# Spring 2023 Strategic Plan Progress Report: Research Growth

| Goal/Strategy | Goal | Strategy | Progress | Challenges | Collaboration | Next Steps | Investments | Responsible Party/Submitter |
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| 1.a. | Achieve national prominence in targeted emerging research areas in a manner that creates movement to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength | Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions | The target is 208 from a baseline of 148. The most recent count was 194, or 93% of goal. | N/A | Deans and research center directors | Next steps include re-programming existing funding where feasible to create and fill research professor and research scientist positions (e.g. HRBRC restructuring). | Growth in this area primarily will be grant funded. | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| 1.b. | | Increase research expenditures by recruiting senior funded teaching and research faculty and providing additional support for existing faculty to expand their research programs | Final FY 2023 numbers will not be available until January 2024. Preliminary projections suggest an increase of 4% from $65 million to $67.6 million, or 87% of goal. A senior data science research faculty member and directors for the School of Data Science and School of Cybersecurity have been recruited. | Existing salary structures and limited funds for start-up and endowed faculty positions make it difficult to compete for well-funded senior faculty. | Academic Affairs; Research Foundation; and research center directors | N/A | Matching funds, start-up packages, and spousal accommodation hires when appropriate | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| 1.c. | | Increase the number of doctorate degrees awarded by increasing the number of E&G funded graduate teaching assistantships (GTAs) and grant funded graduate research assistantships (GRAs) | There was a 4% decrease (142 from 150) from baseline through the 2022-2023 academic year. | The pipeline for doctoral students is four to six years on average, which means that most meaningful interventions will take multiple years to bear fruit. The process for establishing new doctoral tracks or programs can take two to three years. | Provost, deans, Graduate School, Research Foundation, and research center directors | Next steps include locating funding to increase the number of assistantships in order to admit a larger number of doctoral candidates. | N/A | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| | | | The Graduate School has initiated conversations with the Provost and Vice President for Academic Affairs; the Vice President for Research; and the Vice President for Administration and Finance about expanding the E&G budget for GTA support and encouraging faculty researchers to build additional GRA support into sponsored grant proposals. | Identifying additional resources for new GTA lines and accompanying tuition waivers. Increasing faculty sponsored grant activity, particularly those involving GRA support. | Research; Administration and Finance; and colleges | Next steps include building consensus for graduate student support budget increase among the various areas and charting a clear path forward. | New investments include approximately 12 GTA lines ($300,000) and tuition waivers ($360,000). | Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D. |
| 1.d. | | Add new doctoral tracks in humanities and social science | The College of Arts and Letters has begun developing proposals for an Ph.D. in Digital Communications (humanities) and concentration in emergency and disaster governance under the existing Ph.D. in International Studies (social science). Changes in the Carnegie evaluation metric for Ph.D.'s awarded to be unveiled in Fall 2023 may require an adjustment to this strategy. | Support will need to be garnered fir SCHEV approval for the new Ph.D. degree within a reasonable timeline by identifying new sources of assistantship and faculty funding. | Research; Administration and Finance; and College of Arts and Letters | Next steps include refining proposal narratives, but waiting until new Carnegie guidelines are released to gather supporting data, as well as investigating potential GRA support for new IS concentration on sponsored contracts managed by VMASC. | New investments include approximately 12 GTA lines ($300,000); tuition waivers ($360,000); and two new faculty lines ($240,000). | Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D. |
| 2.a. | Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating a robust research enterprise | Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels | The Research Foundation created and filled a data analytics position in Spring of 2023. The Research Foundation is aiming to have a Wiki content management tool implemented in Fall 2023 that will enable an easy and effective way to create and organize information collaboratively, thereby making it easier for users, including ODU constituents to access information and identify any workflow bottlenecks. | The potential delay in the availability of strategic investment funds would extend the timeline for full implementation. | Research Foundation and faculty investigators | In Fall 2023, a faculty advisory committee will be established. In Spring 2024, the Research Foundation aims to integrate and pilot a ticketing management system to triage, track, and assign incoming sponsored program administrative and IP management requests and issues from various sources. | The Research Foundation invested in a new Data Analytics/Business Intelligence position. | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| 2.b. | | Establish an administrative care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution" | Planning began in Spring 2023 with development of coordinating function duties (to be assigned to a position TBD); proposed advisory/oversight structure; and initiation of development of data analytics and business intelligence functionality to support this strategy. | A delay in the availability of planned strategic investments may extend full implementation timeline. | Research Foundation, associate deans for research; research center directors; and faculty investigators | Next steps are to establish a faculty oversight/advisory committee. | The coordinating function is intended to be bundled with other functions in a new position. This will require new investments that were originally envisioned to come from new strategic investments. | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| 3.a. | Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure | Establish an institutional faculty research committee to provide ongoing input to improve research processes, including developing a business plan and annual financial commitment for maintaining and enhancing research infrastructure | Faculty continue to develop non-traditional, learning-based activities into the undergraduate and graduate curricula in efforts to promote experiential learning. This approach offers the opportunity to enhance interprofessional education, increase the use of simulation, and improve clinical judgment in new graduate and advanced practice nurses. | Students must be informed that their experience in the classroom may be different from what they have experienced in the past. Alumni working as preceptors in the clinical area must have a good understanding of how students are being taught in the classroom to ensure a quality learning experience. Faculty must be trained in non-traditional teaching methods as they involve methodologies that faculty have not utilized in the past and/or may not be familiar with. | Academic Affairs internal units; Digital Learning; and American Association of Colleges of Nursing leaders | Work is ongoing to transform all nursing programs to CBE and incorporate the new essentials for nursing published by the American Association of Colleges of Nursing. | N/A | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| | | | There has been ongoing development of a proposal for a Ph.D. in Nursing Science. Curriculum has been developed and incorporates current courses already available at EVMS. Ph.D. program has faculty support. | There is currently a shortage of qualified faculty. Currently, there are four faculty members on the tenure track, who will be instrumental in growing the Ph.D. in Nursing Science program. | Faculty and Institutional Effectiveness and Assessment | Next steps are to meet with faculty for further input and evaluation of proposed curriculum, as well as engagement with Institutional Effectiveness and Assessment to determine program feasibility and SCHEV requirements. | More qualified faculty are needed. | Interim Dean of the School of Nursing Suzanne Wright, Ph.D. |
| | | | To improve research processes, the Libraries have taken the lead in working with the Office of Research, Research Foundation, ITS, and Academic Affairs to establish our membership with ORCID (an organization offering persistent identifiers for researchers) and provide workshops and consultation for faculty to establish and maintain their ORCID ID, which has become a requirement for federally-funded research and many journal publishers. | A permanent funding source needs to be secured for continuing ORCID membership beyond the first year, which was paid for by Office of Research. | Research; Research Foundation; ITS; and Academic Affairs | This summer, work is being done on the technical aspects of ORCID interoperability with other systems (eg. Digital Measures, SciNcv), so that documentation and training plans can be prepared to assist faculty with ORCID in the Fall. | Annual contract fee for ORCID | Dean of University Libraries Timothy Hackman |
| | | | To enhance the research infrastructure, the Libraries have been partnering with campus stakeholders on data management issues related to the growing number of data management and preservation requirements for federally-funded research. We have a leadership role in the campus Research and Scholarly Data Governance Committee and have provided training on creating data management plans. In February 2023, two workshops were hosted for ODU and EVMS staff and researchers on the new data and sharing requirements for NIH grants. A Research Data Management (RDM) Librarian position and a part-time RDM Specialist position have been requested until a full-time librarian can be hired. | N/A | Research; Research Foundation; ITS; and Academic Affairs | Next steps include meeting with campus partners to plan for more education and training about the evolving requirements of federal and other funders for management and public sharing of research data; keeping up with developments based on the White House (or, Nelson) Memo stating that by December 31, 2025 all federally-funded publications and supporting data be openly available without an embargo; and providing training opportunities beginning in the Fall. | N/A | Dean of University Libraries Timothy Hackman |
| 3.b. | | Establish pathways for winning nationally competitive Centers of Excellence (COE) awards by incentivizing faculty collaborations across colleges through internal funding opportunities and infrastructure enhancements that will build performance history for future COE competitions | Three Center of Excellence proposals were submitted in Spring 2023. Research Foundation is conducting an analysis of prior proposals to establish baseline (COE proposals conventionally are not universally, systematically identified as such). | Temporary reduced bandwidth for opportunity identification and team-building due to reallocation of research development staff to EVMS ILT and functional team responsibilities. | Research Foundation, Associate Deans for Research, Center Directors, Faculty Investigators | N/A | N/A | Senior Associate Vice President for Research John Nunnery, Ed.D. |

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| 4.a. | | Establish competitive, creative seed funding to empower scholarship that mentors and rewards arts and humanities faculty in collaboration with strategic initiatives in sciences, engineering, and health. | An offer has been made to hire a full-time Arts and Humanities research and scholarship coordinator. Sustained funding has been identified and allocated to initiate seed funding program. | There is a need to leverage engagement of faculty outside Arts and Humanities disciplines without diluting resources to sponsor Arts and Humanities faculty effort on seed projects. | College of Arts and Letters and Research Foundation | Next steps include the engagement and work of a planning committee to devise a roll-out plan for review/approval with the roll-out competition in the Fall of 2023 and projects beginning in 2024. | The Office of Research is committing start-up/design funds of $10,000 and $50,000 per year from an endowment fund. | Senior Associate Vice President for Research John Nunnery, Ed.D. |
| 4.b. | Reconceptualize the arts and humanities as crosscutting and integral to all disciplines by connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields | Work toward establishing ODU as a comprehensive center for the arts in Hampton Roads that is world-class and includes funds for guest performing artists, faculty in residence, mixed arts showcases, and faculty and student travel to elite performance and exhibition venues | The Diehn Concert Series, Annual Literary Festival, Baron and Ellin Gordon Art Galleries, Barry Art Museum, Goode Theatre, Brock Commons, University Theatre, and Chandler Recital Hall presented 166 FY23 Arts@ODU public offerings comprised of the following: 68 performances; 23 exhibitions; 17 lectures; 15 workshops; 15 receptions; 14 screenings; 11 readings and three festivals. Consultants have been engaged to work with the College of Arts and Letters and the Batten College of Engineering and Technology to assess space needs and propose a new building that would house a performing arts venue, innovative engineering spaces, and collaborative multi-purpose areas. | As an R1 institution aiming for a comprehensive, world-class center for the arts, the University needs additional investment in arts administrative infrastructure and funding to include: full-time and part-time professionals along with dedicated spendable income. Funding, design, and physical location for the new collaborative building will need to be identified. | The College of Arts and Letters, Arts@ODU, and the Graduate School regularly collaborate with numerous departments and programs across and outside the University and continue forging new relationships to expand offerings and benefit participants. For the new building the College of Arts and Letters, Arts@ODU, the Batten College of Engineering and Technology, Facilities Management and Construction, RRMM Architects, Pelli Clarke and Partners, Theatre Project Consultants, Kirkegaard Acoustical Consultants are working together. | Next steps include continuing to develop creative, strategically partner on programming, incorporate any new seed funding and new or reallocated positions and spaces within the University. Also, it will be important to continue preparations and fundraising efforts to send the ODU Choir to perform at Carnegie Hall in March 2024. There will be continued work with architectural consultants to produce a building proposal. | The investment strategy will continue to utilize existing gift accounts, base funding, earned revenue, and staffing lines to support ongoing and future arts programming, while also identifying funding for new building. | Executive Director for the Arts Cullen Strawn, Ph.D. |