

4/13/22 - Research Growth Subcommittee Meeting

Via Zoom – Morris Foster, Daniel Campbell, Doug Streit, Charles Sukenik, Barry Ezell, Heather Richter, Licheng Sun, Adam Rubenstein, Sachin Shetty, Shanan Chappell Moots, Phil Reed, Chunqi Jiang, Michel Audette, Hongyi Wu, Liz Smith, Rodger Harvey, Masha Sosonkina, Eric Weisel

VP Foster welcomed the group and shared the plan for the meeting which would be sharing of the four subcommittee reports from their meetings the previous week and determining the next steps.

Sachin Shetty shared the update from the Funded Research Subcommittee which included three goals:

- Goal 1 - Faculty Collaboration
 - Incentives for faculty to collaborate
 - Learn from the CCI experience; pursue a few CFP's a year to grow expertise
 - Look to involve other universities
 - Examine how success is tracked
 - Provide credit for internal grants as part of the review process

- Goal 2 – Research Infrastructure
 - Process – Look into centralizing Research Administration management; possibly adding RA staff in colleges to help streamline and make processes digital
 - Soft Infrastructure – increase database subscriptions and library services related to journals
 - Hard Infrastructure – Lab space, water & power needs, acquisition & maintenance of equipment, data science's role across campus, and expansion of secure research capability

- Goal 3 – Creating Center of Excellence for health sciences, data sciences, and maritime
 - Leverage best practices from Cybersecurity Center
 - Examine how to leverage existing talent & resources to enhance expertise in these three areas
 - Improve organization & coordination of these three areas
 - More clarity is needed on the Maritime area; what are the fundamental research goals?
 - Need to add resources for data sciences, including faculty lines
 - What are the research goals for health sciences?

VP Foster followed up mentioning the Maritime study that was conducted last year and would be placed in the Teams site for members to view. He also discussed a Data Science study that is currently underway which will identify a number of strategic opportunities.

He also shared that a research committee made up of representatives from ODU and EVMS are looking at areas of potential collaboration related to validation and health disparities research. Both areas have specific strategies on how to approach them which can be shared with this committee.

Charles Sukenik shared the updates from the Culture Subcommittee:

- It is a challenge working on Culture which is an intangible idea

- How do we evolve ODU's organizational mindset for solving problems efficiently?
 - We need to address the mindset of how we operate; communications are a recurring issue
 - We need to identify what our core values are; a greater emphasis needs to be placed on research as one of these values
 - We need to ensure greater accountability and a more collaborative relationship between ODU and the Research Foundation

- What are some examples of issues that a culture change could address?
 - Small but frustrating systemic barriers to efficiency; key example
 - Ad hoc vs. institutional problems; look for ways to institutionalize solutions, address interconnectivity of systems, and address concerns raised by faculty

- What concrete steps can be taken to change the culture, even if it ends up being a gradual process?
 - Change expectations regarding communication at all levels; email, phone, get problems to the right person to solve
 - Encourage and empower staff to solve problems
 - Train staff to identify roadblocks and suggest improvements
 - Look to establish a "Care Team" approach; dashboards, ticketing/tracking system, communication with university leadership

Eric Weisel shared the Process Subcommittee Report

- In order to effect process change related to faculty research, we will need to address it over time
- The most effective thing will be to establish something within the Office of Research to identify process to improve faculty research
- Look to streamline Research Administration through integration of Research Foundation and university systems; this is currently being addressed by John Nunnery; an enterprise system needs to be an effective user experience for faculty
- The indirect cost reimbursement area is an area that many faculty are dissatisfied with and they want better service; this requires a balance of efficiency and cost whose value needs to be communicated better to faculty
- We should look to expand our controlled research capability; this is an ongoing process with Adam Rubenstein and Doug Streit who are working to develop a user-friendly secure environment for faculty to store research artifacts
- We should develop process to identify shared research resources of things like faculty expertise and machine shops while also considering charge back methods
- We should also develop a process to match faculty with students and research opportunities

Heather Richter shared the Goals for Arts & Humanities Subcommittee Report

- Arts faculty are focused on resources; performing spaces, collections, travel for field work, and bringing in visiting scholars
- We need to examine what facilities look like at other R1's
- We need to attract top faculty in the arts to create more engagement, help identify potential connections across campus, and create more opportunities for students; the role of art in public health interventions is an example

- Collaboration within and outside of ODU should be considered; How do we create a cluster or critical mass by investing in relationships
- We need to shift our culture and thought about how faculty can expand their own research with partners in the arts and social sciences
- Look for ways to help faculty know how to find research opportunities

VP Foster concluded the meeting asking all subcommittee groups to post their reports on Teams and begin to consider reducing them to three goals from each committee along with resource strategies for each goal. We will meet as a full group in two weeks to allow the smaller groups to meet on 4/20.

Charles Sukenik suggested that each committee create a concise goal and points and we will see where the overlap is when we merge the full list.

A brief open discussion followed with the following points discussed:

Charles Sukenik suggested that we really do need to have something measurable to determine if we are meeting goals for things like the intangible culture idea shared at the beginning of the meeting.

A question was posed about consideration of other rankings like the U.S. News & World Report. VP Foster indicated that research numbers are not taken into account for those rankings, but R1 status is included.