



**World-Class Education  
in the Real World™**

wayne.edu • (877) WSU-INFO

## Strategic Plan Implementation *2007 Goals and Outcomes Template*

### Unit: Division of Research

Goal	Measurable Outcome	Action Steps	Target Completion Date
<b>1. Strengthen WSU's national ranking in research, scholarship, and creative activity</b>	1. Increase in number of applications for grants and contracts 2. Increase in number of training grant and graduate fellowship applications 3. Improve in percentage of applications funded 4. Increase in number of awards received 5. Increase in recovery of indirect costs (i.e., F&A) 6. Increase in ranking  7. Increase number of research faculty 8. Increase in percentage of	a. Strategically target areas of growth by promoting individual investigator, as well as multi-investigator, multi-disciplinary, multi-university projects (including training grants) b. Collaborate with the Graduate School to increase the number of externally funded graduate students c. Support strategic recruitment and retention of research faculty in theme areas (i.e. cluster hiring) d. Pursue a Clinical Translational Science Award (CTSA), ensure broad participation across the university, and increase communications concerning the significance and progress of the CTSA application e. Increase alignment of investments in research and academic affairs  f. Strengthen communication between Division of Research and schools, colleges, centers, institutes, and departments to develop customized strategies, identify	a. 9-2008*  b. 9-2010* c. 9-2008* d. 6-2008  e. Initiated and ongoing  f. Initiated and Ongoing

	<p>multi-investigator grants</p> <p>9. Increase in number of graduate/post-doc students participation in research</p>	<p>milestones, and analyze return on investments</p> <p>g. Develop appropriate strategies and expectations for productivity and funding in the Humanities and the Arts</p> <p>h. Collaborate with Development to provide additional support for the Research Enhancement Program; endowed chairs and professorships; and start-up and retention funds</p> <p>i. Strengthen programs to increase grant applications and competitiveness (e.g., bridge funding, application pre-review, matching funds, grant writing workshops)</p> <p>j. Ensure that research data submitted to NSF, NIH, and other bodies are accurate</p> <p>k. Enhance our presence in Washington and strengthen collaboration with Government and Community Affairs</p> <p>l. Increase competitiveness of faculty for external research support by encouraging external pre-review of grant applications</p> <p>m. Establish debriefing sessions for faculty who are on review panels to inform faculty and administrators of research trends</p> <p>n. Develop additional mentoring programs for junior faculty</p>	<p>g. 9-2008</p> <p>h. 9-2008</p> <p>i. Initiated and ongoing</p> <p>j. 2-2008</p> <p>k. 4-2008</p> <p>l. Initiated and ongoing</p> <p>m. 1-2008</p> <p>n. 11-2007</p>
<p><b>2. Identify strategies for dissemination of research information and awards</b></p>	<p>1. Increase in number of press releases related to research</p> <p>2. Increase in number of research stories in print and electronic media</p> <p>3. Increase in awareness of research contribution to both internal and external constituencies</p>	<p>a. Develop a communication plan for research in partnership with Marketing and Communications</p> <p>b. Enhance research visibility on the university's main website</p> <p>c. Expand and improve internal communications related to research</p> <p>d. Strengthen use of electronic communications to promote research image and profile</p> <p>e. Contribute to the creation of clear brand image for the university that reflects WSU research contributions (e.g., Urban University in the 21<sup>st</sup> Century)</p>	<p>a. 3-2008</p> <p>b. 8-2008</p> <p>c. 2-2008</p> <p>d. 5-2008</p> <p>e. Initiated and ongoing</p>



	<p>relationships, and related topics; number of entrepreneurial network presentations on venture development opportunities Spread throughout fiscal year</p> <p>4. Enhancement of outreach to industry (e.g., number of new relationships established with industry; number of ongoing relationships with industry sustained; number of new relationships with outside external constituents)</p> <p>5. Increase in promotion of WSU and its technology (e.g., number of media hits involving WSU inventions, technology transfer, licensees or start-ups) Spread throughout fiscal year but complete by 9-30-08</p>	<p>opportunities to protect WSU research and increase number of successful transfers of technology</p> <p>d. Expand relationships with industry and the investment community to gain input on technologies to invest in and develop commercialization plans</p> <p>e. Determine ways to fund added value before a technology goes to market through use of internal and external gap funds to create prototypes, validate technology or remove technology risk</p>	<p>d. 9-2008</p> <p>e. 9-2008</p>
<p><b>4. Strengthen human and physical resources in support of research</b></p>	<p>1. Increase in funding for faculty start-up and retention packages</p> <p>2. Increase in number of new faculty and graduate students who participate in mentoring programs</p> <p>3. Increase in number of units that significantly regard</p>	<p>a. Increase budget support for faculty start-up and retention packages</p> <p>b. Enhance the mentoring for new faculty and graduate students</p> <p>c. Advocate to expand criteria for promotion and tenure to include multi-investigator grants and multi-authored papers</p> <p>d. Develop a campus-wide research facilities plan that reflects growth in targeted areas</p>	<p>a. 10-2009</p> <p>b. Initiated and ongoing</p> <p>c. 6-2008</p> <p>d. 9-2011</p>

	<p>contribution of multi-investigator publications and grants in promotion and tenure documents</p> <p>4. Increase in number of grant management functions that are web-based and dynamic</p> <p>5. Increase in number of school/department/staff engaged in grants management training</p> <p>6. Increase in campus satisfaction with grants management</p>	<p>e. Advocate for budget item position(s) reporting jointly to VP for Finance and OVPR in order to strengthen the partnership with Facilities, etc.</p> <p>f. Strengthen partnership with C&amp;IT in order to upgrade and maintain services to support and accommodate the research enterprise</p> <p>g. Create full electronic pre-award submission process that includes single point of entry for submitting grant information</p> <p>h. Develop training program for business managers, administrative service officers, and other relevant school/college/department staff</p> <p>i. Advocate to improve hiring processes that are more responsive to research needs</p> <p>j. Improve current grants management system to reflect both institutional and investigator needs</p>	<p>e. 10-2009</p> <p>f. Initiated and ongoing</p> <p>g. 9-2009</p> <p>h. Initiated 9-2007</p> <p>i. Initiated and ongoing</p> <p>j. Initiated and ongoing</p>
<p><b>5. Strengthen opportunities for undergraduates to participate in research</b></p>	<p>1. Web site established to showcase undergraduate research opportunities</p> <p>2. Increase in number of undergraduates engaged in research</p> <p>3. Increase in number of OVPR members participating in the Undergraduate Research Conference</p> <p>4. Improvement in NSSE scores reflecting research involvement</p> <p>5. Increase in number of WSU undergraduates who elect to pursue advanced degrees</p>	<p>a. Increase knowledge of available research opportunities for undergraduates</p> <p>b. Create an undergraduate research mentor award</p> <p>c. Establish collaborations between the Office of the Vice President for Research and the Undergraduate Research Program</p> <p>d. Establish faculty initiation and rewards that will facilitate the inclusion of undergraduates into research programs.</p> <p>e. Develop an advisory board that focuses on undergraduate research and would include active researchers and OVPR</p> <p>f. Involve OVPR in the Undergraduate Research</p>	<p>a. 2-2008</p> <p>b. 10-2008</p> <p>c. 12-2007</p> <p>d. Need date</p> <p>e. 2-2008</p> <p>f. 11-2007</p>

		Conference	
<p><b>6. Strengthen infrastructure to support research compliance activities</b></p>	<ol style="list-style-type: none"> <li>1. Reduction in the timeline from submission to approval for review and initiation of compliance processes</li> <li>2. Increase in number of researchers completing training modules</li> <li>3. Increase in number of hits on Compliance websites</li> <li>4. Increase in number of education outreach activities competed</li> <li>5. Increase in the number of submissions for Export Control Review</li> </ol>	<ol style="list-style-type: none"> <li>a. Develop and implement uniform forms</li> <li>b. Implement electronic submission and management software</li> <li>c. Develop training program for research coordinators</li> <li>d. Develop Export Control Training module</li> <li>e. Enhance educational material on compliance websites</li> <li>f. Increase compliance presentations and seminars</li> <li>g. Upgrade current Export Control Program</li> <li>h. Establish a permanent Export Control Advisory Committee</li> </ol>	<ol style="list-style-type: none"> <li>a. 9-2008</li> <li>b. 6-2008</li> <li>c. 6-2008</li> <li>d. 9-2008</li> <li>e. 6-2008</li> <li>f. 9-2008</li> <li>g. 9-2008</li> <li>h. 9-2008</li> </ol>