

Cascaded Plan – Waypoint 1
July 1, 2016 – June 30, 2019

Support Unit Name (e.g. VP Area etc.): Office of Research and Economic Development

Long term focus which supports the University of Idaho Strategic Plan:

(Narrative including which university goal(s) will be advanced and supported by the unit's highest priority activities over the next nine years and a brief description of anticipated tactics deployed to help the University of Idaho meet goal(s))

The University of Idaho is implementing its recently completed Strategic Plan and Process 2016-2025. Among the performance measures identified in the strategic plan's Goal 1, "Innovate – Scholarly and creative work with impact," are number terminal of degrees (e.g., Ph.D.) awarded, number of postdoctoral scholars employed in research, and total research expenditures. Progress is assessed using the Carnegie Doctoral University criteria and comparison to Highest Research Activity (R1) classification. The strategic plan sets out aggressive goals of increasing terminal degrees, postdocs, and total research expenditures by approximately 55%, 80%, and 70%, respectively, by 2025.

The Office of Research and Economic Development (ORED) is using four interrelated strategies to help achieve these goals.

Two strategies address Goal 1. The first strategy increases faculty research effectiveness and capacity. This is accomplished by ensuring competitive new faculty startup packages, developing and managing large proposals, enhancing faculty development, operating world-class research facilities such as the recently completed Integrated Research and Innovation Center (IRIC) and the planned Center for Agriculture, Food, and the Environment (CAFE), and operating well-managed, demand-driven research core facilities.

The second strategy expands existing and creates new university-wide research entities (initiatives, institutes, and centers) focused on university-wide research priorities in areas such as fire science, food-energy-water, and cybersecurity, and tasks these entities with increasing the number of extramurally funded Ph.D. research assistantships. This is accomplished by increasing the number of faculty affiliated with the research entities, increasing the number and size of grants and contracts from all sources, and increasing the number of Ph.D. students and postdoctoral scholars participating in sponsored research.

The third strategy supports Goal 2, "Engage – Outreach that inspires innovation and culture," by expanding existing research partnerships as well as developing new ones. This is accomplished by enhancing state, regional, and national partnerships to participate in large funding opportunities such as the National Science Foundation's Innovations at the Nexus of Food, Energy and Water Systems program; leveraging membership in the Center for Advanced Energy Studies (CAES) to promote regional partnerships with universities, national laboratories and industry; building stronger relationships with Idaho National Laboratory in areas such as infrastructure cybersecurity and the energy-water nexus; fostering relationships with national scientific user facilities such as the Environmental Molecular Science Laboratory; and increasing engagement with corporate and industry sponsors.

The fourth cross-cutting strategy supports achievement of Goal 4, "Cultivate – A valued and diverse community," by promoting a strong team culture within ORED, resulting in excellent customer service and support to internal and external stakeholders.

ORED has developed a cascaded plan that includes specific targets for each of its functional areas—Office of the Vice President, Office of Technology Transfer (including soon to be created Office of Economic Development), Office of Research Assurances, Office of Sponsored Programs, Office of Research Development, and Institutes, Centers & Special Programs (Research Entities)—that weave its four strategies into actionable plans and associated metrics. Successfully executing these strategies will position UI to achieve the strategic plan’s goals for research program growth and will ensure that UI continues to be a leader in delivering high-impact research and education programs to its stakeholders.

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	Increase faculty research effectiveness and capacity Expand existing and create new university-wide research entities	Functional Area Specific Milestones
Engage (especially Go-on rates)	Y	Expand existing research partnerships as well as develop new ones	Functional Area Specific Milestones
Transform (especially Enrollment and Retention)	N		
Cultivate (especially Work Environment and Inclusivity)	Y	Promote a strong team culture within ORED	Functional Area Specific Milestones

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

Key tactics described here in narrative form, as a numbered list that will be performed during the first three years of the plan. Include a cross referencing to strategic plan goals and objectives where possible.

As discussed above, ORED has a critical role to play in Goal 1 (Innovate) and significant roles to play in Goal 2 (Engage) and Goal 4 (Cultivate). During the timeframe for the first Waypoint, ORED will focus much effort on these three goals. ORED also has an important supporting role to contribute to Goal 3 (Transform), especially in helping the colleges grow research Ph.D. enrollment and terminal research degrees.

Specific tactics include:

1. Increase faculty research effectiveness and capacity by
 - a. Exploring new strategies to fund new faculty startup packages through a proposed central/college shared model
 - b. Expanding ORED capacity to support proposal development and large project management
 - c. Expanding ORED capacity to support faculty development activities (especially early career researchers)
 - d. Providing targeted programs to support graduate program growth in the creative arts, humanities, and social sciences
 - e. Supporting faculty in obtaining national recognition (AAAS Fellows, Fulbright Awards, NEH fellows, National Academy of Inventors, etc.)
 - f. Operating and supporting world-class research facilities such as the Integrated Research and Innovation Center (IRIC)
 - g. Providing demand-driven research core facilities and central research software licenses
 - h. Minimizing administrative burdens on faculty members through enhanced services and streamlined procedures from the Offices of Sponsored Programs, Research Assurances, and Technology Transfer and Economic Development
 - i. Provide research leadership mentoring and opportunities to select faculty members through a “Faculty Fellows” program
2. Task existing and new university-wide research institutes/centers with growing the number of extramurally funded Ph.D. research assistantships and ultimately the number of Ph.D. degrees awarded by
 - a. Increasing the number of students and faculty members affiliated with Research Entities
 - b. Increasing the number and size of grants and contracts from federal agencies, industry, and other sources
 - c. Increasing the use of Ph.D. students and postdoctoral scholars (as appropriate) in the completion of this sponsored research
3. Expand existing and develop new research partnerships by
 - a. Enhancing state (BSU, ISU, CSI, NIC, BYU-I), regional (OR, WA, MT, WY), and national partnerships to participate in large funding opportunities
 - b. Leveraging membership in the Center for Advanced Energy Studies (CAES)
 - c. Building strong relationships with Idaho National Laboratory and other national laboratories.
 - d. Increasing faculty, staff, and student engagement with corporate and industry sponsors

4. Promote a strong team culture within ORED resulting in excellent customer service and support to internal and external stakeholders by
 - a. Maintaining and enhancing a collaborative, open work environment
 - b. Providing professional development, cross-training, and career advancement opportunities
 - c. Facilitating diversity and inclusion in hiring and promotions
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Waypoint 1 Metric Targets for Unit:

For each numbered tactic on the prior page, please link to the appropriate strategic plan goal/objective and suggest a means of measuring progress over the course of the next three years (e.g. completion dates for milestones, specific measures of progress unique to your unit).

Office of the Vice President (OVP)

Office of Research and Economic Development

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.a.	1A, 1B, 1C	Progress towards Implementation of new faculty startup model	Funding for program approved	Develop and implement policies	Monitor performance for continuous improvement	
1.d.	1A, 1B, 1C	Integrate social science and humanities into the institute process	Initiate faculty proposal	Develop policies for faculty driven activities	Monitor performance for continuous improvement	
1.e.	1C	Faculty considered for national recognition support	Define process	Annual review with deans of meritorious faculty	Annual review with deans of meritorious faculty	
1.g.	1A, 1B, 1C	Implement a Core Facilities Activity	Complete major equipment inventory	Complete development of Core Facility program	Fully implement a the Core Facility Program	
1.h.	1A, 1B, 1C 4B, 4C	Process and performance evaluations including tracking of institutional performance	Review processes, develop documented procedures as appropriate, and update university performance metrics	Review processes, develop documented procedures as appropriate, and update university performance metrics	Review processes, develop documented procedures as appropriate, and update university performance metrics	<i>Review approximately one-third of processes annually. Develop and maintain a database of university research performance metrics (e.g., Carnegie, CMUP, etc.)</i>
1.h.	1A, 1B, 1C 4B, 4C	Improve university awareness of provided research services	Establish baseline of website visits	105% of baseline	110% of baseline	<i>Internal marketing and education activity of ORED services</i>
1.i.	1A, 1B, 1C 2B, 2C	Number of Faculty Fellows	Establish program	3	5	

3.a.	1A, 1B, 1C 2B	Number of multi-institutional workshops	1	2	3	<i>Coordinate with the ORD</i>
3.c.	2B	Implement INL Scholars Program	Finalize with INL program	Program milestones	Program milestones	<i>Collaboratively with the INL</i>
4.a.	4B, 4C	Participate in Senior Leadership Team meetings	Weekly meetings to monitor and discuss workplace culture	Weekly meetings to monitor and discuss workplace culture	Weekly meetings to monitor and discuss workplace culture	<i>Continuous improvement activity</i>
4.b.	4B, 4C	Annual performance evaluation	Establish and ensure that unit-specific goals are achieved	Establish and ensure that unit-specific goals are achieved	Establish and ensure that unit-specific goals are achieved	<i>Continuous improvement activity</i>
4.c.	4A	Hiring and promotions	Document that diversity and inclusion were included in recruiting, hiring, and promotion decisions	Document that diversity and inclusion were included in recruiting, hiring, and promotion decisions	Document that diversity and inclusion were included in recruiting, hiring, and promotion decisions	<i>Continuous improvement activity</i>

Office of Research Assurances (ORA)

Office of Research and Economic Development

Initiative Number	Strategic plan goal and objective	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.b.	1A, 1C, 4C	Progress toward campus-wide, interest-based conflict of interest reporting	50%	100%	NA	
1.b., 1.h.	1A, 1C, 4C	Progress toward establishing an OTT system to ensure all proprietary information received under NDA is pre-coordinated with ORA	50%	100%	NA	
1.b.	1A, 1C, 4C	Number of approved Unmanned Aerial Systems (UAS) applications	3	9	15	
1.b., 1.h.	1A, 1C, 4C	Progress toward AAALAC accreditation	10%	25%	40%	
1.f. 1.g.	1A, 1B, 1C	Research facility square footage occupancy, research expenditures, invention disclosures	TBD			
1.h.	1A, 1C, 4C	Average & median review periods for IACUC congruence review	<=10 business days (80%)	<=7 business days (80%)	<=7 business days (90%)	
1.h.	1A, 1C, 4C	Number of drafted/implemented standard operating procedures for ORA (numerator), number of identified practices for memorialization (denominator)	33%	67%	90%	

1.h.	1A, 1C, 4C	Number of semi-annual ORA customer surveys per year	1	2	2	
1.h.	1A, 1B, 1C 4B, 4C	Improve university awareness of provided research services	Establish baseline of website visits	105% of baseline	110% of baseline	<i>Internal marketing and education activity of ORED services</i>
3.c.	2B, 4C	Number of export-related teleconferences with INL and university partners per year	10	10	10	
3.d.	2B, 2C, 4B	Number of technology control plans associated with industry NDAs	1	2	4	

Office of Research Development (ORD)
Office of Research and Economic Development

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.b.,1.c., 1.e., 2.b.	1A, 1B, 1C, 4C	Number of employees in new Office of Research Development	Develop plan for new office	ORD director and three staff members in place	Fulfill plan for new office	
1.b., 1.c., 1.e., 2.b.	1A, 1B, 1C	Number of proposal working groups per year	1	2	3	
1.b.,1.c., 1.e., 2.b.	1A, 1B, 1C	Number of large proposal (> \$5 million) submitted per year	3	5	7	<i>Coordinated with ORED Research Entities as appropriate</i>
1.b., 1.c., 1.e., 2.b.	1A, 1B, 1C	Number of annual planning grants for collaborative teams and release-time grants for faculty to write proposals	NA	1 each	1 each	
1.b., 1.c., 1.e., 2.b.	1A, 1B, 1C	Number of annual faculty trainings in leading and participating in collaborative research	NA	1	1	
1.b., 1.c., 1.e., 2.b.	1A, 1B, 1C	Number of faculty excursions to DC per year	1	2	2	
1.c., 1.d.	1A, 1B, 1C	Number of annual Seed and other internal grant programs	1 each	2 each	2 each	<i>Including increase opportunities for the humanities</i>
1.b., 2.b.	1A, 1B, 1C	Number of strategic research planning meetings within the university per year	NA	4	4	

1.b., 2.b., 3.a.	1A, 1B, 1C, 2B	Number of interinstitutional strategic research planning meetings per year	NA	2	2	<i>Coordinate with OVP</i>
1.b., 2.b., 4.b.	1A, 1B, 1C, 4B, 4C	Number of proposal and funding trainings with other ORED units per year	NA	1	2	
1.h.	1A, 1b, 1c 4B, 4C	Improve university awareness of provided research services	Establish baseline of website visits	105% of baseline	110% of baseline	<i>Internal marketing and education activity of ORED services</i>

**Office of Sponsored Programs (OSP)
Office of Research and Economic Development**

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.h.	1A, 1B, 1C, 4C	Progress toward implementation of recommendations from the NCURA Peer Review Final Report	Develop implementation schedule; complete Tier 1 recommendations	Complete Tier 2 recommendations	Complete Tier 3 recommendations	
1.h.	1A, 1B, 1C, 4C	Progress toward VERAS implementation	Complete COI module	Complete IACUC module	Complete pre-award module	
1.h.	1A, 1B, 1C, 4C	Progress toward review of risk areas	Complete position paper	NA	NA	
1.b., 1.c., 1.h., 4.a.	1A, 1B, 1C, 4C	Expand activities for OSP interaction with departmental grant administrators	Conduct survey of DGAs	Schedule and complete a minimum of two joint activities	Schedule and complete a minimum of three joint activities	<i>May be joint activities with other groups</i>
1.h., 4.a.	1A, 1B, 1C, 4C	Frequency of "Welcome to Campus" sessions within 90 days of investigator arrival	As required	As required	As required	
1.h.	1A, 1b, 1c 4B, 4C	Improve university awareness of provided research services	Establish baseline of website visits	105% of baseline	110% of baseline	<i>Internal marketing and education activity of ORED services</i>
4.b.	1A, 1B, 1C, 4C	Progress toward providing cross-training between OSP units	Develop cross training schedule for FY18	Complete FY18 training; update training materials and SOPs; develop schedule for FY19	Complete FY19 training; update training materials and SOPs; develop schedule for FY20	
4.b.	1A, 1B, 1C, 4B, 4C	Number of opportunities for interaction between OSP and other ORED units	Conduct survey of ORED units to identify areas of interest	1 or more	1 or more	<i>May be joint activities with other groups</i>

**Office of Technology Transfer (OTT)
Office of Research and Economic Development**

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.h., 2.b., 3.d.	1A, 1B, 1C, 2B, 2C, 4C	Time from submission to review by and response from OTT	Within 10 days	Within 9 days	Within 8 days	
1.h., 2.b., 3.d.	1A, 1B, 1C, 2B, 4C	Formal evaluation reports on university intellectual property	Formal evaluation of 50% of IP	Formal evaluation of 65% of IP	Formal evaluation of 85% of IP	
1.h., 2.b., 3.d.	1A, 1B, 1C, 2B, 4C	Number of external contacts made per year per IP	2 per unlicensed IP	3 per unlicensed IP	4 per unlicensed IP	
1.h., 2.b., 3.d.	1A, 1B, 1C, 2B, 4C	Number of training consultations offered by OTT per year	25	30	35	<i>OTT will also meet with each new faculty hire to provide an orientation on technology transfer services.</i>
1.h.	1A, 1b, 1c 4B, 4C	Improve university awareness of provided research services	Establish baseline of website visits	105% of baseline	110% of baseline	<i>Internal marketing and education activity of ORED services</i>
3.a., 3.b., 3.c., 3.d.	1A, 2B	Organize an Office of Economic Development	Hire an Executive Director for Economic Development	Complete a university wide comprehensive economic development strategic plan	NA	<i>This will be a new state-wide Office with the director located in Boise</i>
4.b.	1A, 1B, 1C, 4C	Participation in professional organizations, conferences, meetings, seminars and webinars	25 events per year	30 events per year	25 events per year	

ORED Research Entities

Office of Research and Economic Development

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1.b., 2.b.	1A, 1C	Number of proposal submissions facilitated by entities	Define baseline	105% of baseline	115% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>
2.b.	1A, 1B, 1C	Entity-affiliated research expenditures	Define baseline	105% of baseline	115% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>
2.b., 3.a., 3.b., 3.c., 3.d.	1A, 1B, 2B	Number of partnerships between entities and universities, national laboratories, industry, and foundations	Define baseline	105% of baseline	110% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>
2.a.	1A, 1B	Number of entity-affiliated faculty members	Define baseline	105% of baseline	115% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>
2.a., 2.c.	1B	Number of entity-affiliated undergraduate, graduate, and postdoctoral researchers	Define baseline	105% of baseline	115% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>
4.c.	4A	Number of entity-affiliated faculty, staff, and students from diverse backgrounds	Define baseline	105% of baseline	110% of baseline	<i>Performance for FY2017 will be used to establish baseline</i>