

Deloitte *Revolutionizing* the Research-space in Higher Ed

Proposal for Deloitte to partner with Researchers to bridge the gap between research and real-world implementation | October 2022

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The number of students furthering studies in research at the doctoral-level is **declining**. Top-tier students experience **frustration** after learning about **major roadblocks** for researchers to make limited real-world impact through their work.

Top-class undergraduate studying Computer Engineering at Canada's top engineering school

Fascinated about pursuing a career in research where she can leverage her technical skills to solve real-world problems in global health

Discovered Operations Research as an emerging field with high-focus on innovation and on-the-ground implementation

Discouraged to pursue a career in research after understanding research limitations and realities of post-doctoral studies after speaking with professors and research students

"Research can get quite technical. If you want to solve problems and help people directly, **maybe research isn't the best fit for you**" – *Professor in Operations Research Faculty at MIT*

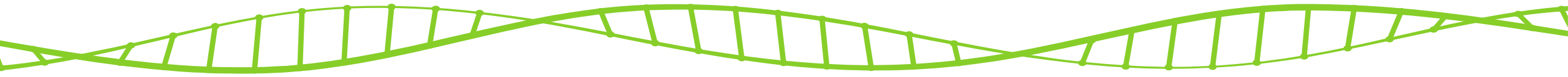
"Sometimes it feels like you are doing research for the sake of advancing research. **Sometimes, our work feels pointless.**" – *PhD Student MIT Social Engineering Systems Program*



Researchers who develop novel solutions to real-world problems, are seeking a strategic partner to support them as they work with organizations and governments to *implement and influence* end-users to adopt solutions.

Challenges for Researchers in Higher Ed

Researchers are subject-matter experts with a priority on growing their research efforts. They often struggle with limited time, funding and change management experience to implement their solutions within organizations.



“Research sometimes goes unused”

- Stakeholders may not be directly invested in the co-creation process
- They may not understand how to leverage research due to new priorities and dependencies
- Research solutions may never be used

“More time in implementation means less time in research”

- Smaller research groups have limited time and funding invested towards dedicated operations resources
- Researchers who work on operationalizing efforts, struggle with less time to focus on high-quality research

“Growing inaccessibility of research”

- Research expects a certain quality of language requiring in-depth domain knowledge to understand
- Most people are not equipped with skills or expertise to understand research due to linguistic barriers
- Financial barriers to accessing papers

Change Management *Revolutionizes* the Research Space in Higher Ed

Change Management professionals can partner with researchers and organizations to support with the implementation phase of novel research solutions.

Despite the **considerable amount of money and decades of time spent** in research and **little attention** has been paid to ensure research findings are implemented

Operations research is an emerging field in research using analytical methods to provide solutions that aid decision-making for complex implementation problems

However, Operations researchers struggle with limited research budgets, timelines and expertise to influence behavioural shifts at an organizational and end-user level to adopt solutions

Change Management can help close the gap by helping researchers implement research solutions with measurable social impact by leveraging incredible change management experience and partner-network

“Implementing the solution is the most rewarding part of my job. Reality is, writing papers and running a research group takes up all my time. **I don’t have the capacity to work with organizations to implement changes.**”

—Operations Research Faculty Member at MIT

How can Deloitte support researchers?

With valuable experience in change management, technology implementations and knowledge transfer across diverse organizations, Deloitte has the capability to support researchers in operationalizing their solutions.

We can support by:

1 Offering Change Management Expertise

- Support knowledge transfer and promote open dialogue about research to help stakeholders understand how to leverage research
- Promote on-going communication between researchers and stakeholders to be aligned on up-to-date goals and priorities

2 Operationalizing Technology Implementations

- Develop road-map and plan to outline activities needed to support technology implementation
- Anticipate barriers to adopting technology and incorporate suggested recommendations in roadmap

3 Growing the Open-Science Movement

- Create a platform to make scientific research transparent and accessible to all levels of society
- Socialize unique learnings and implementation methodologies with growing research community

Who is Involved?

The research space contains top-tier Higher-Ed institutions worldwide and has a lot of potential for collaboration.



**1.8 million research publications
annually**

**\$600B+ dollars spent on scientific
research in US alone**

8M+ researchers world-wide

My Experience

I draw these conclusions after numerous interviews with professions in the research space world-wide. As well, being experienced in change management at Deloitte, I am confident in the capabilities we have to offer for researchers.

Conversations with Professionals in Canada, United States and United Kingdom (UK) including:

- 3+ Professors in research space
- 3+ research fellows and industry professionals who graduated from PhD programs at top-tier universities
- 10+ current PhD students

At Deloitte, I gained:

- Market Intensity learning from Higher Ed
 - Understood Deloitte's depth and breadth of experience in Higher Ed
 - Partnership and long-standing relationships with top-tier institutions
- Confidence in Deloitte's capability to support complex, long-term implementation projects
 - Interned for > 6-months in variety of industries: DEI in Sports, Financial Services and Consumer Privacy
- Support from partners and senior leaders to pursue further investigation into the space