

## Our Mission

The Office of Research exists to foster an academic environment in which MU's research, instruction, service, and economic development missions are permeated by the joy and rigor of original research, creativity, and scholarship. The Office of Research promotes an environment in which the intellectual and creative activities and achievements of MU's faculty, students and staff are facilitated, celebrated and, when appropriate, transferred to the private sector.

MU and the Office of Research have significant strengths in supporting research, scholarship and creative activity:

- ✦ The culture of interdisciplinary work and trust is extraordinary, with the life sciences particularly well organized and the new Life Sciences Center providing a focal point for further development.
- ✦ The level of undergraduate involvement in research activities is very high.
- ✦ The Congressional delegation is strongly supportive of research at MU.
- ✦ Strategic expenditures under Mission Enhancement and Food for the 21<sup>st</sup> Century have sharpened the focus and helped to stimulate unprecedented growth in the research enterprise.
- ✦ The Research Division is well organized and offers financial support through PRIME and Research Council funding, proposal support through a growing network of grant writers, compliance support through electronic tools and training opportunities, and support for protection of MU intellectual property and its transfer to the marketplace.

There are, of course, a number of opportunities for continued improvement:

- ✦ For a research university of its size, MU's administrative infrastructure for supporting research is relatively immature and needs a more service-oriented culture.
- ✦ The physical infrastructure for research is not keeping pace with the growth of the enterprise—this represents the largest obstacle to MU's strategic goals for the growth of research. This weakness is compounded by a general lack of understanding of F&A costs and the consequences to research infrastructure of MU's relatively low rate of recovering F&A expenses.
- ✦ Indicators of success in research, scholarship and creativity need to be broadened beyond the numbers of extramural dollars awarded and better communicated to all of MU's stakeholders.
- ✦ The return on the internal investment in research has not been tracked well. This makes it difficult to evaluate which investments have been most successful or to demonstrate to stakeholders that research investments yield substantial returns in financial and academic resources.
- ✦ Despite a flourishing interdisciplinary culture, relatively few large, interdisciplinary grant proposals have been submitted from MU.
- ✦ Incentives for research activity need to be more consistent and effective.
- ✦ The entrepreneurial culture is ripe for growth, but currently somewhat weak.
- ✦ There is still a tendency to see research and education as competing functions rather than integrated activities, the successful integration of which truly defines what it means to be a research university.

## Our Goals

Research Division goals for the 2003-04 academic year have been chosen to build on existing strengths while also addressing areas of need:

- Goal 1: Provide top-notch services and compliance functions that enhance the ability of MU faculty to do research, creation, scholarship, and innovation.
- Goal 2: Create a research-centered academic environment by developing connections between the research enterprise and all of the institution's other activities and by creating a broader foundation for research support with internal and external stakeholders.
- Goal 3: Financially sustain and grow the research enterprise in order to allow students access to a great faculty and state-of-the-art facilities and to ensure that MU research continues to enhance the lives of people in the state, nation and the world.

## Office of the Vice Provost for Research

### Budgeting

- ✦ Develop a budget proposal for the Office of Research that sustains and provides incentives for research.
- ✦ Propose a revised budget plan for the Research Incentive Fund (RIF) that will provide stronger incentives for F&A recovery and ease tensions between the Office of Research and the faculty.
- ✦ Document fiscal management processes through the development of budget models, examination of staffing, implementation of reporting capabilities, and initiation of a Web presence.

### Research Centers

- ✦ Clarify the concept of a “research center” at MU and how the success of centers should be evaluated.
- ✦ Prepare for the opening and operation of the Life Sciences Center, including the hiring of a Director and establishing the relationship between the Molecular Biology Program and the Life Science Center.
- ✦ Conduct an external review of the Research Reactor to determine whether it is optimally serving the campus research mission.
- ✦ Conduct an external review of the Museum of Art and Archaeology to determine the best balance of research and outreach and to develop administrative structures to achieve that balance.
- ✦ Develop a campus-wide center in comparative medicine.
- ✦ Work with the School of Medicine and the Dalton Cardiovascular Research Center to integrate diabetes and cardiovascular research across campus.

### Undergraduate Research

- ✦ Work with the Provost’s office to coordinate and encourage undergraduate involvement in research.

### Accountability

- ✦ Develop measures of research success beyond extramural award dollars.
- ✦ Revise and coordinate the federal relations process, including the development of a reporting process that allows us to determine the relative success of federal initiatives.
- ✦ Work with the Vice President for Government Relations to develop federal priorities that optimally enhance the campus research infrastructure and increase our probability of success.
- ✦ Account for returns on investments in the PRIME, Research Council and Research Incentive Fund.

### Interdisciplinary Efforts

- ✦ Implement a trial program for facilitating large, interdisciplinary proposals.
- ✦ Develop a role for the Office of Research in supporting interdisciplinary faculty hires.
- ✦ Work with the Vice President of Government Relations to develop and promote plans for enhancing the life sciences infrastructure at MU in a manner that returns value to the State.
- ✦ Work with the incentives committee to develop a coherent framework for incentive plans that can facilitate more entrepreneurial activity by MU faculty.

## Office of the Associate Vice Provost for Research and Director of Compliance

Mission: Supervise compliance activities and computing services and support the Vice Provost for Research.

- ✦ Consider the role of human subjects compliance in the overall research endeavor and priorities of the campus.
- ✦ Improve clinical trials compliance, including the issues of surrogate consent and billing audits of clinical trials.

- ✦ Examine the models of compliance funding used by other institutions, including faculty compensation for committee service.
- ✦ Support the welfare of animal subjects in the overall research endeavor and priorities of the campus. Initiate a thorough planning process to ensure that MU has the animal care and greenhouse facilities necessary to support the planned growth in life sciences research.
- ✦ Encourage centralization of compliance issues pertaining to research across campus.
- ✦ Provide on-going software and hardware support for the departments of the Research Division.

## Office of Research Faculty Fellow

Mission: Help with Office of Research programs for internal grants, humanities and social sciences research initiatives, planning, and faculty committees.

- ✦ Provide the Vice Provost for Research with a meaningful link to the humanities and social science faculty
- ✦ Advocate for the faculty vis-à-vis the Research Council and give internal research funding wider currency on campus
- ✦ Serve as Director of the Center for Arts and Humanities.
- ✦ Help the Vice Provost for Research to develop alternate measures of success in research, scholarship and creativity.

## Office of Grant Writing and Publications

Mission: The Office of Grant Writing and Publications supports MU faculty by helping obtain external funding, building capacity and awareness, and celebrating research and scholarly endeavors.

- ✦ Create a new Research Division Web site.
- ✦ Build *Illumination* circulation and content.
- ✦ Expand content of *Annual Grants and Contracts Report*.
- ✦ Develop an electronic repository of research images.
- ✦ Raise campus awareness of grant writer resources.
- ✦ Encourage development and facilitate implementation of grantsmanship training opportunities.
- ✦ Grow the professional expertise of the grant writer network.
- ✦ Enable interdisciplinary collaboration among faculty members.
- ✦ Provide direct assistance for writing grants.
- ✦ Celebrate MU's research successes.
- ✦ Work with the Development Office to cultivate corporate and foundation grants.

## Office of Sponsored Program Administration

Mission: The Office of Sponsored Program Administration enhances and facilitates the University's scholarly activity and external funding by providing service to all persons involved with externally sponsored programs in a timely and professional manner and by protecting the University's investments in scholarly activity.

- ✦ Develop a model sponsored program administration operation by moving toward more proactive operations and meeting research community needs.
- ✦ Develop and implement an effective training program for efficient utilization of administrative tools and processes to conduct sponsored projects.
- ✦ Strengthen understanding of OSPA's service role.
- ✦ Provide leadership to make PeopleSoft Grants functionality a net gain for the research community.
- ✦ Recruit and retain quality personnel, provide an environment that supports individual career planning and accountability.



## **Office of Technology & Special Projects**

Mission: The University of Missouri will have a flourishing technology transfer and commercialization program—recognized as a national leader—in which faculty and OTSP staff are fully engaged in an integrated technology transfer program of disclosure, development, patenting, licensing; and a fully evolved entrepreneurial infrastructure supporting home-grown technology companies. The University will be recognized as a full partner in technology-driven economic development and an attractive partner for corporate research and development.

- ✦ Establish an MU technology incubator and support program that nurtures University start-up companies and technology companies attracted to Columbia because of the R&D capabilities of the University.
- ✦ Establish a fund that supports the development of nascent University technology.
- ✦ Complete the revision of the patent policy, begin development of intellectual property policy for software, and contribute to revision of the conflict of interest policy.
- ✦ Enhance communications with faculty through various venues and throughout the patent and licensing processes, including update of the OTSP Web site.
- ✦ Conduct an external review of the Office of Technology and Special Projects operations. Work with the Vice Provost for Research and the Vice President for Academic Affairs to implement the recommendations of the review team.
- ✦ Work toward more seamless, transparent processes.

## **Interested in more details?**

### **Office of the Vice Provost for Research**

Contact Dr. James Coleman at [colemanjs@missouri.edu](mailto:colemanjs@missouri.edu)

### **Office of the Associate Vice Provost for Research and Director of Compliance**

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### **Office of Research Faculty Fellow**

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### **Office of Grant Writing and Publications**

Contact Dr. Mary Licklider at [lickliderm@missouri.edu](mailto:lickliderm@missouri.edu) or see the management plan for the Office of Grant Writing and Publications at [www.research.missouri.edu/division/pubs.htm](http://www.research.missouri.edu/division/pubs.htm)

### **Office of Sponsored Program Administration**

Contact Dr. Michael Warnock at [warnockm@missouri.edu](mailto:warnockm@missouri.edu) or see the management plan for the Office Sponsored Program Administration at [www.research.missouri.edu/division/pubs.htm](http://www.research.missouri.edu/division/pubs.htm)

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