

# 2007-08 Master Plan for Research and Technology Development



## Office of Research Mission

The Office of Research exists to foster and sustain an academic environment in which MU's research, instruction, service, and economic development missions are permeated by the joy and rigor of original research, discovery, creativity, and scholarship (hereafter, "research"). 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.

## Office of Research Goals

The outcomes that drive the Office of Research plan are articulated in the System and Campus strategic plans and are related to such metrics as increases in research funding and performance. In order to best achieve the desired outcomes, the Office of Research focuses on four main goals. The Vice Chancellor believes that if the Office of Research accomplishes these four goals, the result will be to meet or exceed the research outcomes articulated in the System and the Campus strategic plans. But we want to be clear that the measures related to increased research activity are ultimately accomplished by MU's faculty researchers. The Vice Chancellor for Research must create an environment that optimally facilitates faculty in their quest to conduct research, to acquire funding for that research, and to disseminate the results of that research. Our performance plan is based on action items that we think are needed to create the optimal environment for faculty research.

- 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 and educational 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: Develop and promote strategies for investing University resources to financially sustain and grow the research enterprise in order to allow students access to a great faculty and state-of-the-art facilities.
- Goal 4: Transfer the outcomes of scholarly activity to ensure that MU research continues to enhance the lives of people in the state, the nation, and the world.

**Objective 1: Enhance the performance and quality of research, and facilitate the interdisciplinary research culture at MU.**

<b>Goals</b>	<b>Action Items</b>	<b>Responsible Party(ies)</b>
1, 2	Improve the reporting environment for interdisciplinary grants and academic programs.	*OVCR, OSPA
1,2	Reorganize the Thompson Center.	OVCR
2	Develop research quality outcome measures beyond funding.	OVCR, CAH
1, 2	Continue to build a grants culture in arts and humanities through a Center Fellows program.	CAH, OGWP
1, 3	Provide grantsmanship training for the campus.	OGWP
1,2	Implement a campus-wide training program in research management.	AVCR, OSPA
2,4	Integrate FAS with COS to create a better tool for identifying research interest groups.	OGWP
1, 3	Organize and assist faculty teams to win major federal competitive initiatives (e.g., NSF Science and Technology Centers, NIH Centers and PPGs, etc.)	OVCR, OGWP

**Objective 2: Facilitate collaboration between UM, MU, faculty, and the private sector regarding the management of technology and industrial relations.**

<b>Goals</b>	<b>Action Items</b>	<b>Responsible Party(ies)</b>
1	Continue to develop clear designations of responsibilities and accountability for copyright and intellectual property issues between Business Services, OTMIR, OSPA, and UM System personnel.	OVCR, OTMIR, OSPA
1, 4	By the end of FY 2011, generate at least 25 significant license agreements and 15 University-technology related start-up companies.	OTMIR
1, 4	Maintain and improve the system for benchmarking to peer institutions as to total disclosures received and processed, patent applications filed and prosecuted, licenses issued, and non-disclosure agreements signed.	OTMIR
1, 3	Re-examine the model for distributing royalties and other technology income between the UM System, the campus, and inventors to assure sustainable management structure and staffing levels relative to campus needs.	OTMIR
3,4	Work with the Missouri Innovation Center to develop a sustainable operating plan for the MU business incubator that will open in May 2008.	
4	Promote and support regional efforts for economic development.	OTMIR
1, 4	Maintain and improve the OTMIR web site to publicize MU technologies available for licensing, and advertise the site to industry.	OTMIR

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\* OVCR–Office of the Vice Chancellor for Research  
 AVCR–Associate Vice Chancellor for Research  
 CAH–Center for Arts and Humanities  
 OFF–Office of the Faculty Fellow  
 OGWP–Office of Grant Writing and Publications  
 OSPA–Office of Sponsored Program Administration  
 OTMIR–Office of Technology Management and Industry Relations  
 OUGR–Office of Undergraduate Research

**Objective 3: Increase the effectiveness of Research Division communications with stakeholders.**

Goals	Action Items	Responsible Party(ies)
2, 3	Maximize support of MU's Congressional delegation through a well-run federal relations process that is integrated with campus strategic planning priorities.	OVCR, OGWP
1	Develop and standardize customer feedback mechanisms; continue to increase communications with Faculty Council and campus departments.	All Division offices
2	Sustain the excellent relationships with University Relations personnel to maximize effectiveness of communication with the local community.	All Division offices
2,3	Explore and implement strategic linkages between Development processes and <i>Illumination</i> communications and mailing lists.	OGWP
1,2	Use the Vice Chancellor's Faculty Advisory Committee as a formal mechanism for faculty to convey issues of concern related to Office of Research operations.	OVCR
1, 2	Complete usability study of Research Division web site.	OGWP
1, 3	Improve communications with faculty on F&A recovery, technology transfer processes, the role of research in promotion and tenure, research opportunities, and doing business with and/or as the University.	All Division offices
1, 3, 4	Implement proactive, "single door" communications with industry.	OTMIR, OSPA

**Objective 4: Enhance MU's research infrastructure, implementing recommendations of internal and external reviews as appropriate.**

Goals	Action Items	Responsible Party(ies)
1,2,3	Collaborate with UM System personnel to implement processes to respond to A-133 audit and to provide compliant and effective post-award services to faculty.	OVCR, OSPA
1, 2	Continue to develop assessment measures ( <i>e.g.</i> , survey, attendance records) for the Center for Arts and Humanities Salon Series.	CAH
1, 2	With the advice of humanities faculty members, develop a five-year strategic plan for the Center for Arts and Humanities.	CAH
1, 3	Work with the Vice Chancellor for Administrative Services to ensure the research infrastructure is represented in Campus Facility and Master Plans.	OVCR
1, 3	Improve the animal care and greenhouse infrastructures consistent with the master plans in these areas.	AVCR
1	Continue to work with UM General Counsel's office on the clinical trial indemnification policy.	AVCR
1	Collaborate with UM System personnel to implement compliance tools within the PeopleSoft system without creating unnecessary burdens on the ability of faculty to conduct research.	OSPA, OVCR
1, 3	Implement campus-wide cost accounting for animal care expenses.	AVCR
1,2	Work with the Provost to implement a definition of "sponsored research project" distinct from "business service agreement."	OSPA
3,4	Work with the Dean of the College of Agriculture, Food and Natural Resources to make the most of funding available from the Life Sciences Trust Fund and the Missouri Technology Council.	OVCR
1,2	Create a post-award evaluation committee.	OVCR, OSPA
1,2,3	Implement, as appropriate, the recommendations of the Core Review Committee.	OVCR, AVCR
1,2,3,4	Develop and implement a transition plan for leadership change in the Vice Chancellor for Research position.	OVCR

**Objective 5: Increase the participation of undergraduates in research and assist in improving graduate programs at MU.**

<b>Goals</b>	<b>Action Items</b>	<b>Responsible Party(ies)</b>
2	Champion the integration of Office of Research activities with those of the Graduate School, including fringe benefits rates for students, training in the responsible conduct of research, a campus-wide human resource policy for postdoctoral fellows, and promotion of excellent graduate student research.	OVCR, OSPA
2	Facilitate faculty use of undergraduate and graduate students as a mechanism for stimulating interdisciplinary collaboration, using the Life Science graduate fellowship program as a model.	OVCR, CAH, OUGR
2	Recognize and actively promote student accomplishments in research.	OUGR, CAH
1, 2, 3	Assist faculty in obtaining external funding for undergraduate and graduate students; <i>e.g.</i> , provide NSF-funded faculty with a template for REU Supplement requests.	OVCR, OUGR, OGWP

**Office of Research Strategic Planning Links**

**2007-08 Master Plan for Research and Technology Development**

<http://research.missouri.edu/division/pubs.htm>

**Office of Sponsored Program Administration**

<http://research.missouri.edu/ospa/>

**Office of Technology and Special Projects**

<http://otsp.missouri.edu/>

**Office of Grant Writing and Publications**

<http://research.missouri.edu/ogwp/>

**Office of Technology Management and Industrial Relations**

<http://lifesciences.missouri.edu/development/>

**Office of Undergraduate Research**

<http://undergradresearch.missouri.edu/>

**Center for Arts and Humanities**

<http://cah.missouri.edu/>