Leverage the combined expertise of the Centre for Teaching and Learning and the Centre for Professional Development to support the pursuit of scholarly activity to enhance excellence in teaching and learning.

2. Contribute to the development and implementation of RDC's two new technology programs to ensure industry connectivity with faculty, students and knowledge transfer through employment of graduates.

3. Support the development of future business managers and leaders through engagement with the Donald School of Business.

    - Develop connections between business faculty expertise and industries who need solutions.
    - Engage business students and faculty in applied projects.
    - Provide peer-to-peer and industry management mentoring and coaching through CARIN.
    - Involve small and medium business leaders on advisory panels.

IV. RESEARCH CAPACITY REQUESTS:

IMMEDIATE CAPACITY REQUIREMENTS (ICR):

Infrastructure Requirement: $150,000

- **Operational Capacity Support for Regional Innovation**
  Operational funding is needed to support community engagement and the work with industry and stakeholders (coordination, administration, outreach advisor). The funding will provide leverage to seek additional funding from other partners and government ministries, with assistance and support from AET.
- **Catalytic Project Funds**
  Catalytic project funds such as the small start up funds that were available through AACTI are essential to kick start and lever new applied research and innovation projects. Once projects are started, other funding can be accessed such as AITF innovation vouchers, provincial research and development tax credits, etc. A small pool of start-up funds is essential to engaging industry and leveraging additional funding.

Capacity for Health and Wellness Initiatives

RDC's BCTL2 initiative is an innovative plan to increase access to health and wellness programming for central Alberta, rural students and the community. A new facility will be built to house the Centres for Health, Wellness and Sport and support holistic health and wellness programming. The facility will include a space for applied health initiatives (the Rural Health Research Chair and health learning coordinators from the SEARCH project), clinical labs and outreach environments. Funding is needed for the operating costs for these initiatives and related space to conduct applied research and associated community engagement activities.

FUTURE CAPACITY REQUIREMENTS (FCR):

Future CFI Proposal

As the Centre for Innovation Advanced Manufacturing grows and there is increased industry traffic and uptake, there is potential for collaboration to secure additional infrastructure through CFI to meet emerging needs. Industry collaborative project uptake would seem to point this in the potential direction of digital manufacturing and integrated assistance with early stage product development. Infrastructure in digital 3D CAD/CAM file development, manipulation, and assessment would be leveraged by RDC staff expertise.

Central Alberta Eco-Innovation Strategy

Collaborative resources are needed to develop the Central Alberta Eco-Innovation strategy, which could lead to an on-campus eco-innovation park. It may also lead to collaboration with multi-national corporations who are looking to demonstrate new environmentally responsible product lines, and develop new product concepts in new facilities that could be jointly constructed.

Appendix A

RDC MOUs and /or Collaborations

Institution	Comment	Priority Area M = Advanced Manufacturing H = Health
University of Calgary	Environmental Design	M, H
University of Calgary	Biomedical Engineering	M, H
University of Calgary	Engineering	M, H
ACAD	Design and innovation processes	M
Grand Prairie Regional College	Service to manufacturers	M
SAIT	Joint proposals Joint manufacturing projects	M
University of Alberta	Industrial Design	M, H
University of Alberta	Biomedical Engineering	M, H
University of Alberta	BERRI (Biomedical Engineering Research Institute)	M, H
IRSM – Institute for Reconstructive Sciences in Medicine	Development of research tools and prototyping of new prosthetics, teaching tools, and commercialization processes	M, H
AACTI	Very active in the Innovation Management Committee	
Alberta Biomaterials Development Centre	Training Bio solutions	M
Clinexus	Potential to collaborate to assist AB companies	M, H