## 5/11/22 – Research Strategic Growth Subcommittee Meeting

Via Zoom – Morris Foster, Daniel Campbell, Adam Rubenstein, Barry Ezell, Ryan Klinger, Nancy Klein, Licheng Sun, Sachin Shetty, Charles Sukenik, Phil Reed, Tina Gustin, Sophie Clayton, Liz Smith, Doug Streit, Eric Weisel, Heather Richter, Rodger Harvey, Masha Sosonkina, Shanan Chappell Moots, Chunqi Jiang, Michael Wu, Michel Audette, Mecit Cetin

VP Foster welcomed the group and shared the plans for the day's conversation. He and co-chair Shetty combined the information provided by the various sub-committees and the plan was to review the document as a group and provide feedback for the draft.

The discussion began looking at the Overall Research Goal which should address the next step after achieving R1 status in a single sentence.

*Achieve national prominence in targeted emerging research areas in a manner that moves ODU to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging broad existing areas of strength (and addressing regional economic development opportunities).*

- A discussion of strategies to accomplish this goal followed including: increase of non-faculty Ph. D. researchers, increase of research expenditures, and increase of doctorates awarded
- The Academic Excellence Committee will also address elements of this area recommending increasing stipends and this committee can add information about increasing ENG funded GTA's and GRA's.
- The number of doctorates awarded is also a consideration of SCHEV.
- Much of this area depends on funding for faculty; in order to increase the number of Ph. D's there needs to be additional funding for faculty to support them.


The Culture of Administrative Problem Solving was discussed next.

*Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating the university research enterprise.*

- Strategies were discussed related to this area including created dedicated Problem Finders, the need for accountability, and development of a ticketing/tracking system for emerging research problems.
- Establishment of an administrative "care team" responsible for responding to and solving problems was discussed.
- The idea of documenting problem solutions that can be applied in a streamlined fashion was also discussed.
- Policy changes, protocols, and procedures will continue to be examined and refined with further discussion by the group.


Invest in Research Infrastructure was discussed next.

*Maintain existing research infrastructure and incrementally integrate new components to that infrastructure to enable faculty to be nationally competitive for grants and contracts.*

- In the past it has been a challenge to maintain existing equipment and bring in new components due to the ad hoc nature of addressing research infrastructure

- Strategies were discussed including creation of a faculty committee to inventory existing infrastructure and recommend a plan for supporting existing and adding new infrastructure as well as a sustainable business plan that involves all areas of the university.
- The plan should be operationalized by planning regular investment
- Facilities management staff and ITS are important aspects of this element as the research infrastructure in dependent on them for ongoing support

Streamline Research Administration was discussed next.

*Streamline research administration through an enterprise research administrative system with integration between the Foundation and the University.*

- Strategies discussed included purchase of new software that would allow interconnection between the Research Foundation and University systems
- There is currently a search underway for a new Executive Director of the Research Foundation who will be able to facilitate some of these changes
- The disconnect between Academic Affairs and the Research Foundation which often results in chairs having to solve many problems was discussed.
- Resources for initial purchase of the new system as well as annual support were discussed
- Industry partner collaboration and challenges with tech transfer and related workflow were also addressed

Enhance Faculty Research Opportunities, Collaboration, and Productivity was discussed next.

*Improve or develop agile processes, tools, or systems for faculty and research centers to enhance faculty research opportunities, collaboration, and productivity.*

- Strategies discussed included establishment of a university wide committee to provide input to university leadership on how to improve research processes; increasing & incentivizing faculty collaboration; and opportunities to put together University & Research Center proposals to develop large center type awards
- The group discussed the current indirect rate which is actually negotiated with and set by the Federal government; a big component of the rate is construction which will affect ours in the coming years due to planned construction projects; there is a need to communicate how the rate is determined and that it is competitive

Arts & Humanities Goals were the final area of discussion.

Goal 1 - *Reconsider arts and humanities as crosscutting and therefore connecting threads through all disciplines. Cultivate crosscutting scholarship in the arts and humanities; connect scholarship in the arts with scholarship in science, engineering, health, humanities.*

- There are many natural connections between arts disciplines and others that can be combined to form strategic working groups: audio/sound engineering, ethnomusicology, education, social work, health, cultural studies.
- Existing initiatives in health, computing & engineering can help elevate and include arts & humanities scholarship
- Consider competitive seed funding to empower scholarship that includes and mentors Arts & Humanities faculty

Goal 2 - *Establish a comprehensive center for arts in Hampton Roads that is world-class and attracts top talent faculty, performers, and students that supports, promotes, and curates local culture: "cultural presentation and preservation"*

- Most R1 institutions have thriving arts programs that are often the centerpiece of their region; ODU is the only Virginia institution without a concert hall
- Our region is unique as no one else is commanding this sort of thing and we have made many connections to the fragmented organizations in the arts throughout our area
- Strategies were discussed including funding for guest artists, faculty in residence, support for faculty and student travel, as well as numerous other areas
- Rethinking what scholarship means in this area is needed; need to treat Arts & Humanities as part of cross cutting research which is critical to elevating its status
- Funding to support facilities is key to this area which has the potential to benefit the entire region; it is part of the upcoming capital campaign's goals


The group ended their discussion addressing a few random areas of follow-up:

- We should look to include information about working with industry with John Cooper from Chemistry as a good example of success in this area
- SBIR's should be addressed as they are often a good alternative to traditional funding
- Tech transfer is another area that should be addressed
- Workflow for faculty who are interested in working with industry should be included as it has very different requirements and processes
- Faculty entrepreneurship should also be a consideration in our discussion

VP Foster concluded the meeting asking sub-committee leaders to update their respective areas of the documents, including KPI's; they will send to Dan Campbell who will add them to the document

- We will add metrics and needed resources and will have additional time to work with Administration and Finance to determine budget needs for the five-year plan