Strategic Plan for Research – Overview for Interim University Governance Council
August 10 2015

Timeline:
Fall 2013 – Concept discussed; ad hoc committee convened

Spring 2014 – Met regularly over a semester

Spring 2014 – Data collected on peers

Summer 2014 – Survey conducted on campus

Fall 2014 – Plan was drafted and presented to President Noland

Winter 2015 – President Noland requested presentation to ETSU community with opportunity for input

Spring 2015 – Plan released to ETSU community for feedback

Spring 2015 – Public presentations/forums were held and notes taken

Spring 2015 – Feedback was incorporated and plan was modified

May 2015 – Plan was voted on by ad hoc committee and delivered to President

May 2015 – Priority list of action steps suggested by ad hoc committee

Elements:
- State of research at ETSU
- Target concepts – 12-15% growth annually for 25 years
- University strengths in research
- Focus themes:
    - Link research to the educational experience.
    - Foster a research environment to support graduate training.
    - Invest in focused areas that are likely to yield external resources and/or increased reputation of the university.
    - Prioritize focused recruitment and retention of highly productive faculty.
    - Prepare, organize and equip university research services for growth.
    - Prioritize university and college-level fund-raising for research.
    - Partner with the community and industry to create opportunities to impact real needs with inter-disciplinary and translational research.
- Each theme has goals, objectives and action steps.
- Each action step has data source for information, responsible party, frequency of monitoring, targets, and baseline data

40 action steps:
1. Creation of inter-professional research awards for Appalachian Student Research Forum
2. Publicize, increase and evaluate departmental goals for research outcomes for faculty and students according to the size of the workload commitment and investment.
3. Establish working group to examine the viability of an Undergraduate Research Office and potential relationship to the Honors College
4. Enhance funding and promotion for Appalachian Student Research Forum and other undergraduate research.

Increase stipends for research-degree seeking graduate students (e.g., PhD, DrPH, or research-masters) to a level that meets or exceeds national norms by 2015.

5. Full-time academic degree seeking students should be provided with health insurance
6. Form committee to prioritize new program proposals
7. Work with Provost to establish new academic doctoral and other terminal degree programs
8. Develop policy for center development and investment
9. Decide on Centers
10. Development of implementation plan
11. Publicize each grant award and paper in top ten journal
12. Offer membership in Centers for access to Center infrastructure
13. Test model with emerging research initiatives
14. National advertisement highlighting research collaborations on campus
15. Pay at 50th percentile or better with a soft money contribution toward salary
16. Coordinate a regional effort aimed at spousal employment
17. All departments have published rigorous workload and P&T plans that support research and scholarship that are adhered to by Chairs and Deans
18. Promotion of faculty through research rank
19. Chairs and Deans should prioritize new faculty hires that align with, or are able to, support existing or planned Centers
20. Develop institutional mechanisms for salary increases to provide competitive salaries to faculty that obtain extramural funding for research.
21. Implement the incentive plan for faculty that displace state dollars with extramural funds from grants.
22. VPR appointment is made
23. Assign oversight of post-award accounting to VP for Research
24. Collect and review payment procedures
25. Ascertain mechanism for change of policy at TBR
26. Make appeal for policy change
27. Establish an Associate Dean for Research (or equivalent) for each college or other administrative unit
28. Establish a Research Services Manager position for each college to help support pre- and post-award for faculty PIs
29. Provide all faculty and graduate students access to professional assistance with research design, statistical analysis, qualitative analysis, facilitation, budgeting, and training in the art of research dissemination, including writing results for peer-reviewed publication, professional poster/presentations and other reporting.
30. Establish and cultivate a formal research mentoring program wherein funded faculty, endowed professors and other established investigators mentor junior faculty, post-doctoral fellows and senior doctoral students
31. Research Development Officer hired to support existing Centers; coordinates with VPR
32. Research Development Officer hired to support new Centers and other research; coordinates with VPR
33. Resources for endowed chairs are sought by the development officers
34. Promotional information such as a one-pager or other consumable information for each research initiative.
35. Meetings with potential donors for research activities
36. Development office holds fundraisers for stated aim
37. Hold regional conference on research and economic development
38. Establish one 5/8ths position with VA each semester for three years
39. Provide adjunct appointments with some library benefits to community research partners such as Eastman scientists
40. Establish leadership council of Deans, the VPR and industry leaders in the region to foster research growth and impact

Priorities by Phase and Scale of Investment

	Administrative	Small to modest investment	Large investment
Phase I	• Align ETSU and merged health system goals for research • Initiate alignment of recruitment with research strengths by addressing with Deans and Chairs • Assure that research is clearly represented and addressed at President's senior staff meetings; eg VPR or equivalent • Examine P&T and workload documents in all departments for congruence with increasing scholarship	• Establish new Centers quickly and provide support for infrastructure; follow Center Growth Investment model in plan • Address issues with post-award by reorganization to the VPR • Implement university approved incentive plan for each college; deans currently decide whether or not to do it • Each college should hire/appoint an Associate Dean for Research (or senior equivalent) and a position that supports pre-award	• Scale of support for initial Center staffing and infrastructure • Recruitment of new faculty with clinical research expertise • Develop infrastructure for outcomes research via clinical research leaders, informatics, biostatistics and health services research
Phase II	• Systematically work toward enhancing the collaboration with VA by establishing working group • Establish one 5/8ths position with the VA each semester over the next three years • Form committee to prioritize doctoral program proposals • Propose new terminal degree programs • Offer joint appointments and center membership to affiliated faculty • Work to publicize scholarly activity and output by all teams	• Pay new faculty at 50th percentile or better with research university peers; reinforce internal mechanisms for this through summer support and soft-money contribution/expectation • Address inequities for current research productive faculty by offering the same soft-money incentive • Provide faculty and graduate students service/assistance with research design, statistics, grant-writing, etc. • Establish and cultivate formal research mentoring program in each college • Increase graduate student stipends to national peer levels • Increasing support for undergraduate research through UR Office and ASRF	• Modernize/renew physical research infrastructure such as servers to accept data from health system and lab space • Lab space reorganization to prioritize and equip funded or most competitive labs • Research development officers in each new and established Center • Establish and recruit for endowed chairs
Phase III	• Center Directors and Chairs work closely with development officers • Establish leadership council of Deans, the VPR and industry partners to foster research growth and impact	• Institutionalizing development activities for research • Partnering with corporate donors for research • Regional conference on research and economic development	• Research laboratories and buildings • Building purposeful Center space