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introduction

As the saying goes, “if you don’t know where you’re going, you might end up somewhere else.” The University of Missouri-Columbia clearly knows where it’s going. Since Chancellor Richard Wallace initiated the campus strategic planning process four years ago, federal research expenditures have more than doubled. Our rate of growth in federal funding is first in the nation. We broke ground this fall for a \$60 million, state-of-the-art Life Sciences Center. Planning is underway for a Center for the Humanities and the Arts. All this activity is, first of all, attributable to the energetic efforts of our faculty. Planning efforts help to channel that energy efficiently.

The *Master Plan for Research and Technology Development* has evolved over the last four years. Its goals have remained relatively constant, but the objectives and action steps in this FY02 plan reflect the success of the first three *Master Plan* documents. Many of the previous years’ action steps have been accomplished and retired, to be replaced by the next steps toward MU’s goals.

We are proud of the accomplishments detailed here. They reflect successful teamwork within the Research Division, between the Division and the rest of the MU community, and between MU and the larger research community. These accomplishments have allowed a restructuring of goals this year to highlight the importance of our work in supporting MU’s academic programs.

goal 1: strengthen academic programs

Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Enhance internal funding programs	1.a. Increase Research Council funding by \$80,000 for 2001-02	Research Council program award funding increased by 15% in FY01 over FY00	Vice Provost, Associate Vice Provost	Fall 2001
	1.b. Increase PRIME fund by \$200,000 to a total of \$1.2 million for 2001-02	Action step completed as planned	Vice Provost, Associate Vice Provost	Fall 2001
	1.c. Initiate departmental reviews of Research Incentive Fund (RIF) distribution policies and review departmental reports on these	[New action step for FY02]	Vice Provost, Associate Vice Provost	Fall 2001
2. Increase support for scholarship in the humanities	3.a. Begin implementation of comprehensive plan for increasing humanities grant support	Planning document completed and included in MU's strategic plan for FY02	Faculty Fellow	Ongoing
	3.b. Integrate humanities and social sciences into interdisciplinary efforts such as the Missouri River Institute and Lewis and Clark Bicentennial initiative	Humanities faculty are serving on organizing committees	Faculty Fellow	Ongoing
	3.c. Establish an MU Center for the Humanities and Arts	Preliminary meetings of interested faculty	Faculty Fellow	Fall 2002
	3.d. Conduct campus and departmental workshops on humanities funding and provide individual mentoring of faculty	Coordinated visit to campus by personnel from the Hall Center for the Humanities	Faculty Fellow	Ongoing
3. Enhance MU's national stature	3.a. Promote MU faculty for national academy membership	National Academy of Science member Linda Randall joined the MU faculty; nomination for membership was put forward for another MU faculty member	Vice Provost, OGWP	Ongoing
	3.b. Promote faculty to become fellows of national professional organizations and win fellowships from Fulbright, Guggenheim, etc.	MU faculty were awarded 3 prestigious NEH fellowships in FY01	Faculty Fellow	Ongoing
	3.c. Identify other measures of outstanding accomplishment in the humanities	[New action step for FY02]	Faculty Fellow	Ongoing

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goal 1: strengthen academic programs

Objective	Action Step	Accomplishments	Responsible Party	Target Date
4. Sustain a nurturing environment for women and minority faculty, staff, and students that encourages research in all academic disciplines	4.a. Conduct a series of surveys that examine allocation of space, resources, and salaries for women	Analysis and report of survey results	Associate Vice Provost	Ongoing
	4.b. Assist divisions in the recruitment and retention of a diverse faculty via cost-match funds and grant-writing assistance		Vice Provost, Director, OGWP	Ongoing
	4.c. Provide one-on-one assistance for new faculty identified via Research Council and/or Research Board	[New action step for FY02]	Faculty Fellow, OGWP	Ongoing



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goal 1: strengthen academic programs

Objective	Action Step	Accomplishments	Responsible Party	Target Date
5. Facilitate the quantity and quality of MU grant proposals	5.a. Increase extramural funding from grants and contracts an additional 10 percent in FY02	Increased federal expenditures by ~75 percent since FY97; increased new federal awards by 101% in four years	Vice Provost for Research	Ongoing
	5.b. Collaborate with the Development Office to increase private foundation funding and hire a new Director of Foundation Relations	Jointly produced a policy statement on administrative responsibilities for external funds	OGWP	Ongoing
	5.c. Help organize and support interdisciplinary center grant proposals	Resubmission and subsequent funding of Grace Sun's Program Project Grant; submission of center proposals in reproductive health, biocomputing, and cancer communication research	OGWP	Ongoing
	5.d. Provide grantsmanship seminars for faculty and staff, including a summer grantwriting institute for faculty and locally led workshops each semester	MU participated in 5 nationally broadcast teleconferences; organized grantsmanship workshop by Lynn and Jeremy Miner, national consultants; organized visit to MU by Hall Center for the Humanities personnel	OGWP	Ongoing
	5.e. Develop a campus network of grant writers including ongoing development of the existing network and addition of grant writers for the School of Journalism and Show-Me Opera	Added grant writers for CAFNR and Family & Community Medicine; total requests that included grant writer support increased 71% over FY00; total awards for proposals receiving grant writer support increased 269% over FY00 to \$89.1 million	OGWP	Ongoing
	5.f. Expand participation in Community of Science databases by coordinating with the new Faculty Accomplishment System, updating the institutional "pick lists," and increasing visibility with associate deans and chairs	MU enrollment in the Community of Science expertise database was 1,032 in September 2001	OGWP	Ongoing



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Objective	Action Step	Accomplishments	Responsible Party	Target Date
6. Involve student teams in research	6.a. Employ at least two MBA teams and a legal extern in technology development	MBA team involved in one project in FY00	OTSP	Ongoing
	6.b. Encourage use of PRIME funds for graduate and undergraduate students	[New action step for FY01]	Associate Vice Provost	Ongoing



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goal 2: enhance communications

Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Improve information flow within the Division of Research	1.a. Achieve electronic database integration between OTSP, IRB, and ACUC in order to eliminate duplicate data entries	Limited integration provided between OSPA, ACUC, and IRB databases	OSPA, OTSP, ORCS	August 2002
	1.b. Use cross-functional teams to coordinate Division-wide initiatives and facilitate communication	Initiated teams in 2000-01	Vice Provost and Senior Staff	Ongoing
	1.c. Hold semi-annual staff retreats to review Divisional goals and objectives	Retreats held in February and July, 2001	Vice Provost and Senior Staff	Ongoing
2. Improve communications with the campus community	2.a. Conduct annual meetings with deans, selected department chairs, and Faculty Council to review research progress	Meetings conducted for all groups in FY01	Vice Provost	Ongoing
	2.b. Hold monthly meetings with Associate Deans and quarterly meetings with Center Directors and Advisory Committees to chart progress	Meetings held regularly	Vice Provost	Ongoing
	2.c. Collaborate with the Graduate School to develop a more consistent system of support for post-doctoral fellows	Committee established; report in progress	Vice Provost	Fall 2001
	2.d. Continue to develop the Division of Research Web sites	Revised the main Web site in FY01	ORCS	Ongoing
	2.e. Provide clear guidance to the campus community about administrative processes in order to reduce confusion and wasted effort	Documents drafted (fielded) to describe F&A contribution process, fully costed budgeting, contracting with industry, gifts/sponsored projects	OSPA, OTSP	Ongoing
	2.f. Maximize the efficiency of processes related to sponsored programs to reduce the time it takes for completion of necessary reviews and approvals	During FY01, proposal review time reduced from 3.8 to 3.0 days	OSPA	Ongoing
3. Enhance relationships among the 4 UM campuses	3.a. Promote inter-campus collaborations with sponsors	Life Sciences corridor; tobacco settlement	Vice Provost, OTSP, OSPA	Ongoing
	3.b. Form a UM bioinformatics consortium	Grant proposals submitted to NSF and NIH for center support; consortium established August 2001	Vice Provost; OGWP	Ongoing
	3.c. Share successful research administrative tools and processes with other campuses to increase efficiency and consistency	Electronic Grant Data Form implemented across UM System	OSPA	Ongoing



goal 2: enhance communications

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Objective	Action Step	Accomplishments	Responsible Party	Target Date
4. Enhance relationships with other universities	4.a. Create a state-wide sponsored programs administration network by stimulating an initial meeting		OSPA	June 2002
	4.b. Develop a regional agenda on issues of common interest through such entities as the Heartland Research Consortium	Semiannual meetings of the Heartland Consortium; jointly signed letter to Senator Bond supporting an increase in the NSF budget	Vice Provost, OTSP, OSPA	Ongoing
	4.c. Share best practices with such organizations as the Society of Research Administrators and the National Council of University Research Administrators through conference presentations	Warnock presented part of a sponsored program benchmarking workshop at SRA national meeting	OSPA, OGWP	Ongoing
5. Improve communications with the community, state, and nation	5.a. Expand <i>Illumination</i> distribution, increasing mail subscriptions among graduate/professional school alumni by 20 percent	Increased circulation to 12,000; mailing to CAFNR alumni; subscribers in all 50 states	Vice Provost, OGWP	June 2002
	5.b. Expand distribution of <i>Annual Grants & Contracts</i> report by 5,000	Revised format of <i>Annual Grants & Contracts</i> report in FY01	OGWP	November 2001
	5.c. Redesign publications Web pages and launch <i>Illumination</i> Web site	New site launched	OGWP; ORCS	May 2002
	5.d. Write opinion articles for newspapers, conduct radio and TV interviews, and speak to service clubs on research and technology transfer	Merrill conference presentation and paper, 4 op-ed pieces, 4 radio interviews, 5 talks to service clubs in FY01	Vice Provost, OGWP	Ongoing



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goal 3: facilitate sponsored projects

Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Provide the highest quality sponsored program administration assistance to all University entities	1.a. Provide greater flexibility for academic units to access timely and accurate information for reports by providing access to data	Web-based tools built to access GIS; electronic annual report developed; tables-only GIS data made available	OSPA	September 2002
	1.b. Reduce confusion as to where/how different transactions are processed by defining roles and responsibilities	Document describing basic functions produced through cooperation with Development and Business Services	OSPA	January 2002
	1.c. Promote customer service approach to meet the needs of the MU research community and improve perceptions of OSPA by the campus community	Initial survey written and used	OSPA	Ongoing
	1.d. Provide accurate and effective informational documents for the campus community by pre-reviewing correspondence intended for wide distribution	Instituted policy that any document for wide distribution will first be reviewed by OSPA Director	OSPA	Ongoing
	1.e. Test and implement electronic approval process for linear Grant Data Forms	[New action step for FY02]	ORCS	December 2001
	1.f. Develop a plan for electronic proposal storage to be implemented with PeopleSoft Grants implementation	[New action step for FY02]	ORCS	December 2001
	1.g. Conduct an external review of OSPA procedures to obtain recommendations for improvement	[New action step for FY02]	Vice Provost	November 2001
	1.h. Obtain University security clearance	Data gathered for management team clearance applications	OSPA	June 2002



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goal 3: facilitate sponsored projects

Objective	Action Step	Accomplishments	Responsible Party	Target Date
2. Participate actively in development and implementation of PeopleSoft modules while maintaining or improving current functionality	2.a. Facilitate PeopleSoft transition on modules (except Grants) affecting sponsored project administration by providing resources to users	Descriptions of processes produced/distributed and GCSG sessions held to provide information on interim (7/1/01-7/1/02) processes	OSPA	May 2002
	2.b. Complete successful implementation of PeopleSoft Grants module	Redesign process completed, including detailed implementation recommendations	OSPA, ASP	July 2002
	2.c. Access full functionality of PeopleSoft, including Grants and other PeopleSoft modules to handle Sponsored Programs and campus requirements	Prototyping process begun to assess how to meet as many redesign recommendations as possible within timeframe and resources of implementation	OSPA, ASP	October 2002
	2.d. Provide sponsored programs training and certification programs for sponsored programs personnel across the campus	[new action step for FY02]	OSPA	March 2002



goal 3: facilitate sponsored projects

Objective	Action Step	Accomplishments	Responsible Party	Target Date
3. Streamline processes and maximize internal resources	3.a. Improve information flow within OSPA to increase efficiency of responses to changing conditions	Process flows documented; roles and responsibilities descriptions drafted; regular meetings of the entire office and subgroups implemented	OSPA	Ongoing
	3.b. Develop a model sponsored program administration operation by evaluating OSPA against national peers, developing standard operating procedures for all OSPA functions, and developing a method for evaluating new procedures that may out-perform current procedures	Received very favorable marks on nationwide sponsored programs benchmarking study; many of the procedures are written—most will require revision for People Soft implementation; assessment of new processes is far-reaching and constant	OSPA	Ongoing
	3.c. Develop the capacity for assessment and improvement of operations in order to measure progress	A first-ever comprehensive survey instrument was fielded	OSPA	Ongoing
	3.d. Reduce processing times for standard documents to 1 day for “standard” proposals, 14 days for awards, and 45 days for clinical trials	Since FY98, mean proposal review time reduced from 6.8 to 3.0 days; mean award implementation time reduced from 31 to 16 days; mean clinical trial implementation time reduced from 100 to 51 days	OSPA	June 2002

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goal 3: facilitate sponsored projects

Objective	Action Step	Accomplishments	Responsible Party	Target Date
4. Promote efficient use of resources	4.a. Promote a Facilities and Administration rate and cost recovery structure that recovers most of the cost of doing sponsored activities by including rates in proposals and establishing uniformity in F&A rates across state agencies	Mean effective recovery rate increased from 13% to 17%	OSPA, campus community	Ongoing
	4.b. Examine options for electronic transmittal of proposals and increase use of email to campus contacts to reduce the quantities of paper used and associated filing		OSPA	Ongoing
5. Maintain conformance with sponsored program rules and regulations	5.a. Evaluate reporting system to assess whether or not reportable sponsored activity is going unreported	Some service operations moved to OSPA oversight	OSPA, Business Services	April 2002
	5.b. Maintain conformance on financial processes by building compliance functions into implementation of PeopleSoft software	Recommendations made by Redesign Team	OSPA, ASP	September 2002
	5.c. Maintain compliance with regulations on human subjects, animal use, biosafety, etc. by appropriate integration of these compliance databases with the sponsored programs database	Recommendations made by Redesign Team	OSPA, ORCS, ASP	Ongoing
	5.d. Maintain compliance with time and effort reporting by implementing a bridge between PeopleSoft Grants and Human Resources	Temporary fix has been designed to bridge the FY02 period	OSPA, ASP, ORCS	August 2002
	5.e. Comply with the Facilities and Administration rate agreement by including approved rates in proposals	Developed full-costing budget template	OSPA, campus community	Ongoing
	5.f. Avoid future regulatory constraints produced by non-compliance by minimizing compliance risk exposure	OSPA reviews and oversight focused on high-risk areas	OSPA	Ongoing
6. Inform faculty of external funding opportunities	6.a. Manage the increasing number of limited submission competitions through email announcements and the established selection process	Ongoing	Associate Vice Provost, OGWP	Ongoing
	6.b. Distribute targeted notices of funding opportunities to relevant faculty	Ongoing	OGWP	Ongoing



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goal 4: promote research compliance

Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Enhance training in human and animal research subject compliance	1.a. Provide education for researchers who perform research on human subjects and/or animals: <ul style="list-style-type: none"> expand education efforts as necessary to fulfill Office of Research Integrity, Office of Human Research Protections, FDA, and USDA directives; maintain and continue to upgrade IRB-Educate human subjects training site; develop specialty ACUC training modules on animal surgery, rat, mouse, pig, dog, horse, cat and cattle; and monitor Responsible Conduct of Research developments and federal leadership in educational modules 	Launched IRB Web training site concurrently with "eIRB" electronic forms; electronic IRB submission was facilitated by implementation of the eIRB database; ACUC Basic Training in Animal Care and Use module launched July 1, 2001	Associate Vice Provost	Winter 2002
	1.b. Conduct hands-on workshops focused on nontraditional clientele (journalism, communications, political science, education, etc.)	Ongoing effort	Associate Vice Provost	Ongoing
	1.c. Conduct workshop for all Health Sciences Center investigators and specialty workshops for selected departments	Ongoing effort	Associate Vice Provost	Fall 2001
	1.d. Provide updated training information to IRB and ACUC members: <ul style="list-style-type: none"> evaluate certification of IRB staff by the Council for Certification of IRB Professionals; develop orientation for new IRB members; emphasize attendance of compliance personnel and Board chairs at Public Responsibility in Medicine and Research/Applied Research Ethics National Association or related meetings; and develop an overview of ACUC membership responsibilities and protocol application process for new ACUC members 	Certification being coordinated with VA; orientation course developed for new Health Sciences IRB members; PRIM&R/ARENA conference attendance scheduled; ACUC training Web site augmented by personal instruction	Associate Vice Provost	Fall 2001
	1.e. Continue the column on research compliance issues in the Research Division newsletter	Column published in each newsletter	Associate Vice Provost, OGWP	Ongoing



goal 4: promote research compliance

Objective	Action Step	Accomplishments	Responsible Party	Target Date
2. Enhance research compliance processes in human subject protection	2.a. Strive for compliance for all faculty, postdoctoral fellows and students by focusing on education by compliance officers and providing annual workshops by campus and health sciences compliance personnel to supplement Web-based training	Workshops for investigators in campus and health sciences departments	Associate Vice Provost	Fall 2001
	2.b. Develop a method to identify human subjects research that lacks appropriate IRB approvals and conduct random internal audits of human subject research trials	100% audit accomplished in 2000-01; audit function to be active by 2002	Associate Vice Provost; Health Sciences Center compliance specialist	Winter 2002
	2.c. Refine process flow analysis and standard operating procedures for IRB offices by using campus procedures as a model for Health Sciences Center documents and holding regular meetings of compliance officers and specialists	Procedures in place for campus IRB, in progress for Health Sciences IRB	Associate Vice Provost	Winter 2002
	2.d. Augment electronic submission capabilities to support paperless submissions and online review of applications	eIRB preview launched	Associate Vice Provost	Winter 2002
	2.e. Experiment with collaborative IRB initiatives with other institutions and facilities to decrease redundancy: <ul style="list-style-type: none"> ▪ work with Truman VA Hospital to facilitate their use of MU IRBs; ▪ facilitate certification of MU IRBs to comply with federal mandates; ▪ review and compare certification standards of the National Committee on Quality Assurance (NCQA) and the Association for Accreditation of Human Research Protection (AAHRP) programs; ▪ coordinate Health Insurance Portability and Accountability Act (HIPAA) Privacy Committee with Office of Research entities; ▪ work with the UM System to facilitate use of the MU campus IRB for System projects; and ▪ continue involvement with the Midwest IRB Consortium/Duke Consortium 	IRB-Educate Web site facilitated VA requirements; working to assimilate NCQA and AAHRPP standards with HIPAA requirements; continued involvement with Midwest IRB Consortium	Associate Vice Provost	Fall 2002

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goal 4: promote research compliance

Objective	Action Step	Accomplishments	Responsible Party	Target Date
2. Enhance research compliance processes in human subject protection	2.f. Coordinate with the Health Sciences Office of Clinical Research to facilitate improved standards of clinical trials processes, including such issues as implementation of IRB fees and coordination of Health Care Financing Administration (HCFA) compliance with the Health Sciences Center	IRB fees for clinical trials standardized; HCFA compliance coordinated	Associate Vice Provost	Fall 2001
	2.g. Enhance staffing and space allocated to IRBs: <ul style="list-style-type: none"> ▪ move the Health Sciences Center IRB to Dockery-Folk; ▪ hire an additional compliance specialist; ▪ bring the secretarial position to full time on the Health Sciences Center IRB; and ▪ move the campus IRB to McReynolds Hall 	Two new IRB Compliance Officers were hired; a new Health Sciences Center IRB Compliance Specialist was hired; recruiting completed for second new Health Sciences Center IRB Compliance Specialist; Health Sciences Center IRB secretary position redescribed to full time	Associate Vice Provost	Fall 2001
3. Enhance research compliance processes in animal research	3.a. Refine the operations of the Office of Animal Research and the Animal Care Quality Assurance Office, including the recruitment of an associate director for OAR and an animal manager for CAFNR and the identification of additional space for the ACQA office	Office of Animal Research and Animal Care Quality Assurance Office operational; OAR Director hired; ACQA Director hired	Associate Vice Provost	Fall 2001
	3.b. Monitor new Occupational Health and Safety Program for animal care personnel through coordination with Environmental Health and Safety personnel	Program in place	Associate Vice Provost	Ongoing
	3.c. Achieve AAALAC accreditation for Animal Sciences: <ul style="list-style-type: none"> ▪ visit all CAFNR farms and centers; ▪ develop standard operating procedures; ▪ begin construction of Transgenic Core facility; and ▪ focus on the Animal Sciences Research Center and associated facilities 	AAALAC site visit to the College of Veterinary Medicine reflected few deficiencies; Animal Science Research Center cage washer replaced	Associate Vice Provost	Fall 2003

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Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Enhance OTSP infrastructure	1.a. Increase patents budget from \$92,500 to \$415,000	FY01 expenditures increased to \$275,000 based on carry-forward funds	OTSP	October 2001
	1.b. Establish a technology development fund of \$100,000 in 2001-02	[New action step for FY02]	OTSP	January 2002
	1.c. Update technology transfer database	In process, with assistance of contract database development consultants	OTSP	December 2001
	1.d. Enhance OTSP Web site	In process, with assistance of Web site development company	OTSP	December 2001
	1.e. Review and recommend revision of UM intellectual property policies	Copyright policy currently under review; patent policy to follow	OTSP	Ongoing



goal 5: nurture technology development

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2. Extend technology development outreach	2.a. Increase visibility of OTSP on UM campuses: <ul style="list-style-type: none"> ▪ visit the UMKC, UMR and UMSL campuses at least once per month; and ▪ email relevant program announcements to appropriate faculty members 	[New action step for FY02]	OTSP	Ongoing
	2.b. Hold a Technology Showcase 50% larger than in 2000, and involve local organizations and companies in planning the event	Planning for this meeting is underway in collaboration with UMSL	OTSP	April, 2002
	2.c. Work with the Small Business Development Corporation to establish a statewide SBR/STTR outreach program	Proposal submitted and pending review for a statewide SBIR/STTR outreach program	OTSP	Ongoing
	2.d. Link at least three faculty members and Missouri companies to sources of seed and venture capital	Prolog Ventures funding round complete	OTSP	Ongoing
	2.e. Serve on the boards of directors of local, state and national technology and economic development organizations	Vice Provost serves on the Board for the Missouri Innovation Center and on the Venture Capital Roundtable; OTSP Executive Director serves on REDI Board, Chair of Missouri Seed Capital Investment Board, MOBIO interim Board and on the Venture Capital Roundtable and (Kansas City) Metropolitan Enterprise Creation Alliance	Vice Provost, OTSP	Ongoing



goal 5: nurture technology development

Objective	Action Step	Accomplishments	Responsible Party	Target Date
3. Implement process improvements	3.a. Chart the flow of and establish benchmarks for internal processes and implement steps to improve speed, efficiency and effectiveness	[New action step for FY02]	OTSP	December 2001
	3.b. Develop parameters for a priority system of "hot," "warm," and "cold" technologies	[New action step for FY02]	OTSP	December 2001
	3.c. Develop standard deal structure ranges to allow greater autonomy of licensing personnel	[New action step for FY02]	OTSP	June 2002
	3.d. Develop standard agreements, secure General Counsel's Office approval, and mount on the OTSP Web site	Several forms of agreement are under development	OTSP	December 2001
	3.e. Develop streamlined, faculty-friendly disclosure forms, licensing deal sheets, and processing materials	[New action step for FY02]	OTSP	February 2002
4. Raise monies for technology incubator	4.a. Submit proposal to Missouri Development finance Board for tax credits	Submitted September 2001	OTSP	September 2001
	4.b. Raise \$5.5 million for construction of Phase I facility	Incubator study complete	OTSP	Ongoing
	4.c. Begin operations of micro-incubator facility in rented space	[New action step for FY02]	OTSP	February 2002

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goal 5: nurture technology development

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Objective	Action Step	Accomplishments	Responsible Party	Target Date
5. Enhance performance outputs	5.a. Increase number of invention disclosures by 10 percent	Number of invention disclosures (52) was flat from FY00 to FY01	OTSP	Ongoing
	5.b. Increase the number of patent applications by 10 percent	Patent applications doubled from 19 in FY00 to 37 in FY01	OTSP	Ongoing
	5.c. Increase licensing income by 10 percent	Licensing income more than doubled from \$1.6 million to \$3.9 million in FY01	OTSP	Ongoing
	5.d. Decrease time required for OTSP review of intellectual property language in research agreements	Mean review time decreased from 8.6 days in FY00 to 2.3 days in FY01	OTSP	Ongoing
	5.e. Facilitate launch of at least three start-up companies based on UM technologies and develop a manual for startup companies	Four start-up companies were launched in FY01	OTSP	Ongoing
	5.f. Increase the number of and revenues from research and development agreements with the corporate sector by 10 percent	Number of awards increased 5% to 391; expenditures increased 21% to \$9.3 million; and total awards increased 34% to \$17.3 million in FY01	OTSP	Ongoing



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Objective	Action Step	Accomplishments	Responsible Party	Target Date
1. Enhance working relationships with federal agencies	1.a. Develop a plan to increase MU visibility with federal agencies in collaboration with Washington consultants	Working groups established focusing on bioinformatics, materials science, nutrition, NCI/cancer and NASA/life sciences	Vice Provost, Associate Vice Provost	January 2002
	1.b. Encourage faculty to serve on funding review panels; promote MU as a FIPSE review site; survey new faculty regarding review panel experience and interest and help match faculty members to appropriate agencies	Discussions and meeting with FIPSE personnel began in FY01	Vice Provost, OGWP	Ongoing
	1.c. Arrange for personnel from two federal agencies to visit MU	Faculty presentations by FIPSE and NASA personnel	OGWP	Ongoing
2. Develop yearly federal projects agenda	2.a. Work with deans, center directors, and department chairs to submit proposals for funding consistent with strategic plans and development goals	Broad distribution of Master Plan for Research and Technology Development in FY01	Vice Provost	September 2001
	2.b. Use Associate Deans as a review panel for MU's federal projects agenda	Successful review in FY01	Vice Provost	Fall 2001
	2.c. Improve follow-up on earmark awards with timely proposals by using Federal Relations report data to remind Research Administrators that proposals should be submitted by 3/31/02	Proposals were submitted by 9/10/01 for all earmarks which had dollars associated with them	Vice Provost, OGWP, OSPA	Spring 2002



goal 6: facilitate governmental relations

Objective	Action Step	Accomplishments	Responsible Party	Target Date
3. Improve working relationships with state sponsors	3.a. Implement master funding agreements for all state agencies	Concept accepted by state Office of Administration; agreements initiated with the Departments of Health and Conservation in FY01	OSPA	June 2002
	3.b. Enhance state agency relationships through campus visits by state agency directors from the Department of Elementary and Secondary Education and Department of Economic Development	Made visits to central offices of Departments of Health and Elementary and Secondary Education	Vice Provost, OSPA	June 2002
4. Shepherd major new initiatives	4.a. Relicense MU Research Reactor	Continue construction and safety enhancements	Vice Provost	2005
	4.b. Help manage creation of projects and centers funded by the Missouri Tobacco Settlement funds	New tobacco funding for life science projects	Vice Provost	Spring 2002
	6.c. Prepare MU to be competitive for National Cancer Institute (NCI) Comprehensive Cancer Center (CCC) status through recruitment of a Cancer Center director	13 proposals submitted to NCI in FY01	Vice Provost	2001-2002
	4.d. Recruit a director for the Life Sciences Center	[new action step for FY02]	Vice Provost	2001-2002

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glossary

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AAALAC	Association for Assessment & Accreditation of Laboratory Animal Care International
ACOO	Animal Compliance Oversight Office
ACQA	Animal Care Quality Assurance
ACUC	Animal Care & Use Committee
ASP	Administrative Systems Project
CAFNR	College of Agriculture, Food & Natural Resources
IRB	Institutional Review Board
OAR	Office of Animal Resources
OGWP	Office of Grant Writing and Publications
ORCS	Office of Research Computer Services
OSPA	Office of Sponsored Program Administration
OTSP	Office of Technology & Special Projects
SBIR/STTR	Small Business Innovation Research/Small Business Technology Transfer Research

