



**Office of Sponsored Programs and Research Administration (OSPRA)
Strategic Plan
2019 – 2025**

About the OSPRA Strategic Plan:

The *OSPRA Strategic Plan* was developed from January, 2019 – May, 2019 by the Strategic Planning Sub-Committee of the *OSPRA Advisory Committee* and the OSPRA Director. Strategic Planning members included: Drs. Janet Baiardi, Cate Caldwell, Nancy Calleja, Shuvra Das, and Elizabeth Hill. The Strategic Plan was adopted and authorized by Provost and Academic Vice President Pamela Zarkowski on May 14, 2019.

Three major issues inspired the development of the *OSPRA Strategic Plan* that included: 1) leveraging the gains made within the University since 2009 (i.e., expanded external funding to approximately \$3M annually), 2) the National Council of University Research Administrators' (NCURA) 2018 recommendation to develop and implement an *OSPRA Strategic Plan* to provide comprehensive guidance to the University, and 3) to coincide with the development of the University Strategic Plan to be released later this year.

Guiding Themes:

Three themes animate the *OSPRA Strategic Plan*, and should be evident throughout the Plan. These are:

1. *The need for **institution-wide participation and unity** in pursuing and supporting the pursuit of external funding for research and sponsored programs;*
2. *The need for continuous **transparency and comprehensive communication** about all aspects related to external funding for research and sponsored programs; and*
3. *The significance of external funding to sustain and enhance the University in the short- and long term, directly reflecting the academic institution's **commitment to scholarship, enhancing the University's stature, and improving the University's financial health.***

Goal 1: Further strengthen the existing infrastructure for external research and sponsored program funding.

Action Step 1: Implement new strategies and technology to support funding expansions including each of the following:

- a) Acquire new grants database subscription;
- b) Explore and evaluate potential new research administration technology;
- c) Leverage internal grant funding (i.e., IRF) for external grant funding pursuit;
- d) Explore formalizing the relationship between faculty workload and grant pursuit; and
- e) Explore the establishment of an OSPRA allowance to prospective new external funding awardees.

Timeframe: August, 2019 - August, 2024

Responsibility and Reporting: OSPRA Director and OSPRA Advisory Committee (OAC)

Action Step 2: Provide assistance to any school or college without policies and procedures for the redistribution of recovered indirect funds for implementation by November, 2019.

Responsibility and Reporting: Deans, OSPRA Director; Deans

Action Step 3: Develop enrichment programs for academic leadership (i.e., deans, associate deans of research) and faculty including an annual Dean Workshop on Pursuit of External Research and Sponsored Program Funding and an annual Faculty Workshop on Pursuit of External Research and Sponsored Program Funding, and other internal and/or external programs and/or workshops.

Timeframe: Annually, 2020 - 2025

Responsibility and Reporting: OSPRA Director and OAC; OSPRA Director

Action Step 4: Implement NCURA recommendations for best practices in research administration.

Timeframe: December, 2020

Responsibility and Reporting: OSPRA Director, AVP & Provost, Post-Grants Award Coordinator, Deans; OSPRA Director

Goal 2: Strengthen the institutional culture to more effectively support and promote the pursuit of external research and sponsored program funding across the entire University.

Action Step 1: Regularly report and broadly publicize pursuits and outcomes related to external and internal funding for research and sponsored programs that minimally includes:

- a) Publish a comprehensive *OSPRA Annual Report of Scholarly Funding Pursuits and Awards* (May 1 – April 30) that includes a summary of all submitted proposals, outcomes, PI's, PI schools and/or colleges; annual school and college external research funding goals and outcomes; an analysis of annual external funding pursuits and outcomes, and other relevant data, to be disseminated across the University and widely publicized;
- b) Publish and distribute the *OSPRA Newsletter* quarterly including quarterly and annual grant-related data, available resources, and strategies for pursuing funding;
- c) Disseminate an annual summary of IRF awards and outcomes, including IRF conversions to external funding awards;
- d) Incorporate an annual special feature of externally-funded research at the *Celebration of Scholarly Achievement*;
- e) Incorporate a discussion on the importance of external funding for research and sponsored programs into the annual *President's Convocation*, including an annual summary of funding awards;
- f) Incorporate a discussion of the importance of external funding for research and sponsored programs into the Provost's annual forum (i.e., State of the Institution Address), including an annual summary of funding awards, and outcomes related to external funding;
- g) Publicize the participant list from annual Grant-Writing Workshop and the link between Grant-Writing Workshop and external funding awards, and include in the *OSPRA Annual Report*.

Timeframe: Annually, May, 2020 – May, 2025

Responsibility and Reporting: OSPRA Director; IRF Co-Chairs; Deans; OSPRA Director

Action Step 2: Work with *Marketing and Communications* to implement a comprehensive communication plan to continuously promote the pursuit of external funding through press releases, *Spiritus*, *Campus Connection*, and through other venues.

Timeframe: Ongoing through 2025

Responsibility and Reporting: OSPRA Director and VP, Marketing and Communication

Action Step 3: Incentivize the pursuit of external research and sponsored program funding through existing resources (i.e., the redistribution of recovered indirect funds within all schools and colleges) and the development of at least one new other incentive program.

Timeframe: May, 2021

Responsibility and Reporting: OSPRA Director, OSPRA Advisory Committee, AVP & Provost; OSPRA Director

Goal 3: Expand external funding to \$5M annually through University-wide participation and by leveraging existing resources.

Action Step 1: Fully utilize the OSPRA Annual Report, and analyses related to external and internal funding data annually to direct support and planning efforts related to future pursuit of funding.

Timeframe: Annually, 2019 - 2025

Responsibility and Reporting: OSPRA Director and OSPRA Advisory Committee (OAC)

Action Step 2: Maintain existing OSPRA infrastructure (i.e., Director, Advisory Committee) and retool other supportive endeavors for external scholarly funding (e.g., Grants Review Team, instructional videos, sponsored talks).

Timeframe: Through August, 2025

Responsibility and Reporting: OSPRA Director and AVP & Provost; OSPRA Director

Action Step 3: Establish annual external research and sponsored program funding goals within each school and college, and publicly report goals and annual performance.

Timeframe: Annually, 2020 - 2025

Responsibility and Reporting: College or School Dean

Action Step 4: Increase the number of new pursuers of external research and sponsored program funding to an average of five new individuals annually by providing strategic and direct support to potential first-time pursuers.

Timeframe: Annually, 2020 - 2025

Responsibility and Reporting: Deans, Faculty, OSPRA Director, OAC; OSPRA Director

Action Step 5: Increase submissions of applications for external research and sponsored program funding by an average of 20% by 2025.

Timeframe: Annually, 2020 - 2025

Responsibility and Reporting: Deans, Faculty, OSPRA Director, OAC; OSPRA Director

Action Step 6: Convert 20% of the annual internal funding award recipients to external funding award recipients annually by providing direct assistance to applicable IRF recipients.

Timeframe: Annually, 2020 - 2025

Responsibility and Reporting: Deans, Faculty, OSPRA Director, OAC; OSPRA Director