

OVCR Strategic Plan

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Draft



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Executive Summary

The Office of The Vice Chancellor for Research has developed a series of actions that will support and facilitate the strategies embodied in UIC's goal to **"excel as an internationally recognized center for research and creativity by advancing and disseminating knowledge within and across disciplinary boundaries and by translating discovery into application, practice, and the marketplace."**

The Mission of the Office of the Vice Chancellor for Research is to facilitate and support research of superior quality.

A committee appointed by the Vice Chancellor for Research reviewed the campus's strategic planning document and highlighted those areas involving research. Those highlighted areas were then evaluated in terms of which required a proactive program within the OVCR and which required a mechanism to be reactive to the needs of the campus. The underpinning philosophy of the proactive and reactive components of the plan was the need to facilitate and support research of superior quality while assuring the effective stewardship of resources and the integrity of the process and procedures. The plan was then distributed to the unit directors whose feedback was incorporated into the final document that was forwarded to the campus.

The OVCR's Vision is to create an environment that provides the necessary support structure to assure the continued growth of the institutional research program, that facilitates interdisciplinary collaboration, and that assures effective stewardship of our resources and the integrity of our processes and procedures.

The most critical factor in implementing the actions needed to achieve our goals is the identification of the source of funds necessary to carry them out. UIC's financial challenges have hit the OVCR especially hard. Without tuition or other income streams available, the full impact of the State budget reductions have hit the office at a time of a large increase in the UIC research program which we must support, and at a time of increasing regulatory complexity. The Strategic Plans for the UIC colleges indicate a continued substantial growth in research at UIC. In order to implement the actions identified, and to provide the support need to assist the Colleges, and the Campus, of achieving their goals, new resources will be required. Our strategic goals are as follows

1. Improve the current environment of communication and cooperation that optimizes institutional resources and encourages collaborative research.
2. Expand the capabilities of the Research Development Service in order to improve the infrastructure for identifying resources and preparing funding proposals for interdisciplinary research centers.
3. Streamline the process for transmission and implementation of proposals for funding.
4. Strengthen ties with key research partners in order to expand the research support infrastructure and encourage inter-institutional collaboration.
5. Increase the institution's role in hosting and co-sponsoring research related conferences and symposia.

We have identified a number of actions intended to achieve the goals we have identified and thereby assist UIC in achieving its goal to excel as an internationally recognized center for research.

The goals and actions set forth in this document are intended to serve as a guide for those responsible for creating and maintaining an environment that provides the necessary support structure to assure the continued growth of the institution's diverse research program. As the research programs at UIC adapt to the priorities of the various regulatory and funding agencies, the actions detailed in this strategic plan will also have to adapt in order for the institution to remain competitive and attain its goal of becoming the nation's preeminent urban research institution.

The resources necessary to maintain this environment include facilities and equipment to effectively manage the core support services that should be in place to provide cost effective support to the greatest number of users. They also include the human resources with the necessary expertise to provide sophisticated research support services and to provide training and compliance programs that are required by the various regulatory, funding and accrediting agencies. These are essentially a "cost of doing business" and must be supported at level that assures the continued success of the externally funded research program.

UIC's location within the Illinois Medical District and in the City of Chicago offer unique opportunities for working with other institutions to optimize the use of existing resources for supporting the ever demanding technological needs to conduct research. The recent success of the Chicago Biomedical Consortium could provide additional opportunities to share resources and thus reduce the cost to the institution. It is also important that when seeking external support for research that the proposals contain budgets that accurately reflect the cost of doing business. This could result in the recovery of more of the actual, direct costs of research. In turn, those budgets would then generate additional indirect cost dollars that can be used to provide a formula driven allocation for maintaining the research infrastructure.

Section 1: Purpose

Mission

The Mission of the Office of the Vice Chancellor for Research is to facilitate and support research of superior quality.

Vision

To create an environment that provides the necessary support structure to assure the continued growth of the institutional research program, that facilitates interdisciplinary collaboration, and that assures effective stewardship of our resources and the integrity of our processes and procedures.

Guiding Values

Our primary values are Service and Facilitation

- Service – we strive to provide quality research support service in an environment of collegial cooperation that optimizes the research support environment at UIC. In order to achieve this goal, we need to work with our users, the UIC Faculty, in an environment of open communication. This will help assure that UIC faculty are at the forefront of research compliance issues.
- Facilitation – we strive to provide consultation and training in both our compliance-mandated and support service functions in order to facilitate the conduct of research at UIC. In this process we have a unique opportunity to bring individuals and groups together to discuss new areas of research collaboration.

Mandates Impacting Unit

As the research compliance office for the Campus, the OVCR is responsible for implementing numerous mandates. Perhaps the most intensive are those related to the use of human and animal subjects in research. We also ensure that proposals for external funding of research are submitted in accordance with University and Grantor policies and regulations. As mentioned in both the UIC 2010 Report and in the Campus Strategic Plan

“A more than tenfold increase in funded research at UIC, plus increased federal regulation (such as that surrounding human subjects and disclosure of patient information), have further challenged us to develop and administer appropriate policies.”

See Appendix I for specific research related regulations.

Section 2: Strategy

Statement of Strategic Intent

The Strategic Intent of the Office of The Vice Chancellor for Research is to develop a series of actions that will support and facilitate the strategies included as Goal 2 of the UIC Strategic Plan reproduced below.

UIC will excel as an internationally recognized center for research and creativity by advancing and disseminating knowledge within and across disciplinary boundaries and by translating discovery into application, practice, and the marketplace.

1. Recruit and retain the best faculty and staff through a reward structure that values excellence and innovation as the primary marks of academic achievement.
2. Attract outstanding graduate students and post-doctoral scholars with a stimulating environment and competitive compensation.
3. Provide the infrastructure required to support excellence in research and scholarship.
4. Create new opportunities for interdisciplinary inquiry by identifying and promoting centers of excellence and creativity.
5. Develop strong ties with external partners to foster basic, applied, and translational research.
6. Contribute to the economic development of the state of Illinois through the intellectual capital represented by our graduates and by aggressively commercializing the intellectual property generated by UIC.

Environmental Assessment

Within the OVCR, the current environment has evolved in an attempt to maintain externally mandated compliance and centrally managed service programs during a period of budget rescissions, reallocations and permanent reductions. This has resulted in reduced resources for the OVCR in areas that directly support and/or facilitate research. These include the decrease in funds available for distribution by the Campus Research Board, the elimination of the recurring equipment budget in the Research Resources Center and the reduction in the veterinary staff and administrative support staff in the Biologic Resources Laboratory.

We operate in an environment where we are constantly responding to the needs of others, whether it is just in terms of a growing workload, or a more fundamental change in what we are doing. Our programs and services must be proactive in order to provide training and assure institutional compliance with the requirements of the various regulatory and funding agencies and to keep abreast of the technology that must be supported by our service operations. We must also be reactive to the ever-changing nature of the large complex research program here at UIC. As the research program grows and/or changes directions, the units of the OVCR must adapt to those changes and marshal the resources to do so. In the past few years, the process

of adaptation has been challenging, and only accomplished by incurring significant deficits as old commitments are paid off. Over the long term, this process of continued adaptation will out-pace the resources provided by the current budgetary process.

Nationally, flat or decreasing budgets of federal agencies like NIH are leading to fierce competition for existing research dollars. In FY07 for the second year in a row, the NIH budget will remain steady. Many NIH institutes and centers will actually see decreased budgets in FY07 except for the National Institutes of Infectious Diseases, the Fogarty International Center and the Office of the Director (OD). NIH is projecting that only 19% of all research project grants will be funded in 2006 and 2007. The OD will see significant increases due to two priorities, biodefense R&D and the NIH Roadmap for Biomedical Research. The proposed increase in the President's FY07 budget for the Roadmap program is 34.4%, or \$113 million for a total \$443 million. One of the four focus areas of this program, Re-engineering Clinical Research, will see an increase of 53.5%, up to \$181 million. NIH is currently preparing to fund up to 60 Clinical & Translational Science Awards over the next 10 years. The campus is planning to capitalize on strengths in the six health science colleges to bring one of these awards to UIC.

The FY07 budget for NSF is promising for research institutions. As part of President Bush's American Competitiveness Initiative" the National Science Foundation will likely see an increase of 7.9% to \$6 billion. This increase is the first installment of what will likely be a doubling of the NSF budget over the next 10 years. With this increase in FY07, R&D funding at NSF, which excludes education, training and overhead, would increase to its highest levels at \$4.5 billion. All R&D directorates at NSF will benefit from these increases; each directorate may see increases between 5% and 9%. This will likely translate into increases in award amounts, more grants available, and increases in funding rates.

Competitive/Benchmark Analysis

Arguably the single most important measure of the strength of a university's research program is the amount of federal funding received by the university. An examination of the data shows that *since 1997 UIC has been the fastest growing major research university in the country in terms of federal funding.* . This is based upon a comparison with the U. S. universities in the Association of American Universities (AAU), a group of outstanding research-intensive universities that UIC frequently uses as a benchmark. Between 1997 and 2003, UIC's Federal research expenditures grew at an average of 15.5% per year. By comparison, the fastest growing AAU institution during this period was Vanderbilt University with an average increase of 14.45% per year, and, as a group, the 60 U.S. universities in the AAU grew at a rate of 8.93% per year. Overall, in fiscal year 2003 UIC ranked at number 47 in the country with federal research expenditures at \$168.1 million. Since then UIC's expenditures have risen to \$201 million. This rapid rate of growth occurred during the period when the National Institutes of Health (NIH) doubled its budget, but the fact that UIC was able to grow at a rate faster than any of its peers shows how competitive UIC has become in research.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

Strengths

- Experienced staff
 - Well versed in their areas of expertise
 - Flexible enough to adapt to ever changing environment
- Service oriented research support services
- Personnel to coordinate the development of large collaborative research proposals
- Record of commitment and support to interdisciplinary research
- Involved in national discussions regarding research conflict of interest
- Single location of six health sciences colleges and an academic medical center
- Extensive research support in engineering, life, natural, social and computer sciences
- Extensive training of students at all levels in these areas

Weaknesses

- Insufficient resources to continue former level of research support
 - CRB all but eliminated
 - Funding of ad hoc requests severely reduced
- Insufficient space to accommodate increasing research administration needs
- Budgetary process that does not account for the demands of research growth
- Sub-optimal equipment and related infrastructure in research support services
- Lack of Campus Compliance Officer
- Lack of a Campus process for setting research priorities tied to funding/space/etc.
- Lack of a grant development presence in Washington DC
- Lack of specific outreach programs to connect business to UIC research

Opportunities

- Proposed doubling of NSF research budget over next 10 years
- Facilitation of large, interdisciplinary proposals
- Increased presence in Washington DC
- PI training to improve proposal and protocol preparation
- UI Foundation beginning fundraising campaign
- CBC Collaboration
- Redevelopment of a recurring seed grant program to support research likely to result in significant outside funding
- Expanding and improving research support services

Threats

Flattening of NIH budget and shift there to more funding of translational research
Increased regulatory burden as suggested in NIH Inspector General report
Increased funding burden placed on users of research support services
Insufficient resources to allow RRC to absorb start-up costs of new services
Aging campus research equipment and outmoded research support service facilities
Declining Campus financial support

Key Strategic Issues Facing the Organization

Identifying and supporting key areas of research that will place the institution in a position to continue its unprecedented growth in research funding.
Gaining broad institutional support for programs and mechanisms that optimize existing resources.
Establishing a flexible budget and management strategy that not only ties support for research infrastructure to the growth in the research budget, but also provides for the ability to increase or shift resources to meet new opportunities and requirements.

Strategic Goals and Thrusts (with a section on "stretch ideas")

As stated above, the OVCR's strategy is built around UIC's Goal 2 and related tasks. Specific portions of the GOAL 2 Strategic Sub-Goals and Actions, as identified in the current draft of the UIC Strategic Plan are listed below, along with our strategies to support their achievement.

Provide the infrastructure required to support excellence in research and scholarship.

- **Establish a program of seed-grants restricted to multi-disciplinary projects and of sufficient size duration and continuity so as to stimulate significant numbers of proposals.**
- **Create the management structures and organizational models within which approved multidisciplinary centers and institutes can be developed and run smoothly.**

Strategy

Improve the current environment of communication and cooperation that optimizes institutional resources and encourages collaborative research.

Actions

- a. Pursue the re-establishment of a significant pool of funding for CRB competitive seed grants.
- b. Reconstitute the Campus Research Board (CRB) so that it is better positioned to advise the Vice Chancellor for Research in the development of policy recommendations and the setting of research priorities.
- c. Utilize the CRB for the cost effective distribution of research board funds to individual and group research projects.

- d. Utilize the CRB grant program and other internal competition application processes as tools to mentor junior faculty in both proposal development and peer review skills.
- e. Refine the operational structure of the Research Resources Center (RRC) to optimize the resources available for core support facilities at UIC.
- f. Expand the research support services of the Biologic Resources Laboratory (BRL).
- g. Implement better coordination and efficient use of research support staff and research equipment across the campus.

Strategy

Expand the capabilities of the Research Development Service in order to improve the infrastructure for identifying resources and preparing funding proposals for interdisciplinary research centers

Actions

- a. Develop and implement a more proactive program to expand existing, and identify new, sources of external funding by formalizing lines of communication and cooperation between university units.
- b. Establish a research and development presence in Washington to improve communications between the federal government and the UIC research community.
- c. Expand and implement additional programs of education and training that assist faculty with the development and submission of funding requests.
- d. Expand the current capabilities for organizing and preparing large interdisciplinary proposals targeted to specific initiatives of funding agencies.

- **Consolidate the pre-award and post-award grants processes into a single office.**

Strategy

Streamline the process for transmission and implementation of proposals for funding

Actions

- a. Realign elements of proposal transmission and grants management in one office so that the process of grant account setup is more efficient.
- b. Develop and implement programs of education and training regarding institutional and agency standards that assist individuals in the development of proposals and protocols with the goal of reducing processing times.

Develop strong ties with external partners to foster basic, applied, and translational research.

- **Develop programs to facilitate collaborative research with industrial and other research partners**

Strategy

Strengthen ties with key research partners in order to expand the research support infrastructure and encourage inter-institutional collaboration.

Actions

- a. Capitalize on our role on the Argonne Science Policy Council to further utilize the resources available at this facility.
- b. Expand the collaborative interaction that has been developed through the Chicago Biomedical Consortium's demonstration project.
- c. Identify resources of mutual benefit to faculty at UIC and UIUC and develop and implement plans to optimize the use of those resources.
- d. Identify areas of mutual interest with industrial partners and develop and implement programs that facilitate collaborative efforts with those partners.
- e. Develop, in collaboration with the health science colleges, a Clinical Trials Initiative in order to process research contracts more efficiently and better compete for clinical trial activity
- f. Work more aggressively with federal agencies that historically have not supported much research at UIC, such as the Department of Defense and the Department of Homeland Security, to develop new funding opportunities
- g. Continue to collaborate with the Office of Technology Management to increase both licensing income and research contracts coming to UIC

Strategy

Increase the institution's role in hosting and co-sponsoring research related conferences and symposia.

Actions

- a. Develop and implement an institutional symposia series that highlights areas that present opportunities for collaborative research.
- b. Identify opportunities for hosting and/or co-sponsoring research related conferences
- c. Apply for grants for external support for hosting conferences.

Stretch Actions

Strategy

Become one of the top 25 federally funded research universities in the country

Actions

- a. Position UIC for rapid response to the constantly changing emphases of the external funding agencies
- b. Identify external funding opportunities, areas of awards to UIC, the number of publications, existing and potential patents, and the ranking of the programs by peers
- c. Concentrate on these research strengths to generate increased external funding and large-scale awards
- d. Fund seed grants in the identified focus areas and multi-disciplinary efforts
- e. Space requirements should be met by utilizing the backfill space from COMRB
- f. Protect and insulate these long term plans from the vagaries of the institutional budget cycle.

Timelines and Milestones

The growth of the program at UIC would take place in a stepwise fashion. The goal would be to have moved up five places in the rankings to 42nd within three years and this would be measured in terms of the research dollars generated. It is expected that by the year 2015 UIC would be able to generate external funding that would place it in the top twenty five federally funded research institutions.

Strategy

Create “One University of Illinois” and immediately become one of the top five research institutions in the country as ranked by federal research funding by combining the research programs of all three UI campuses

Actions

- a. Combining the research programs of the three campuses under a single Vice President for research
- b. Consider legal or regulatory barriers to this consolidation but they are unlikely since this is a common route taken by other state universities (e.g. Michigan, Penn, Colorado, Ohio).
- c. Gain efficiency by having central administration develop and implement strategic plans for identification of resources
- d. Realize cost savings by building upon the existing strengths of the individual campus expertise and minimizing duplication of effort in programs such as regulatory compliance
- e. Consider system wide reallocations to invest in the research infrastructure
- f. Gain significant stature and political perceptual advantages
- g. Generate recognition from funding agencies and facilitate raising funds in the private sector.

Timelines and Milestones

The single research institution could become a reality within three years and the milestones would become evident early on in the process as the barriers for combining existing programs are identified.

Section 3: Resources Plan for Achieving Strategic Goals

Resources Needed:

As stated in the UIC Strategic Plan, the feasibility of specific desired actions is in many instances dependent on the availability of a suitable fund source. Though still in draft stage, our current estimates are included in Appendix II

Human

We currently anticipate the need for 5 additional FTE. Please see Appendix II for Resource Details

Financial

Depending on the amount of funding for the CRB Seed Grant pool, we foresee the need for approximately \$2,750,000 in recurring funds and an additional \$1,200,000 in start-up costs. Please see Appendix II for Resource Details

Physical/Capital

The previously approved renovation projects for the RRC involving space on the third floor and the basement space of the Medical Science Building assigned to the RRC will need to be completed. The cost of renovating the third floor has been estimated at \$3,000,000 of which \$2,000,000 has been approved by the CDB, but not released. The renovation for the basement was originally estimated at \$2,000,000.

The infrastructure of the BRL will require upgrading in the areas of HVAC and other core building support systems.

Other (e.g. technological)

Additional computer resources will be required to process and store research funding proposals processed through Grants.gov – the mandated portal for submitting proposals to all 26 Federal funding agencies - and other on-line portals.

Resource Procurement Strategy (e.g., reallocation, new funding)

Reallocation of Campus resources is the only practical source of new funding. The Provost has promised to develop a formula driven allocation plan to relate the OVCR budget to the level of campus research activity. We are hopeful that this allocation plan will provide sufficient funding for the actions we have outlined. We also require more space than is currently available to us. Again we are hopeful that the Office of Technology Management will be relocated to space more appropriate to their needs, thus freeing up the 1,500 sq ft of OVCR space that they currently occupy.

Section 4: Monitoring/Evaluation of Plan Implementation and Results

Implementation Timetable with Milestones

In general, our actions are based upon having new staff to undertake the work. Once the funding and space are available, the hiring process would begin quickly.

Performance Metrics and Results

Because our primary objectives are meeting the research needs of the UIC faculty and assuring compliance with research related regulations, it does not appear that there are applicable specific metrics. We believe that a rate of increase in research expenditures greater than the national average, and increased faculty satisfaction, would indicate that our programs have been successful

Appendix I Research Related Mandates

- OMB Circular A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations."
- OMB Circular A-21, "Cost Principles for Educational Institutions."
- OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations
- Compliance with the standard Patent Rights clauses as specified in 37 CFR, part 401, FAR 52.227-11, 45 CFR Part 6 & 8, or U.S.C 203, whichever is appropriate and applicable. Additional guidance on recipient reporting requirements for inventions can be found in the NIH Guide for Grants and Contracts Vol. 19, No. 23, June 22, 1990.
- Civil Rights - Title VI of Civil Rights Act of 1964 & paragraphs 1 through 7, Part II, Subpart B, Section Executive Order 11246; Section 504 Rehabilitation Act of 1973 as amended & 45 CFR 84; Age Discrimination Act of 1975 as amended & 45 CFR 86; Section 704 of Title VII; Section 855 of Title VIII of Public Health Service Act as amended & 45 CFR 83; Section 407 of Drug Abuse Office & Treatment Act of 1972 as amended & 45 CFR 84; Section 321 of Comprehensive Alcohol Abuse & Alcoholism Prevention Treatment and Rehabilitation Act of 1970 as amended; Section 501 of the Mental Health Systems Act; Section 333 of the Comprehensive Alcohol Abuse & Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 as amended & 45 CFR 2.
- Handicapped Individuals - Compliance with Section 504 of the Rehabilitation Act of 1973 as amended.
- Sex Discrimination - Compliance with Section 901 of Title IX of the Education Amendments of 1972 as amended.
- Student Unrest Provisions - Compliance with Section 407 of the DHHS Appropriation Act.
- Human Subjects - Compliance with the requirements of federal funding agency, as applicable, policy concerning the safe-guarding of the rights and welfare of human subjects who are involved in activities supported by Federal funds; 45 CFR 6.
- Vertebrate Animals - Compliance with applicable portions of the Animal Welfare Act (P.L. 89-544 as amended).
- Debarment and Suspension - Subcontractor certifies that it is not debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this Subcontract by any Federal department or agency; 45 CFR 76.
- Non-Delinquency on Federal Debt - Compliance in accordance with OMB Circular A-129 (revised November 25, 1988).
- Drug-Free Workplace - Compliance with the Drug-Free Workplace Act of 1988, 45 CFR Part 76, Subpart F.
- Misconduct in Science - Each entity which received or applies for a research, research-training, or research-related grant cooperative agreement under the Public Health Service Act must submit an annual assurance certifying that the entity has established administrative policies as required by 42 CFR part 50, Subpart A, and that it will comply with the policies and the requirements set forth therein.
- Restrictions and Lobbying - Compliance with 101-121, Title 31, Section 1352, which prohibits the use of Federal appropriated funds for lobbying in connection with this particular Subcontract.

- Anti-Kick Back Act of 1986 - Certifies that, to the best of its knowledge, it has not received any money, fee, commission, credit, gift, gratuity, things of value, or compensation of any kind, provided directly or indirectly, for the purpose of improperly obtaining or rewarding favorable treatment in connection with the prime grant.
- Program Income - Compliance with PHS Grants Policy memorandum No. 54 dated November 15, 1990 and 45 CFR 74, Subpart F.
- Certificate of Conflict of Interest - Promotes objectivity in research by establishing standards to ensure there is no reasonable expectation that the design, conduct, or reporting of research funded under PHS grants or cooperative agreements will be biased by any conflicting financial interest of an Investigator in accordance with 42 CFR 50, Subpart F.
- U.S. Department of Health and Human Services National Institutes of Health statutory provisions limiting use of funds on NIH grant, cooperative agreement, and contract awards:
 - Continued Salary Limitation (Section 204)
 - Anti-Lobbying (Section 503)
 - Restriction on Distribution of Sterile Needles (Section 505)
 - Acknowledgment of Federal Funding (Section 506)
 - Restriction on Abortions (Section 507)
 - Ban on Funding Human Embryo Research (Section 509)
 - Limitation on Use of Funds for Promotion of Legalization of Controlled Substances (Section 510)
- Additional Individual Regulatory Requirements for various federal agencies (e.g., NSF, NIDR, VA)

Improve the current environment of communication and cooperation that optimizes institutional resources and encourages collaborative research.

a. Pursue the re-establishment of a significant pool of funding for CRB competitive seed grants

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
						600,000	-	600,000			This is the equivalent of the current 2010 Initiative funding

Implementation Timetable

As soon as possible

b. Reconstitute the Campus Research Board (CRB) so that it is better positioned to advise the Vice Chancellor for Research in the development of policy recommendations for setting research priorities

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action

Implementation Timetable

As soon as possible

c. Utilize the CRB for cost-effective distribution of research board funds to individual and group research projects.

Academic Professionals			Support Staff			Recurring Expenses	Total		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
						-	-	-			No additional resources are requested for this action

Implementation Timetable

As soon as funding is made available

d. Utilize the CRB grant program and other internal competition application processes as tools to mentor junior faculty in both proposal development and peer review skills

Academic Professionals			Support Staff			Recurring Expenses		Total	Equipment &	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses	Start-up Exp		
Program Coordinator	0.5	30,000					0.50	30,000			
							-	-			

Implementation Timetable

Hiring process would begin as soon as funding and space were available

e. Refine the operational structure of the Research Resources Center (RRC) to optimize the resources available for core support facilities at UIC

Academic Professionals			Support Staff			Recurring Expenses		Total	Equipment &	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses	Start-up Exp		
						1,500,000	-	1,500,000			A new funding mechanism is needed to provide RRC the flexibility to start new services as needed. \$1.5 million represents the 'subsidy' paid by the RRC for the unbudgeted services that have been created to address research needs and priorities.
											Remodeling 3rd Fl & basement of MSB. \$2 million has been approved by the CDB. The remaining \$3 million will also be 5,000,000 requested from the CDB

Implementation Timetable

f. Expand the research support services of the Biologic Resources Laboratory (BRL)

Academic Professionals			Support Staff			Recurring Expenses		Total	Equipment &	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses	Start-up Exp		
						250,000	-	250,000	1,200,000		The funding mechanism for the BRL needs to be reviewed to ensure the campus is providing adequate resources to support the necessary infrastructure
							-	-			

Implementation Timetable

As soon as possible and continuing

Expand the capabilities of the Research Development Service in order to improve the infrastructure for identifying resources and preparing funding proposals for interdisciplinary research centers.

a. Develop and implement a more proactive program to expand existing, and identify new, sources of external funding by formalizing lines of communication and cooperation between the university units.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
PRGM COORD	0.5	30,000					.0.5	30,000			
							-	1,000			Conferences/Travel
							-	-	3,000		Computer/furniture
							-	-			
							0.5	31,000	3,000		

Implementation Timetable

Hiring process would begin shortly after approval received and available space identified.

b. Establish a research and development presence in Washington to improve communications between the federal government and the UIC research community.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
PRGM COORD	1	65,000					1.0	65,000			
							-	20,000			Travel to DC and other conferences (20 trips)
							-	-	3,000		Computer/furniture
							1.0	85,000	3,000		

Implementation Timetable

Hiring process would begin shortly after approval received and available space identified.

Appendix II Resource Needs

c. Expand and implement additional programs of education and training that assist faculty with the development and submission of funding requests.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
	*						*	2,500			Training materials/refreshments
							-	-			
* While no FTE are required for this action, it is dependent on receiving additional staff to address higher priority actions a. and b. for this strategy.							-	-			

Implementation Timetable
FY07

d. Expand the current capabilities for organizing and preparing proposals targeted to specific initiatives of funding agencies.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	10,000			Travel to Grantor w/ PI
							-	-			
* While no FTE are required for this action, it is dependent on receiving additional staff to address higher priority actions a. and b. for this strategy.							-	-			
							-	-			

Implementation Timetable
FY07

Streamline the process for transmission and implementation of proposals for funding

a. Realign elements of proposal transmission and grants management in one office so that the process of grant account setup is more efficient

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			See Timetable note
							-	-			

Implementation Timetable

The Huron Group Is currently conducting a study which includes this action. Further details will be made available once their report is received.

b. Develop and implement programs of education and training regarding institutional and agency standards that assist individuals in the development of proposals and protocols with the goal of reducing processing times.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested to this action.
							-	-			

Implementation Timetable

FY07

Appendix II Resource Needs

Strengthen ties with key research partners in order to expand the research support infrastructure and encourage inter-institutional collaboration.

a. Capitalize on our role on the Argonne Science Policy Council to further utilize the resources available at this facility.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action
							-	-			

Implementation Timetable

As soon as possible, and on-going

b. Expand the collaborative interaction that has been developed through the Chicago Biomedical Consortium's demonstration project.

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
Coordinator	0.5	25,000					.5	25,000			
							-	-			

Implementation Timetable

As soon as possible, and on-going

c. Identify resources of mutual benefit to faculty at UIC and UIUC and develop and implement plans to optimize the use those resources

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action
							-	-			

Implementation Timetable

As soon as possible, and on-going

d. Identify areas of mutual interest with industrial partners and develop and implement programs that facilitate collaborative efforts with those partners

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action
							-	-			

Implementation Timetable

As soon as possible and continuing

e. Develop, in collaboration with the health science colleges, a Clinical Trials Initiative in order to process research contracts more efficiently and better compete for clinical trial activity

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
Coord of Grants & Contracts	1	60,000					1.0	60,000			
Rsch Info Coordinator	1	40,000					1.0	40,000			
IRB Coordinator	1	40,000					1.0	40,000			
								5,000	9,000		Computer/furniture Conference travel

Implementation Timetable

Hiring process would begin shortly after approval received and available space identified.

Increase the institution's role in hosting and co-sponsoring research related conferences and symposia.**a. Develop and implement an institutional symposia series that highlights areas that present opportunities for collaborative research**

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action
							-	-			

Implementation Timetable

As soon as possible, and on-going

b. Identify opportunities for hosting and/or co-sponsoring research related conferences

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
						10,000	-	10,000			
							-	-			

Implementation Timetable

As soon as possible, and on-going

c. Apply for grants for external support for hosting conferences

Academic Professionals			Support Staff			Recurring Expenses	Total Recurring		Equipment & Start-up Exp	Other	Description
Title	FTE	Salary	Title	FTE	Salary		FTE	Expenses			
							-	-			No additional resources are requested for this action
							-	-			

Implementation Timetable

As soon as possible, and on-going