Growing Sponsored Research at RIT
August 18, 2010
Consolidated Recommendations

1. President, Provost, SVP of F&A, VPR and Deans define what constitutes RIT research and articulate where it fits in the RIT long term plans and goals (5, 10, 15 years out).
   a. Define what we mean by research. Need a definition for research and scholarship that reflects the unique nature of RIT - creativity, innovation, pedagogy, prototype/application development, problem solving, consulting, basic research, book publishing, and journal articles ...?)
   b. Capture and recognize both externally and internally sponsored research and scholarship?
   c. Identify what must result in
      i. Published
      ii. Peer reviewed
      iii. Disseminated
      iv. Tech Transfer

2. Articulate a complementary, team oriented relationship between research and teaching at RIT
   a. Do research and teaching receive equal status and recognition through promotion and plan-of-work development?
   b. Define recruiting and hiring strategies that meet the needs for establishing research excellence as well as for teaching requirements.
   c. Provide incentives for excellence in teaching and excellence in research?

3. Develop a strategic plan with milestones for reaching the research goals articulated by the senior administration.
   a. Establish the characteristics of a “RIT research focus area.”
   b. Develop / refine and identify the RIT research focus areas where RIT is or could become the recognized leader.
   c. Develop a faculty hiring strategy and plans that include rank, salary and start-up-packages, for multidisciplinary teams and RIT focus areas.
   d. Acquire and support the necessary resources to conduct research including laboratories, equipment, and personnel.
   e. Increase research oriented MS/MA & PhD programs targeted toward the focus areas.
4. Achieve support for research throughout the university (faculty, staff, department/center heads, deans, provost, VP’s, President).
   a. Recognize and reward successes.
   b. Develop a portfolio approach to plans-of-work across the University? Provide faculty teaching relief for their awarded external funded research.
   c. Define an internal investment request procedure and the funding sources (“Multi-year Research Budget Hearings”) that align with RIT research goals – salaries & seed funding for new faculty, start-up packages, bridge funding, proposal preparation, laboratory development & support, travel & publication costs....
   d. Provide mentoring, training and other forms of assistants for new faculty.
   e. Provide administrative support for each PI
   f. Deepen internal networks that promote collaboration across disciplines, create multidisciplinary networks, and improve faculty mentoring.

5. Define and develop appropriate Institute Research Centers and College Research Centers
   a. Create research centers that achieve critical mass of faculty, researchers, post-docs, graduate students, technicians....
   b. Define the criteria for institute centers (focus areas, external funding levels, multidisciplinary ...) as well as college centers.
   c. Develop criteria for center leadership. For example see Northwestern University’s Office for Research http://research.northwestern.edu/policies/center-proposal-evaluation-guidelines.html.
   d. Identify Office(s) with a point of contact to promote sponsored research and initiate research in focus areas?
   e. Define center reporting relationship (Provost, OVPR, Colleges?).
   f. Focus on creating centers that could become national centers.