Division of Research, Economic Development, and Engagement 2017-2022 Strategic Plan

Unit Mission: To serve the two major academic divisions, Academic Affairs and Health Sciences, in delivering graduate education, pursuing scholarship, and engaging regional partners by:

- Providing leadership for sponsored research, technology transfer, research compliance, and graduate and post-graduate education.
- Coordinating multi-disciplinary and multi-institutional activities related to research, creative activities, graduate studies, and economic development.
- Providing institutional oversight of graduate student admissions, assistantships, and program quality.
- Growing faculty research programs through investment of institutional resources
- Administering extramural funding
  - Pre-award grant proposal development, approval, and submission
  - Contract negotiation and execution
  - Post-award accounting and regulatory compliance
- Promoting the ethical conduct of research
- Maximizing impact of the institution’s intellectual property
- Promoting economic development and community engagement

Commitment 1: Maximize Student Success

University Goal 1.5: We will support the ECU Honors College and build it into one of the top programs nationally. We will leverage the impact of the Honors College by doubling its size over the next four years.

Unit Objective 1: Support 10 undergraduate Honors Research Projects annually

Metrics:
1. Number of Honors Students conducting research projects
2. Funds awarded annually through the Office of Undergraduate Research to the Honors College for undergraduate research projects

Actions:
1. Earmark $50,000 annually for undergraduate research in the Honors College.

University Goal 1.8: We will expand service learning, undergraduate research and creative activity across our entire campus as a strategy for degree completion.

Unit Objective 2: Increase funding for undergraduate research to $200,000/yr. by 2022.

Metrics:
1. Total funds awarded annually for undergraduate research projects through the Office of Undergraduate Research
2. Graduates of ECU entering graduate programs

Actions:
1. Grow the extramural support for research, thereby increasing both project-specific and discretionary funding for undergraduate research.
2. Coordinate with the Advancement, Marketing, and Communications to develop and implement a strategic marketing plan leading to gifts in support of student research.
3. Develop a searchable online inventory of faculty expertise and research interests to facilitate students identifying suitable mentors for research projects, including mentors with research funding.

**Commitment 2: Serve the Public**

**University Goal 2.2:** We will refine our strengths as an "Engaged University" (as designated by the Carnegie Foundation) and as an Economic Prosperity University (as designated by the Association of Public and Land Grant Universities) to benefit communities in eastern North Carolina and beyond.

**Unit Objective 3:** Increase external funding of ECU–community engagement programs to >$6 million/yr. by identifying and investing in engagement programs that align with educational and research programs of the university.

**Metrics:**
1. Number of grants awarded for community education, health care services and engaged outcomes research for the underserved in eastern NC (from sponsors such as Health Resources and Services Administration, foundations and endowments)
2. Dollar value of grants awarded for community education, health care services and engaged outcomes research for the underserved in eastern NC (from sponsors such as Health Resources and Services Administration, foundations and endowments)
3. Number and dollar value of grants awarded for engaged outcomes research that involves patients, caregivers, clinicians, and other healthcare stakeholders throughout the research process (from sponsors such as Patient-Centered Outcomes Research Institute, foundations and endowments).
4. Number and dollar value of research partnerships between ECU and community groups

**Actions:**
1. Match faculty expertise and community needs with funding opportunities
2. Align activities of the Offices of Research Development; Public Service and Community Engagement; and Engagement, Innovation, and Economic Development to promote faculty and student awareness of funding opportunities that support engaged scholarship.
3. Create access to primary care services and engaged health and outcomes research by increasing infrastructure in Community Service Learning Centers.

**University Goal 2.3:** We will be a national leader in research.

**Unit Objective 4:** Double the amount of external funding for internationally-oriented research projects and collaborations.

**Metrics:**
1. Extramural awards administered through the Office of Sponsored Programs that have an international focus.
2. Number of research leaves for faculty experiences overseas.

**Actions:**
1. Develop mechanisms for proposal development personnel within the research administration infrastructure to identify funding opportunities for international research projects.
2. Develop a robust export control program that facilitates international engagement by faculty and students.
3. Develop processes and procedures for monitoring international subrecipients.
4. Facilitate research leaves for faculty to pursue scholarship overseas.

University Goal 2.5: We will be a portal for professional development, continuing education, and lifelong learning opportunities that support the needs of our region’s people and businesses

Unit Objective 5: By 2022, train 30 teams of faculty, staff, students and community members in the ideation and assessment process for new innovations, products and business development opportunities, annually

Metrics:
1. Number of teams engaged in training through the ICORP
2. Number of business plans developed and consultations provided through the SBTDC
3. Number of occupants in Greenville SEED.

Actions:
1. Establish training programs under the NSF ICORP training grant
2. Working with IPAR and Joyner Library, leverage the public accessible data in Faculty 180 and VIVO platforms into a portal connecting faculty, students, and regional partners with expertise and facilities within the university.
3. Collaborate with College of Business and College of Engineering and Technology to convert Building 043 into a collision space for entrepreneurs.
4. Establish an Office of New Ventures focused on creating new businesses from within eastern NC.
5. Collaborate with the City of Greenville to provide incubator space for early stage businesses
6. Collaborate with the US Small Business Administration to provide assistance to emerging businesses

Commitment 3: Lead Regional Transformation

University Goal 3.1: We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, advanced manufacturing, and assisting the military.

Unit Objective 6: Increase total extramural funding to $60 million/year and research expenditures to $50 million/year by 2022.

Metrics:
1. Extramural awards administered through the Office of Sponsored Programs
2. Expenditures reported by NSF HERD survey
3. Gifts to the Medical and ECU Foundation in support of research

Actions:
1. Maximize F&A and salary recovery on grants, thereby generating revenue streams to invest in research faculty and projects.
2. Build institutional competitiveness for multidisciplinary program funding.
3. Increase support for intramural grants (seed funding and reassignment awards) and link funding to a rigorous review process that maximizes the likelihood of significant return, alignment with strategic directions, and accountability for the funds invested.

4. Develop research around themes that integrate disciplines and build on the existing strengths of the institution and our close partners. Prioritize projects aligned with regional needs and opportunities for center, program project and interdisciplinary funding in coastal/marine science (including water resources), Big Data and Analytics, Biomedical Sciences and Engineering, Energy and Natural Resources, Health Behavior, Human Health and Disease, Marine and Coastal, Precision Medicine, and STEM Innovations.

**University Goal 3.2:** We will triple the volume of clinical trials of promising medicines, treatments, and devices and be a national leader in patient-centered outcomes research and community-based behavioral medicine.

**Unit Objective 7:** Increase clinical trials expenditures to $4.5M/yr. by 2022, through development of a clinical trials network across eastern NC under a unified practice plan with Vidant Medical Center

**Metrics:**
1. Clinical trials expenditures annually
2. Number of clinical trials contracts negotiated annually
3. Number of new patients enrolled in clinical trials annually

**Actions:**
1. Partner with Vidant Health to consolidate services related to clinical trials to maximize efficiency and expand the number of affiliated medical centers and clinics able to conduct trials.
2. Develop a mechanism to capture research expenditures under a unified practice plan with Vidant Health.
3. Reinvest revenues generated from clinical trials back into the enterprise to build infrastructure required to support the network.
4. Implement a clinical trials management system to support feasibility analyses, patient enrollment, and assignment of costs.
5. Provide continuing education and/or certification programs for clinical trials coordinators across the region.

**University Goal 3.3:** We will grow public-private partnerships through development of the East Carolina Research and Innovation Campus, making ECU “open to business”

**Unit Objective 8:** Increase industry-sponsored research and training awards to $10 million/yr. by 2022

**Metrics:**
1. Funding to ECU via industry-sponsored grants and contracts
2. Square footage of designated millennial space occupied by industry partners
3. Number of industry partners occupying millennial-designated space

**Actions**
1. Update the University Master Plan
2. Renovate the Haynie Building to provide space to facilitate public-private partnerships
3. Streamline the processes and procedures for industry and community partners to access the institutions resources
4. Develop an easily accessible portal and “industry-friendly” contract terms and conditions that balance costs, revenue, and protection of intellectual property.
5. Develop partnerships with regional industries to strengthen their competitiveness in the global economy, provide research opportunities for our faculty, and inform programs involved in workforce development and continuing education.
6. Partner with regional industries to develop centers of excellence that increase their competitiveness in the business environment while providing opportunities for faculty research and training for students.

Our Responsibilities

University Goal 4.1: We will embrace an inclusive university community and are committed to recruiting and retaining faculty and staff with diverse backgrounds.

Unit Objective 9: Recruit and retain a diverse, research-intensive faculty that is representative of the student population we serve.

Metrics:
1. The percentage of faculty obtaining major extramural funding within 5 years of joining the ECU tenure-track faculty.
2. Attrition of extramurally funded faculty
3. Faculty demographics
4. Number of international fellowships awarded to ECU faculty

Actions:
1. Develop and implement a strategic marketing plan to raise at least $1 million in philanthropic giving by year 5 to support endowed professorships and research infrastructure.
2. Build a recurring fund of $5 million/yr. to fund start-up packages for new faculty
3. Implement research-based incentive plans for all units on campus