First Annual Conversation on the State of Norman Campus Research

Presented by

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Morris W. Foster
Alicia J. Knoedler

8 September 2010
FY10 in Review: A Year of Records, a Year of Change
FY10 in Review: A Year of Records, a Year of Change
Total Research Expenditures

Expenditures in Dollars

Fiscal Year

0 10,000,000 20,000,000 30,000,000 40,000,000 50,000,000 60,000,000 70,000,000 80,000,000 90,000,000
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010

Office of the Vice President for Research
NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA

The UNIVERSITY of OKLAHOMA
Total Research Expenditures

EXPENDITURES WITHOUT STRATEGIC INITIATIVE HIRES
EXPENDITURES OF STRATEGIC INITIATIVE HIRES

Expenditures in Dollars

Fiscal Year

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010
• New grant funding increased $28.7 million (39.4%) from FY 2009.
• This is the largest single-year increase in the history of the Norman Campus.
• Norman Campus research grant funding has almost tripled over the past 15 years.
• Research expenditures in FY10 grew more than 10% -- the second largest increase in the past decade.
• Only $11.8 million of new award funding in FY10 was from ARRA (stimulus).
Why Was FY10 a Record Year?

- New awards follow a biennial cycle; FY10 was to be an “up” year, but was way up!
- Nearly half of the grant funding in FY10 was associated with new projects.
- Nine major projects, generating over $1 million each, secured $18.9 million of the $28.7 million gain in FY 2010.
- The median award size for FY 2010 was $87,000, or $15,000 more than in FY 2009.
- The number of investigators increased by more than 7% between FY 2009 and FY 2010 – a very significant change!
- **WHY?** We’re seeing greater faculty engagement in research and more success with proposals.
It’s About Far More Than $$$

• Numerous books published
  – Women’s and Gender Studies
  – Modern Languages, Literatures & Linguistics
  – Classics and Letters
  – Political Science
  – History
  – Sociology
  – Film and Video Studies

• Major performances
  – Contemporary Dance
  – Poetry
  – Music and Drama
It’s About Far More Than $$

• Major Awards and Fellowships
  – Fulbrights
  – CAREER
  – Presidential Early Career
  – DaVinci
  – NEH Fellowships

• Editorships

• Professional Society Leadership Positions

• Hosting of major conferences
  – Classics, physics, meteorology, mathematics

• We are going to begin doing a better job of capturing and promoting these achievements!
Major Investments

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Just Opened

Stephenson Life Sciences Research Center

Office of the Vice President for Research

NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA
University Research Campus

Site Ready

Certified by the Oklahoma Department of Commerce enabling OU to capitalize on fast-moving economic opportunities with site selectors to readily find quality land and facilities rapidly.

Enabling

Access to 277 acres of un-programmed land to accommodate any need
Strategic co-location of corporate, academic and government organizations
Basic and applied research
Technology commercialization
Unique educational experiences for graduate and undergraduate students
Strategic economic development through incubation, company relocation and strategic alliances
Organizational teaming on, and management of, large projects
A designated Enterprise Zone, providing unique opportunities for small companies
Redundant power, communications and environmental control systems support for 24/7 mission-critical activities

Office of the Vice President for Research
Norman Campus and Norman Campus Programs at OU-Tulsa

The UNIVERSITY of OKLAHOMA
University Research Campus

Academic Programs and Areas

- Weather and Climate Programs
- Robotics
- Chemistry and Biochemistry
- Genomics and Proteomics
- Remote Sensing
- Ecological Forecasting
- Medical Imaging
- Biomedical Engineering
- Supercomputing (Center)
- Center for Applied Social Research
- Cognitive Psychology and Human Behavior
- K20 Center
- Center for Spatial Analysis
Private Industry Tenants

Agio, Inc 40
Atmospheric & Environmental Research, Inc 1
Atmospheric & Technology Services, Inc 11
Basic Commerce & Industries, Inc 1
Design Intelligence Incorporated, LLC 2
Dow Lohnes, PLLC 3
Enterprise Electronic Corp/Weather Services Intl 4
RiskMetrics, Inc 115
Stanley, Inc 16
Vieux and Associates 10
Weather Decision Technologies, Inc 65
Weathernews Americas, Inc 80
PBS&J 6

Over 350 employees!
University Research Campus

• On the Research Campus in 7 years
  – 11 buildings demolished
  – 7 OU buildings constructed plus...
    • New OU Police Station
    • New Norman Fire Station
    • New OU Transportation Center
    • Power and chilled water facility
  – 750,000 SF fully occupied
  – 4PP about to begin construction (78,000 SF)
  – 5PP (100,000+ SF) on drawing board
Exciting New Vision for Research Campus

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NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA
• Major renovations during past few years or ongoing
  – Physics
  – Dance
  – Art
  – Energy Center
  – Education
  – Architecture
  – Others...

• In FY07-09, the Norman Campus invested, directly or via non-recovery, over $70 million in research
What Can We Expect in the Future?
Trends in R&D by Agency
in billions of constant FY 2010 dollars

FY 2010 and FY 2011 figures are latest estimates.
1976-1994 figures are NSF data on obligations in the Federal Funds survey.
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R&D in the FY 2011 Budget Request

percent change from FY 2010

NOAA: 22.0%
NIST: 21.6%
NASA: 17.8%
NSF: 9.4%
DOE Energy: 6.8%
DOE Defense: 5.0%
DOE Science: 3.8%
NIH: 3.1%
USGS: 2.8%
EPA: 1.8%
VA: 1.5%
DOT: -1.3%
DOD: -5.2%
USDA: -5.5%
DHS: -9.0%

Source: OMB R&D budget data, agency budget justifications, and other agency documents.
* Lighter colored bars indicate percent change with projected FY 2011 earmarks.
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U.S. R&D Funding by Source, 1953-2007

expenditures in billions of constant 2007 dollars

Source: NSF, Division of Science Resources Statistics. (Data for 2007 are preliminary.)
AUGUST ’08 © 2008 AAAS
R&D at Colleges and Universities by Source of Funds
in billions of constant FY 2008 dollars, FY 1953-2007


AUGUST '08 © 2008 AAAS
FY11 Interagency Presidential R&D Priorities

- Sustainable economic growth and job creation
- Defeating dangerous diseases
- Clean energy future
- Understanding, adapting to and mitigating impacts of global climate change
- Managing demands on land, fresh water and oceans
- Technologies to protect troops, citizens and national interests
- A draft matrix is being created that maps our work and interests in these areas
FY11 Agency Crosscutting Areas

- STEM education
- Vitality of research universities, labs, basic research
- Capacity and robustness of infrastructure
- High impact collaborations
- Capabilities in space
- Economic policy that promotes and rewards stewardship, entrepreneurship, innovation
• Science, Engineering and Education for Sustainability (SEES)
• CF21 – Cyberinfrastructure Framework for the 21st Century
• Cyber-Enabled Learning
• Climate Change Education
• Science and Engineering Beyond Moore’s Law
OU Going Forward

• The high water mark in FY10 makes continued growth a challenge, but we’re well on our way to another great year.

• We need to grow **bigger** but also grow **better** by becoming more engaged and competitive (Aspire 2020).

• Upcoming slides will show how.

• Potential changes at the Federal level (F&A recovery, NSF cost sharing policy) may help us.
FY10 in Review: A Year of Records, a Year of Change
Redefining and Restructuring the VPR Organization

• Separation of Graduate Dean and VPR positions
• Principal role of the VPR is to support and ensure the success of faculty scholarship
• VP of Strategic Planning and Economic Development now leads engagement with private industry, Research Campus planning, and economic development
  – New Corporate Engagement Office
• The VPR office has been restructured
• Entirely new budget, planning and support processes have been developed
Methodology for Planning and Investment

• **Data driven**: analysis of historical investments by
  – Purpose/function
  – College
  – Academic department
  – … to inform future investments

• **Balancing** investments with income (IDC recovery) – being bold but knowing the cost and....

• Using **financial plans** for major activities (e.g., Devon Hall clean room) to ensure sustainability of a given activity and thus allow growth of other areas
History of Investing in Research

VPR Office Expenditures (of IDC Recovery) as a Percentage of Total

- Master Lease
- Core Labs
- VPR Administration
- Office of Research Services
- Strategic Research Initiatives
- SRTC Bond Debt Service
- Programmatic Investments (Research Council, GLC Professorships, Faculty Travel Fund, SRI, USO support)
- Administrative
- Start-Up
- Grant Cost Share
- Space Renovation and Rental

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History of Investing in Research

**VPR Commitments by Category**

- **Programatic, 3,819,660**
- **Space/Renovation Rental, 1,233,726**
- **Grant Match, 1,240,714**
- **Start-Up, 518,815**
- **Retention, 67,998**
- **Support items, 542,557**
- **Administrative, 415,713**
- **SRTC Bond, 2,356,835**
- **Strategic Initiatives, 2,276,097**
- **ORS, 1,116,397**
- **Core Labs, 353,028**
- **VPR Administration, 645,819**
- **SRTC, 370,886**

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**Office of the Vice President for Research**

**Norman Campus and Norman Campus Programs at OU-Tulsa**
### VPR Support/IDC Recovery (includes SRI and Double SRI)

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Key Questions

• Are these the right percentages?
• Are they having the intended consequence?
• How does one measure impact?
Methodology for Planning and Investment

• Five-year **VPR financial plan** has been developed (new internal VPR Budget Committee)
  – Will be placed on the new VPR web site (see later slide)
• **Strategy**: pay down prior commitments while investing strategically for growth
• Several **new programs** that represent tangible investments in research and creative activity...
New Center for Research Program Development & Enrichment

• More from Dr. Alicia Knoedler in a moment
• CRPDE assists faculty in developing grant proposals but also their research programs – looking beyond the immediate timeframe
• Key: planning 1-2 years ahead with information about opportunities, information about faculty directions
• Central Administration provided $320K to establish the Center
• VPR Office is funding ongoing costs (new investment of $220K/year)
• Funding has been programmed to support expansion as rapidly as needed
Faculty Start-Up

- Always a key, especially for physical science and engineering
- Costs are now 4-8 X faculty salary
- Especially vital as OU, like most other institutions, will see numerous retirements in the next 5+ years
- More than $2 million in additional funding has been programmed for start-up during next 5 years
  - Most is for permanent equipment, so real buying power is more like $11.5 million
• Aspire 2020 has shown/confirmed a compelling need for internal seed funding
• Goal isn’t to “live off” such funding, but use it to seed new ideas, generate external funding, build new programs
  – External funding opportunities abound for arts and humanities as well, but we’ve not helped faculty identify and go after them (CRPDE changes that)
• FCGP will be different than present Research Council programs (see later slide)
New Faculty Challenge Grant Program

- **Budget:** $1.2 million for FY12-14
- **Up to two years of support per project** in two competitions (FY12-13, FY13-14) – may revise as we go, extend if successful
- For each competition
  - Up to 10 projects at max of $5K/project (Arts and Humanities only)
  - Up to 5 projects at max of $10K/project (all disciplines)
  - Up to 4 projects at max of $25K/project (all disciplines)
  - Up to 2 projects at max of $50K/project (all disciplines)
- **Expectations and accountability** will be high; CRPDE will be a key component (expect but assist)
- Criteria and process to be announced
New Research Council Portfolio

• Extensive evaluation of Research Council portfolio has been conducted
• Will be revising the portfolio for the start of the fall, 2011 term
• Principles going forward
  – Streamlining via reducing the number of programs
  – Greater flexibility
  – More accountability
  – Complementarity with college and departmental funding
  – More support for arts and humanities
• New $50K being provided in FY11 to support potentially transformative research pilot program
• Total of $100K new has been budgeted each year thereafter
New Strategic Initiative in Defense, Security and Intelligence (DSI)

Total R&D by Agency, FY 2011

- DOD, $78.0
- DOE, $11.2
- NASA, $11.0
- NSF, $5.5
- USDA, $2.4
- Total R&D = $148.1 billion
- All Other, $6.6
- DHS, $1.0

Agriculture
- Commerce
- Defense
- Energy
- Interior
- Transportation
- HHS
- Education
- EPA
- NASA
- NSF
- Other Federal

Source: OMB R&D budget data, agency budget justifications, and other agency documents. R&D includes conduct of R&D and R&D facilities.
New Strategic Initiative in Defense, Security and Intelligence (DSI)

- Goal: **Broaden opportunity space for faculty research**
- A very different world than NSF and NIH
  - Relationships with program staff are key
  - Faculty respond to agency desires, not vice versa
  - Often significant engagement with industry
  - Translational research and development
- Considerable opportunity for the humanities
- Starting with a relatively small cohort of NC faculty – funding attendance at conferences, trips to visit agencies
- May establish an **applied** R&D center to administratively house non-faculty researchers, apply business processes appropriate to certain types of contracts, etc
New Strategic Initiative in Defense, Security and Intelligence (DSI)

- VPR Office plans to hire an expert in DOD activities who understands academia and can work effectively with faculty to build DSI portfolios and develop specific proposals
- OU has engaged a DC consulting firm (Patton Boggs) to assist
- CRPDE and CEO (Corporate Engagement Office) are key components of the DSI initiative
- Have programmed $200K/year starting in FY12 to support the DSI initiative
- Key is to get a few successes early and learn from them
- Ultimately we want big things ($50M contracts)
Aspire 2020 analysis shows that OU is notably deficient in competitive national research centers
   - e.g., NSF Science and Technology Centers, Engineering Research Centers, Science of Learning Centers; NIH Centers of Biomedical Research Excellence

1-3 years are needed to develop an effective center vision, partnerships, and proposal

We have programmed $50K per year, starting in FY11, to support faculty who wish to pursue large national centers

Funding can be used for anything needed, including teaching release

May establish a special monetary reward for success (see later slide)
Recent examples of large center-type awards – well beyond the traditional NSF and NIH centers

- Energy Secretary Steven Chu announced that two consortia, one led by the University of Michigan and the other by West Virginia University, will receive a total of $25-million over the next five years.

- A research consortium led by Penn State is to receive up to $122 million over the next five years from DOE to establish an Energy Innovation Hub at the Philadelphia Navy Yard Clean Energy campus.

- The Federal Aviation Administration (FAA) has selected New Mexico State Univ at Las Cruces to lead a new Air Transportation Center of Excellence for Commercial Space Transportation.

- DOE will award up to $122-million over five years to a multi-disciplinary team of scientists, led by CalTech, to establish a Fuels from Sunlight Energy Innovation Hub, aimed at developing revolutionary methods to generate fuels directly from sunlight.
Patton Boggs engagement on stimulus funding showed us many things, especially that the VPR Office needs more effective communication with colleges and faculty.

Communication today:
- VPR meets monthly with Associate Deans (of Research)
- VPR Advisory Committee (twice per semester)
- Research Council monthly meetings
- VPR regular lunches with faculty (weekly starting 2011)
- VPR lunches with each dean during AY
- As-needed meetings with deans, chairs, directors
- Aspire 2020 Action Teams
- Email
- Internal pre-submission proposal reviews
To be successful as a comprehensive research university, we need many things

- **Active participation** by faculty and institution leaders in the formulation of State and Federal research priorities
- **Strategic research planning** at the department and college levels
- **Collection and internal dissemination** of information about
  - national policy changes and agency directions
  - potential funding opportunities far in advance of solicitation issuance
  - faculty plans for their research programs
New Research Liaison Program

- Development and maintenance of **effective relationships** between faculty and agency or foundation program officers
- Assembly of **interdisciplinary** and multi-disciplinary teams
- Strategies for engaging **private industry**
- Prestigious national and international **awards** given to faculty in recognition of their scholarly achievements
- **Broadening participation** of traditionally underrepresented groups and engaging in effective outreach and research-related education activities
- **Recruitment and retention** of graduate students and postdoctoral fellows
- We don’t do many of these well, so…
New Research Liaison Program

• **Pilot program** starting in 2011
  - Similar in concept to Graduate Liaisons
  - Principal point of engagement between academic department and VPR organization (does not replace direct faculty or dean interaction)
    - Communicates VPR opportunities and policies to the program
    - Communicates research activities, plans, facility and equipment needs from the program to the VPR
  - VPR Office will provide training; coordination will be through CRPDE
  - Associate Deans expected to play a key role in college coordination

• RLs have no signature authority but are given **$2,500 discretionary funding for service**

• Will consider RL’s for centers and institutes as part of pilot evaluation

• Program and processes will be announced soon
New Research Liaison Program

• Expected outcomes
  – Greater exposure by faculty to, and success in garnering, extramural grant funding across broader spaces of opportunity, including partnerships with private industry;
  – Engagement in sponsored research by faculty who traditionally have not received external funding;
  – Greater involvement by faculty in setting research directions locally and nationally;
  – A research enterprise that is better informed about emerging research directions and priorities and more effectively plans for and creates opportunity;
  – Submission of higher quality proposals and the ability to more effectively assemble interdisciplinary teams; and
  – More ubiquitous recognition of faculty achievements at the national and international levels.
University Strategic Organizations

- Initiated in 2008 to provide base funding for organizations that are strategically foundational to the University’s research portfolio
- Currently 8 organizations are USOs
- Will be re-competing all USOs in spring, 2011 for funding starting in FY12 (1 July 2011)
- Other organizations can compete as well
- An additional $200K/year has been programmed to support USOs going forward so that per-year funding goes from $75K to $150-200K
- Details to be released later this fall
Highlighting faculty achievement in research and creative activity is an important priority.

In research, the Norman Campus has:
- Departmental awards
- Regents’ Award for Research and Creative Activity
- GLC Professorships

No specific research awards exist at the University level other than GLC.

A set of research awards (probably 3-5) for the Norman Campus is being crafted and will be announced soon.

Goal is to recognize faculty but also increase campus submission of nominations for prestigious national and international awards.
• In response to Aspire 2020 Action Team #1, several **faculty incentives** are being studied
  – Post doc matching program (VPR office provides 1/3 of funding)
  – Salary supplements
  – 13\(^{th}\) month funding on extramural grants
  – Incentives for landing **centers** (NSF STC, ERC; NIH COBRE), other types of grants (e.g., NIH RO1, NSF IGERT, NIH P01, P20, P30)
  – Incentives for book awards, journal citations over a period of time, award-winning performances, etc

• Facilities and equipment portfolio **inventory and assessment**
  – Document resources (what, where, current state, expected needs) and put on web
  – Identify areas of especially urgent need
  – Develop a game plan for external funding – being proactive

• Campus-wide **Undergraduate Research** program coordination
• Enhanced interactions with Development Office
• Carnegie classification – hoping for good news this fall!
• OU is hosting inaugural Big-12 VPR/VCR meeting in spring, 2011
Summary of New Activities

- Center for Research Program Development & Enrichment
- Faculty Challenge Grant Program
- Strategic Initiative in Defense/Security/Intelligence
- Centers Initiative
- Research Liaison Program
- USO re-competition
- Faculty Awards Program
- Faculty Research Incentives & Rewards
- Continuing activities
  - Faculty Start-Up (mostly equipment)
  - Grant Proposal Cost Sharing (very difficult going forward)
Key Points About New Programs

- Targeted investments and new support programs to assist faculty
- Structured budgetary planning
- Expanding the opportunity space for all disciplines
- Enhancing the visibility of research
- Incentivizing and rewarding success
Investing in Research: 5-Year Plan

Planned VPR Office Expenditures (of IDC Recovery) as a Percentage of Total

NEW INVESTMENTS

- Core Labs
- Master Lease
- Strategic Initiatives
- CRPDE
- VPR Administration
- SRTC
- SRTC Bond Debt Service
- Office of Research Services
- Programmatic Investments (Research Council, GLC, Professorships, Faculty Travel Fund, SRI, USO support + Research Liaisons, USO increase, New Seed Funding, DSI, Centers Initiative)
- Administrative Support Items
- Grant Cost Share
- Start-Up
- Space Renovation and Rental
- Support Items
- Administration
- Other
- Strategic Initiatives
- SRTC
- Programmatic
- Major Research Facilities
- Support Items
- Equipment
- Retention
- Start-Up
- Grant Match
- Space/Renovation Rental

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Norman Campus and Norman Campus Programs at OU-Tulsa
Investing in Research: 5-Year Plan

Planned VPR Office Expenditures (of IDC Recovery) as a Percentage of Total

- Core Labs
- Master Lease
- SRTC
- CRPDE
- Strategic Initiatives
- SRTC Bond Debt Service
- VPR Administration
- Office of Research Services

Programmatic Investments (Research Council, GLC Professorships, Faculty Travel Fund, SRI, USO support + Research Liaisons, USO increase, New Seed Funding, DSI, Centers Initiative)

Administrative Support Items

Grant Cost Share

Space Renovation and Rental

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NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA
History of Investing in Research

FY10

- VPR Commitments by Category
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  - Strategic Initiatives, 2,276,097
  - SRTC Bond, 2,356,835
  - SRTC, 370,886
  - ORS, 1,116,397
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NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA
Investing in Research: FY11

VPR Commitments by Category

- Grant Match: $4,368,149
- Start-Up: $356,686
- Support Items: $405,141
- Programatic: $3,673,414
- SRTC Bond: $2,055,002
- Strategic Initiatives: $1,848,124
- ORS: $1,271,093
- VPR Administration: $970,912
- SRTC: $242,116
- Core Labs: $317,880
- CRDPE: $221,280
- Space/Renovation Rental: $1,285,044
Investing in Research: FY12

VPR Commitments by Category

- Programatic, 4,624,414
- Grant Match, 2,253,653
- Start-Up, 175,550
- Support Items, 417,327
- Retention, 25,000
- Other, -
- Major Research Facilities, Administrative, -
- SRTC Bond, 1,755,002
- Strategic Initiatives, 1,848,124
- ORS, 1,341,093
- SRTC, 242,116
- VPR Administration, 970,912
- Core Labs, 317,880
- CRDPE, 291,280
- Space/Renovation Rental, 1,335,044

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NORMAN CAMPUS AND NORMAN CAMPUS PROGRAMS AT OU-TULSA
VPR Policy Modifications

- Timeline for spending residual funds from fixed-price agreements
- Specific time window for spending start-up
- Specifying capability to be provided, not dollar amount, for start-up in offer letters
- Use of only the “F” (facility) component of F&A (IDC) to cover rent in Partners Place bldgs
Issues at National Level

• National Academy study of the health/future of research universities
• Several issues of relevance to us
  – The fundamental partnership between academia and government
  – Indirect cost rates, recovery, usage
  – Compliance burdens
  – Support for equipment and facilities
  – Grant proposal cost sharing
What About SRI?

• IDC recovery in FY10 was $16.4 million
• SRI was slightly over $3 million
• $500K held back in FY11 payments (FY10 generation) to help pay down prior commitments
• No additional changes to SRI will be made in FY11
• Future of SRI now under discussion; parameters clear
  – Colleges need more support
  – Faculty need more support
  – No M&O increases have occurred for a very long time
  – Many pathways are possible and will be explored
  – Everyone will be involved in the conversation
New VPR Web Site Coming!
• **Competitiveness** – The ability for OU to compete more effectively in the national and international marketplace of ideas, people and resources.

• **Engagement** – The ability for OU to engage across its programs, and with other organizations, aligning interests, building relationships, establishing mechanisms for pursuing new activities, and communicating OU’s strengths and capabilities to multiple sectors.

• **Culture** – An inspiring environment and institutional personality that incentivizes and rewards creativity and bold, transformative thinking, and that maintains accountability with the highest standards of excellence in all scholarly endeavors.
Objective #1 – Transform Research Competitiveness

- The ability for OU to compete in the national and international marketplace of ideas, people and resources.

- Strategies
  1. **Big Thinking.** Stimulate and support big thinking and transformative ideas, especially to establish national centers and major national research programs at OU. Develop a few major cross-campus themes that engage numerous disciplines and hold promise for propelling OU to international prominence.
  2. **Proposal Development.** Establish processes to nurture ideas and translate them into highly competitive extramural proposals. Improve faculty awareness and understanding of funding sources and opportunities, providing specific information far in advance of solicitation issuance. Assist in developing awareness of faculty capabilities/interests, and facilitate the building of research relationships within OU and between OU and other institutions.
  3. **Faculty and Programmatic Excellence.** Make research potential or accomplishment a fundamental characteristic of every faculty hire, and add outstanding new faculty, especially those with substantial leadership experience and potential, with attention to clusters. Expand quantitative analysis of research metrics and conduct competitive analyses at the university college, departmental and center levels to benchmark ourselves against other programs – using this information to inform strategies for identifying and addressing weaknesses and creating and taking full advantage of opportunities.
  4. **Federal Agency Presence.** Establish a meaningful presence of another (in addition to NOAA) Federal agency and ensure associated strong, sustainable engagement with multiple OU research programs.
  5. **Graduate and Undergraduate Research.** Develop an integrative program of undergraduate research containing multiple pathways and emphasizing the total professional experience. Improve the recruitment and retention of graduate students, increasing substantially the number of graduate students supported by extramural funds and emphasizing the enhancement of diversity.
Objective #2 – Transform Research Engagement

• The ability for OU to engage across its programs, and with other organizations, aligning interests, building relationships, establishing mechanisms for pursuing new activities, and communicating OU’s strengths and capabilities to multiple sectors.

• Strategies

1. **Federal Agencies.** Vastly improve engagements with Federal agencies, particularly DOD (including restricted research) and DOE, inspiring and incentivizing college and departmental leaders to play a central role in research planning and strategy execution. Improve faculty participation in peer review and agency/foundation advisory committees and play an active role in driving the national research agenda.

2. **Private Foundations.** Increase linkages with private foundations, especially for supporting activities in the fine arts, liberal arts, humanities, social sciences, and activities that seek to improve the human condition.

3. **Private Industry.** Devise a mechanism for more structured and effective engagement in research with private companies, particularly but not exclusively those in Oklahoma, and evaluate the feasibility of special mechanisms for performing certain types of applied research and development.

4. **Inter- and Intra-Campus.** Develop mechanisms for all programs, especially those in the fine arts, humanities, liberal arts and social sciences, to become engaged in sponsored research and creative activity and to collaborate across departments and college. Identify a few areas of potential strategic investment, both within and across campuses and involving multiple colleges including Law and Continuing Education, for which international prominence is attainable. Identify opportunities and mechanisms for collaboration between Norman Campus research and OU Outreach sponsored programs.

5. **State Agencies.** Increase the alignment of research programs with the strategic goals and objectives of State agencies as well as the State’s S&T and EDGE Plans.
Objective #3 – Transform Research Culture

- An inspiring environment and institutional personality that fosters and rewards creativity and bold, transformative thinking, and that maintains accountability with the highest standards of excellence in all scholarly endeavors.

- **Strategies**
  
  1. **Incentives.** Create meaningful incentives and support mechanisms for faculty to pursue extramural research opportunities and to create opportunities of their own. Identify and remove existing disincentives.
  
  2. **Rewards.** Establish appropriate and meaningful mechanisms to reward success in internally and externally funded scholarship. Ensure that rewards and incentives are appropriately aligned with the diversity of disciplines and approaches in the scholarship enterprise. Create award and recognition programs that highlight faculty achievement and thus help students recognize the importance of scholarly endeavors and inspire them in their own career.
  
  3. **Directed Resources.** Provide financial resources to seed new ideas at the college and departmental levels in ways that are linked to University strategic directions. Develop strategies to support core facilities and major equipment via shared models of engagement with other OU campuses.
  
  4. **Standards of Excellence.** Raise expectations for achievement and set higher standards for success in research and creative activities, including factors related to quality, participation, productivity, and achievement, applying metrics such as publication impact factors, rankings, and individual’s roles in advancing the knowledge enterprise.
  
  5. **Accountability.** Increase accountability at all levels and to a much greater extent base institutional decisions for tenure, promotion, salary, space and other resources on participation, performance and productivity in research and creative activity.
Action Teams

• The first three Action Teams have completed their work
  – Research Incentives and Rewards
  – Arts and Humanities
  – Crosscutting Campus-Wide Research Themes

• Reports are on the web for public comment

• Some recommended actions already are being pursued
  – Seed funding incentives program
  – Proposal development center
  – Awards/recognition
  – Centers initiative
  – Proactive formation of interdisciplinary research groups
  – Support for special initiatives (Gulf spill research)
  – Faculty incentives

• Others still being digested (themes, arts and humanities)
Upcoming Action Teams

• Graduate and undergraduate research
• Education
• Comparative benchmarking, expectations and accountability
• Creative environments and support for transformative ideas and interdisciplinary projects
• Others....
Discussion