



2009-11 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 a diverse environment that is open to all and 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 an outstanding faculty and state-of-the-art facilities.
- Goal 4: Translate the outcomes of scholarly activity to create applications, goods, and services which 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.

Goals	Action Items	Responsible Party(ies)
1,2,3,4	Incorporate the Mizzou Advantage priorities into the research culture at MU and provide direct support for Missouri Advantage as requested by the Provost. Collect and disseminate faculty success stories on Research Council-funded projects.	All
1	Develop guidelines to recognize and evaluate contributions of individual researchers to interdisciplinary projects.	VCR
1	Assess the utility of more comprehensive metrics, including those developed by the Federal Demonstration Partnership's STAR METRICS Project, to better evaluate the MU research enterprise	OSPA, FF
1,3	Extend grantsmanship training opportunities on campus to include a graduate certificate in grantsmanship.	OGWP
3	Conduct an NCURA-sponsored workshop on research administration and a national webinar on federal agency priorities.	OSPA, OGWP
1, 3	Organize and assist faculty teams to win major federal competitive initiatives, particularly in consort with the Mizzou Advantage facilitators.	OVCr, OGWP

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

Goals	Action Items	Responsible Party(ies)
1,	Work with UM System personnel to update and streamline intellectual property regulations to extend protections to students' intellectual properties.	VCR, OTMIR
3	Continue to streamline processes for managing existing agreements and protecting existing patents.	OTMIR
3	Develop protocol for prioritizing which enterprise operations will be supported and how.	OSPA, OTMIR
4	Develop and maintain a team of professionals to adequately manage the technology transfer needs of the MU campus	OTMIR
2,4	Document via GIS imagery the interactions and influence of MU with other institutions, businesses, etc.	OTMIR, OSPA
2,4	Work with UM System personnel to update and streamline intellectual property regulations so as to improve parity among campuses.	OTMIR
1,4	Continue to promote, support, and collaborate with regional efforts for economic development, including arrangements for a Technology Showcase event.	OTMIR
1, 4	Maintain and improve the OTMIR web site to publicize MU technologies available for licensing, and advertise the site to industry.	OTMIR

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

Goals	Action Items	Responsible Party(ies)
2, 3	Support MU's lobbyist in communicating MU's strengths and needs to the Missouri Congressional delegation. (VCR, OGWP)	VCR, OGWP, UR

AVCR—Associate Vice Chancellor for Research; CAH—Center for Arts and Humanities; Core—Director of Core Facilities; FF—Faculty Fellow; FO—Fiscal Office; OGWP—Office of Grant Writing and Publications; OSPA—Office of Sponsor Programs Administration; OTMIR—Office of Technology Management and Industry Relations; UR—Office of Undergraduate Research

Goals	Action Items	Responsible Party(ies)
1,2	Continue to track grants administration concerns and post information regarding their resolution.	OSPA
1,2	Differentiate the roles and responsibilities of administrative offices within the Research Division.	VCR
2,4	Continue to hold leadership position in REDI, the Chamber of Commerce, and the Missouri Life Science Business Incubator.	VCR
2,4	Assess whether research and development advisement resources are needed beyond the existing Research Council and Council of Research Administrators	VCR
1,2	Update content on the grant writer network Web pages.	OGWP
1,2	Plan for a major redesign of the Research Division Web site in 2010.	OGWP
1,2	Improve communications with both internal and external audiences on F&A recovery, technology transfer processes, research opportunities, and doing business with and/or as the University.	VCR, OTMIR, OSPA
	Disseminate success stories related to undergraduate involvement in research	UR

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

Goals	Action Items	Responsible Party(ies)
2	Develop an objective metric for making decisions regarding staffing levels.	FO
1,2	Meet with Center directors to review 5-year fiscal plans prior to divisional meeting with the Provost.	FO
	Work closely with the Associate Controller once this individual is named.	OSPA, AVCR
1,2	Convene an advisory committee and develop a strategic plan for the Center for Arts and Humanities in preparation for the leadership transition in 2011.	VCR, CAH
	Work with the Vice Chancellor for Administrative Services and Tuesday Morning Group to ensure the research infrastructure is represented in Campus Facility and Master Plans.	VCR, OGWP
3,4	Support the ARC building effort and occupancy planning, and support grant writing efforts for new greenhouse and plant growth facilities.	AVCR, OGWP
1,4	Continue work with UM General Counsel’s office on clinical trial indemnification and institutional conflict of interest policies.	AVCR
	Implement training in the responsible conduct of research that meets or exceeds NSF and NIH requirements.	AVCR, UR
	Implement Commitment Accounting and other PeopleSoft efforts as they arise.	FO, OSPA
2,4	Make animal care rates for comparable levels of service uniform across campus and consider cost-containment strategies such as involving students in animal care.	AVCR
1	Develop a plan to streamline ACQA animal care approval processes.	AVCR
1	As funding permits, hire additional ACQA personnel to reduce time to approval of protocols.	AVCR
1,2	Develop a plan for sustaining critical animals and tissues under emergency situations.	AVCR
2,4	Develop a protocol for NDAs involving trade-sensitive materials and publicize this to faculty members across campus.	VCR, AVCR
1,2	Increase staffing for compliance with export control and conflict-of-interest regulations.	AVCR
1,3,4	Work with the Provost to implement a definition of “sponsored research project”	VCR

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Goals	Action Items	Responsible Party(ies)
	distinct from “business service agreement.”	
3,4	Capitalize on underutilization of core equipment to build relationships with research partners, regional industries, and universities.	VCR, Core
1,2,3,4	Implement the Core Facility Review recommendations for the regular review of core facility services and operations.	VCR, Core
1,2,3,4	Develop process to monitor and report the need for and use of core facilities in external grant application.	VCR, Core, OSPA
1,2,3,4	Develop a sustainable plan for the ongoing maintenance and continuous replacement of core technology infrastructure.	VCR, Core

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

Goals	Action Items	Responsible Party(ies)
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.	VCR
2,3	Develop a strategic plan for the Office of Undergraduate Research, including metrics to be tracked.	UR
2,3	Promote student participation in Posters on the Hill and other annual undergraduate poster presentation events.	UR
2	Work with Institutional Research to develop a more systematic approach to counting the number of undergraduates engaged in research.	UR
2,3	Develop a campaign to actively promote NSF undergraduate research opportunities (REU) to faculty members and students.	UR
3	Work with the Mizzou Advantage initiative to incorporate support for undergraduate research opportunities.	UR

Office of Research Strategic Planning Links

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

Office of Sponsored Programs Administration <http://research.missouri.edu/ospa/>

Office of Grant Writing and Publications <http://research.missouri.edu/ogwp/>

Office of Technology Management and Industry Relations <http://tmir.missouri.edu>

Office of Undergraduate Research <http://undergradresearch.missouri.edu/>

Center for Arts and Humanities <http://cah.missouri.edu/>

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