Research Framework

Glen Whitehead and Jessi L. Smith

March 9, 2020

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

UCCS University of Colorado Colorado Springs

Research Framework
Team Leaders: Glen Whitehead and Jessi Smith

Initial Team

- LAS
  - Glen Whitehead ("A" in LAS, co-chair)
  - Emily Skop (Department Chair, LAS, Social Science, and on the FRC)
- Beth-El/Johnson
  - Kathy Prue-Owens (Faculty)
- Education
  - Diane Stutey (Faculty)
- Engineering
  - Charles Zhou (Associate Dean)
  - Mary Hurless (Staff)
- VCAF
  - Melinda Hamilton (Controllers Office, Staff)
  - Jessi Komrofske (Controllers Office, Staff)
- VCAA
  - Jessi L. Smith (AVC-R)

Summer 2019

Fall 2019

UCCS University of Colorado Colorado Springs

2020-2030 Strategic Plan

CORE STRATEGY I

Cultivate excellence in research and creative works	Promote and invest in research and creative excellence to generate new knowledge, benefit society, attract and retain outstanding faculty, and expand transformational experiences for students

OUTCOMES (2-3)

Outcome #1	A substantial increase in research active faculty, support for student research, research staff support, and resources for infrastructure
Outcome #2	All research active faculty will have more time for research
Outcome #3	Increased national reputation for research and creative works

MEASURES OF SUCCESS (3-4)

Measure #1	Significant increase in research and creative outputs, funding, productivity, and impact
Measure #2	Significant increase in research active faculty
Measure #3	Significant increase in the real value of funding and resources for undergraduate and graduate student researchers
Measure #4	Maximum four-course workload for research active faculty per academic year

INITIATIVES (3-4)

#1	Develop and implement an equitable framework for research policy, practice, shared-governance, and evaluation
#2	[illegible] sponsored program support significantly above growth and inflation margins
#3	Foster a diverse research culture and strengthen infrastructure
#4	Significantly expand support for student research especially among underrepresented students

EXAMPLE DETAILS FOR INITIATIVE IMPLEMENTATION

Develop and implement an equitable framework for Research Policy, Practice, Shared Governance, and [illegible]uation	The campus will create and implement campus wide po[illegible] practices, and evaluation metrics to clearly define, reward, and incentivize research and creative activity. We will align research-active faculty workload, appointments, promotion reviews, and reporting structures in a manner that increases the percent effort allocated for research activity that honors disciplinary variation. Colleges will further reduce the teaching load for early-career faculty prior to comprehensive review. We will engage in regular policy and practice review to ensure accountability and bias-free implementation. We will use shared governance to [illegible]ance and [illegible] research agenda.
Increase University investment in research faculty, research, and sponsored program support significantly above growth and inflation margins	Every faculty member will have access to trained dedicated pre-award specialists and post-award specialists. Pre- and post-award research administrative staff will provide personalized grant writing support and project management support to faculty, students, and staff engaging in sponsored program activity. We will grow grant administration staff proportionally with sponsored program submission rates.
Foster a diverse research culture and strengthen infrastructure	We will create new lines and hire additional Tenure Track faculty who add depth to departmental research strengths. To recruit and retain faculty we will match our aspirational peers in amount of start-up packages, salary, office space, lab space and equipment, and administrative staff support. We will inventory campus research space usage and revise space policy to prioritize and be responsive to short- and long-term research space needs. We will fund and implement a faculty research mentoring program. We will hire additional media writers and fund dissemination of research achievements in national media outlets. We will nominate faculty and students for research awards and highlight successful research active alum in local and national media.
Significantly expand support for student research especially among underrepresented students	We will increase resources to support a full time Graduate School Dean who has the base budget to support and grow: graduate student enrollment, graduate student tuition waivers, and graduate student stipends. We will increase faculty-student collaborative projects and double the funding for the Undergraduate Research Academy. We will implement a capital campaign to fund new undergraduate and graduate student research scholarships and fellowships in every college.

Research Framework

"Objectives" with "Deliverables" and "Key Measures of Success"

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Research Framework
Key Measures of Success (2030)

- More tenure track faculty with a research active workload
- Research active faculty have more time for research
- Significant increase in grant-writing submissions, number of new awards funded, total amount of sponsored program funding, publishing, patents, creative works, conference presentations and other productivity markers.
- Maintained the UCCS “High Research Activity” R2 designation and clearly surpassed the R2 criteria benchmarks in funding and graduate student graduation rates.

Overall, have created a stronger campus-wide PRO ACTIVE culture

Research Framework

- **Key Learnings from Situational Analysis (S.W.O.T.)**
  - Our team is unique in that we have someone's who job description is accountable for our efforts (the AVC-R).
  - All our objectives and deliverables will take time and are difficult to consider in isolation from the other strategic plan research initiatives.
  - Use of the summer team's initiative overview will drive our efforts.
  - Need to use shared governance.

Research Framework

- **First Objective: Use shared governance to define, advance, and implement the research framework by creating a transparent, responsive, input process that informs all decision making.**
- **Key Deliverables:**
  - Repurpose our team as a Standing Research Framework Steering Committee –and add new members for representation across all Colleges / Schools as well as three areas of LAS (Hum, SS, NS)
  - **Create a new research reporting position on Faculty Assembly (non-voting**
  - Form College Research Councils that connect directly to the existing Faculty Research Council (FRC)
  - Create org charts

Research Framework *Steering Committee*
Team Leaders: Glen Whitehead and Jessi Smith

Hoping to add:
- Faculty Assembly
- Library
- Business

Expanded Team

- LAS
  - Glen Whitehead ("Humanities" in LAS, co-chair)
  - Emily Skop (Department Chair, LAS, Social Science, and on the FRC)
- Grad School
  - Dmytro Bozhko (Faculty and "Natural Science" in LAS)
- Beth-El/Johnson
  - Kathy Prue-Owens (Faculty)
- Education
  - Diane Stutey (Faculty)
- Engineering
  - Charles Zhou (Associate Dean)
  - Mary Hurless (Staff)
- SPA
  - YoungJei Lee (Faculty and on the FRC)
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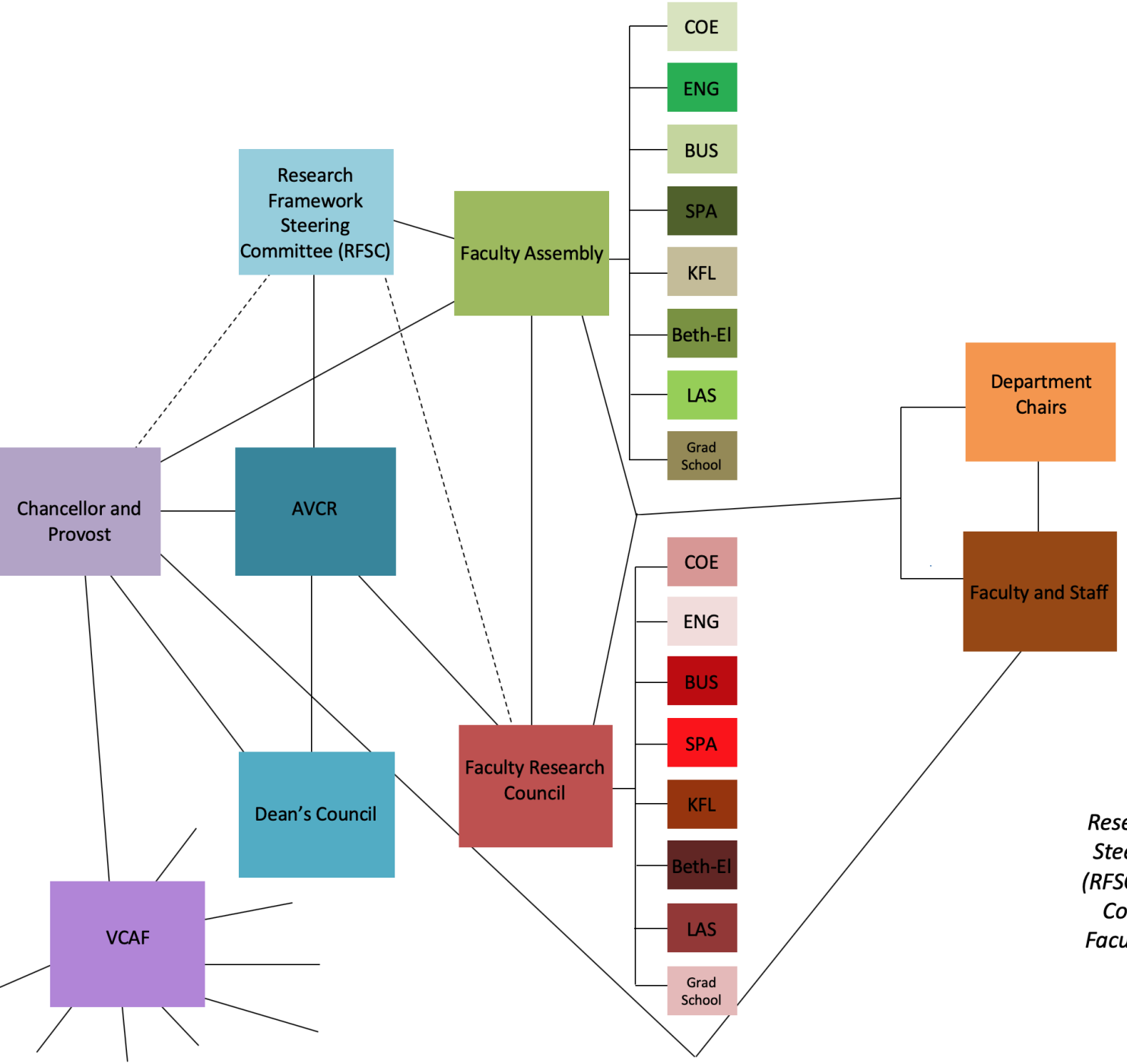
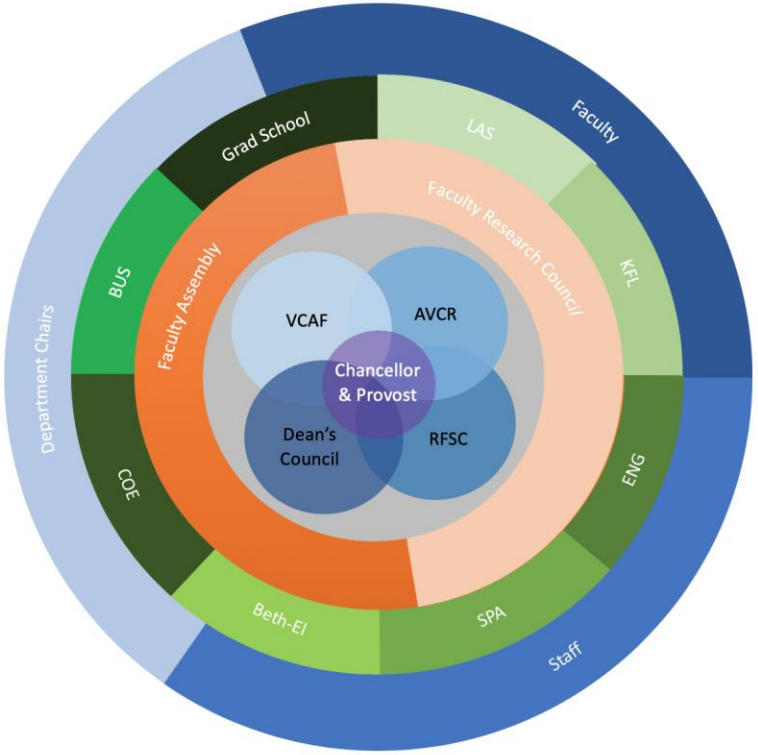
Shared Governance



Research Framework Steering Committee (RFSC) is made up of a College Rep and a Faculty Assembly Rep



Research Framework

- **Second Objective: The campus will create and implement campus wide policies, practices, and evaluation metrics to clearly define, reward, and incentivize research and creative activity.**

- **Key Deliverables:**
  - Align RPT with other relevant Regent Law updates
  - Expand role of the current FRC
  - Create new undergraduate research independent study course number (9499)
  - New Center Pitch Process
  - Revise Graduate Program Proposal Process
  - Create incentive process for sustained graduate student mentoring

Research Framework

- **Third Objective: Faculty will have more time in their workload for research**

- **Key Deliverables:**
  - All new tenure and tenure track hires will have at most a 4 course teaching load prior to *comprehensive review*
  - Departments will create a unit level workload policy that defines *post-tenure* research active faculty with appropriate differentiated workload
  - During annual reviews, faculty workloads will be evaluated and aligned.
  - A10 year workload plan that outlines the path for *all* research active faculty to have more workload dedicated to research and less to teaching.
  - Tenure lines will be created currently lacking in primary areas of degree curriculum that partner with vital research areas of the field.

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- **Fourth Objective: Ensure accountability and bias-free implementation of research related policies, incentives, and programs.**
- **Key Deliverables:**
  - Align research-active faculty appointments, promotion reviews, and reporting structures for research activity that honors disciplinary variation
  - Policies will articulate equity across all fields recognizing the wide variety of research approaches, activities and funding level realities
  - Create new “Research Bias Literacy” training for department chairs, deans, and research administrators that is mandatory every three years.

Research Framework

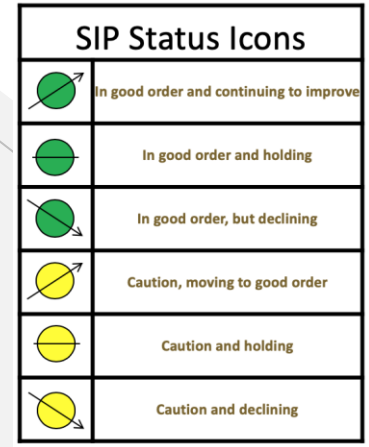
ACTION/DELIVERABLES FOR THE SEMESTER AHEAD	TARGET DATE
❑Select working group for research workload planning	March 30
❑Work with Deans to create College Research Councils	April 18
❑Grad School Dean to revise grad proposal process	April 30
❑Finalize the role of faculty assembly on the RFSC	May 1
❑Work with units on paperwork for new 9499 course	May 1
❑Draft Center Pitch Process	May 1
❑Compile list of research bias materials for campus	May 15
❑Draft options for grad student mentoring incentives	May 15

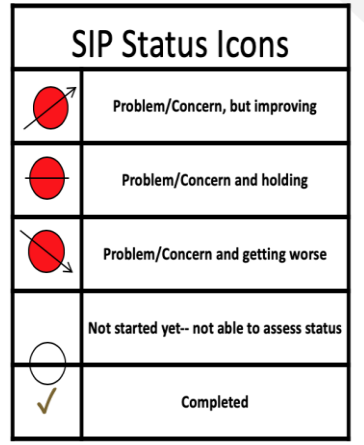
Research Framework

- **Initial Estimate of Investment Needed**
  - **Financial:**
    - *101 pre-tenure faculty X $5500 course buyout = $555,500 year for 3 years.
    - 50 post-tenure research active buyouts = $275,000 a year
    - Grad School Faculty and Student Survey and Training = $3000
    - Research Bias Literacy Training = $3000
  - **Staffing Impact:** Increase AVCR's admin staff to a 1.0FTE (currently .75) to include communication/web/organizational/management help
  - **Other:** Support to create new annual review forms; training tracking system; buy-in from Chairs, Directors, and Deans

Research Framework

- **Target Date for Completion:**
  - **Objective 1 (Shared Governance): May 15, 2020**
  - **Objective 2 (Practices and Processes): August 30, 2020**
  - **Objective 3 (Workload): June 1, 2021**
  - **Objective 4 (Bias Literacy): July 1, 2020**





Questions?