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 Action 1.2: Be a “best value” in undergraduate and graduate education, grow programs that support this goal, and reduce the average debt carried by students.

Unit Objective 1: Double the extramural funding for student support to $6 million/year.

Metric:
1. Extramural expenditures for student pay, tuition, fees, and scholarships

Unit Actions:
1. Establish an expectation that intramural awards for startup, seed funding, and reassignment time will result in grant proposals that include graduate student support.
2. Direct institutional funds administered by RGS to initiatives that position teams within the University to compete for training and student research grants.

Unit Objective 2: Increase funding for undergraduate research to $200,000/yr, including $50,000/yr for Honors thesis projects

Metrics:
1. Total funds awarded annually for undergraduate research projects through the Office of Undergraduate Research
2. Total funds awarded annually by the Office of Undergraduate Research for research by Honors College students

Unit 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. Earmark ten undergraduate research awards per year ($5,000 each) for the Honors College.
4. 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 Action 2.6:** We are recognized as an “Engaged University” by the Carnegie Foundation, and our recent “C. Peter Magrath Community Engagement Award” from the Association of Public and Land Grant Universities signifies our national ascent. We will continue on this course by assuring that all ECU programs are committed to outreach and demonstrate that commitment through action. We will identify and invest in engagement programs that align with educational and research programs of the university. We will inventory and align faculty expertise and facilities with regional needs. We will be designated as an Innovation and Economic Prosperity University by the Association of Public and Land Grant Universities.

**Unit Objective 3:** Develop a web portal that promotes interactions with regional partners.

**Metrics:**
1. Number of live portal webpages/functions
2. Number of faculty and facilities linked to the portal
3. Number of hits on the portal webpage
4. Number of partnerships originating from the portal

**Unit Actions:**
1. Work with IPAR and the academic units to identify and implement a web-based platform that can function as both 1) the university record of research, scholarship, creative activities, and facilities, and 2) a portal connecting faculty, students, and regional partners with expertise and facilities within the university.
2. Coordinate with Joyner Library, IPAR, Health Sciences, Academic Affairs, and ITCS to develop a tool to harvest data from existing institutional and public databases, and use the data to populate accounts for each faculty member and facility at ECU.
3. Implement a tool to allow individual faculty members and facility directors to edit the pre-populated data, input additional information, and assign access/viewing rights.
4. Maximize efficiency by utilizing the platform to automatically update REACHNC, required reports, university dashboards, biographical sketches, and curriculum vitae.

**Unit Objective 4:** Increase external funding of ECU–community engagement programs that align with ECU priorities to >$6 million/yr.

**Metrics:**
1. Number and 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)
2. 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).
3. Number and dollar value of research partnerships between ECU and community groups

**Unit Actions:**
1. Use the resources generated in Objective 2.1 to 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. Increase infrastructure in Community Service Learning Centers to create access to primary care services and engaged health and outcomes research
Commitment 3: Lead Regional Transformation

3.1 University Action: Be “open to business”

Unit Objective 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. Specific goals include designation of at least 20,000 ft as millennial space, recruitment of 2 companies to occupy that space, and increasing industry-sponsored research and training awards to $10 million/yr.

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

Unit Actions:
1. Coordinate activities of the Office of Engagement, Innovation, and Economic Development; Administration and Finance; and Institutional Assessment and Research to obtain millennial designation for the Brody Building, the Science and Technology Building, and the Haney Building.
2. Streamline the processes and procedures for industry and community partners to access the institutions resources
3. Develop an easily accessible portal and “industry-friendly” contract terms and conditions that balance costs, revenue, and protection of intellectual property.
4. 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.

University Action 3.3: Dramatically expand ECU’s research enterprise, growing ECU to the 3rd largest in the UNC system

Unit Objective 6: Leverage state appropriations to maximize extramural revenue streams, increasing total extramural funding by 50% to at least $60 million/year and research expenditures to $45 million/year ($47 million awarded to the Division of Health Sciences, $12 million awarded to the Division of Academic Affairs, and at least $2 million in gifts).

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

Unit 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), agromedicine, diabetes and obesity, health disparities, security, defense and veteran health.

Unit Objective 7: Support colleges and departments in recruiting and retaining research-intensive faculty
**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

**Unit 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

**University Action 3.4: Be a national leader in patient-centered outcomes research and triple the volume of clinical trials**

**Unit Objective 8:** Develop a clinical trials network across eastern NC to increase patient access to emerging therapies

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

**Unit 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. Reinvest revenues generated from clinical trials back into the enterprise to build infrastructure required to support the network
3. Implement a clinical trials management system to support feasibility analyses, patient enrollment, and assignment of costs.
4. Provide continuing education and/or certification programs for clinical trials coordinators across the region