

UNM OVPR Strategic Plan Goals (2022-2027)

Below are the five major goals that the OVPR has identified to support the research mission of the University of New Mexico over the next 5 years. Embedded in each of these goals are elements of the UNM 2040 Opportunity Defined Strategic Planning Framework as research and scholarship impact our ability to achieve each of those long-term goals. **Goal 1** focuses broadly on strengthening the research enterprise at UNM's and mechanisms for productively enhancing research capacity and capabilities. **Goal 2** focuses on one of the key products of the research enterprise – well educated students who will become the next generation of scholars, inventors, and discoverers. **Goal 3** is closely tied to the strategic plans of those units within OVPR charged with research oversight and seeks to ensure the research administration continues to offer the highest quality of service and integrity for the research enterprise. The primary focus of **Goal 4** lies with building and enhancing our external relationships with private entities, government, and community partners. Finally, **Goal 5** explicitly reflects that success with the first four goals relies heavily on our ability to effectively and strategically communicate the outstanding contributions of UNM's research, scholarship, and creativity.

GOAL 1: Advance UNM's Stature as a World-Renown Research University in which the culture of research excellence allows researchers to productively engage in cross-cutting areas of strategic focus and lead institutional, societal, and global change.

Objective 1.1. Apply central (OVPR) resources in ways that enhance research capacity and elevate research priorities within and across units to capitalize on scholarly synergies

Specific strategies:

- 1.1.a. Strengthen UNM's faculty resources by increasing OVPR role in recruiting, retaining, and promoting innovative faculty, including contributing to start-up packages for strategically focused target and cluster hires, and enabling and/or enhancing recruitment/retention of a diverse faculty
- 1.1.b. Support and invest in Grand Challenges, expanding partnerships and other areas of research strength/excellence by identifying broad areas for strategic investments
- 1.1.c. Develop a more robust support and oversight model for Category III Centers
- 1.1.d. Work with Associate Deans for Research and Center Directors to identify strategic priorities for research within units
- 1.1.e. Deepen and improve communication channels with Associate Deans for Research, Center Directors, and other members of the OVPR Research Council
- 1.1.f. Bolster systems for tracking researcher productivity and impact

Objective 1.2. Develop recognition and enrichment programs through seed funding, and professional development programs for researchers (See objective 5.2)

Specific strategies:

- 1.2.a. Create and expand seed funding, training, and/or scholarship time programs to support continued growth of research activity, building on the WeR1 Faculty Success program components

- 1.2.b. Provide tools and resources aimed at building skill sets for individual researchers of all ranks and disciplines (i.e., development of trainings, toolkits, conferences, workshops, etc.) (See goals 2 and 4)
- 1.2.c. Develop and implement professional development programs that foster excellence in research and research leadership (see Goal 3), including faculty-focused programs such as:
 - Leadership and Innovation for Faculty Transformation (LIFT) program to be piloted in 2022-2023
 - Fostering Research Excellence in the Social Sciences and Humanities (FRESSH), piloted in 2022-2023
 - Government Relations training, piloted summer 2022
- 1.2.d. Support creation of professional development opportunities specifically for post-doctoral fellows across all campuses in collaboration with the UNM postdoctoral association, including
 - Hosting events for national postdoc appreciation week annually, coordinating with HSC and other entities on campus to provide workshops, career fairs, training, activities, etc.
 - Working with New Mexico Consortium (NMC) to develop research-focused, post-doc centered programming in conjunction with the National Labs
 - Providing support for programs that recruit and promote participation of underserved populations in postdoctoral appointments across the institution
- 1.2.e. Proactively engage new faculty to facilitate program development and reduce administrative challenges

Objective 1.3. Increase research expenditures and concomitantly recovered F&A to build additional research capacity and infrastructure support

Specific strategies:

- 1.3.a. Invest in Faculty Research Development Office to better assist faculty in identifying opportunities, building skills for effective proposal writing, and effectively manage internal/limited competitions
- 1.3.b. Work with Senior VP for Finance and Administration, Lobo Development Corporation, and UNM Foundation to plan, fund, and build new research facilities
- 1.3.c. Systemically target and support initiative to secure large, center-level funding
- 1.3.d. Actively seek opportunities specifically aimed at HSI/MSI institutions to leverage and enhance the research and learning environment at UNM and to support underserved communities of researchers.
- 1.3.e. Provide training and resources to increase numbers of proposals from areas with currently low numbers of submissions (e.g., FRESSH).

Objective 1.4. Invest in robust, shared research facilities and instrumentation to build capacity and capabilities across the institution.

Specific strategies

- 1.4.a. Develop and sustain the Program to Enhance Research Capabilities (PERC) internal funding opportunities designed to support acquisition and enhancement of shared instrumentation
- 1.4.b. Develop loan program to assist with purchase of shared instrumentation

- 1.4.c. Advocate for use of state and local funds to support cost share on large instrument proposals
- 1.4.d. Reform the faculty Large Equipment Advisory Group (LEAG) to be more inclusive and representative and to develop strategies for enhancing research facilities
- 1.4.e. Work with Senior VP for Finance and Administration to create mechanisms to address deferred maintenance and research-specific renovations to improve and enhance research facilities as well as to address constraints arising from HR practices
- 1.4.f. Develop research computing resources to address the specific needs of the research community
- 1.4.g. In conjunction with the Provost's office, HSC leadership and others, build a new institute for data science that includes a service component, data center, and academic programmatic elements
- 1.4.h. Assist in the creation of cost centers to ensure sustainable maintenance and operation of major research instrumentation
- 1.4.i. Partner with units to invest in technology and physical infrastructure to promote UNM's ability to compete for talent and funding on a global stage.

Objective 1.5. Promote inclusive excellence in the research enterprise at UNM to value, engage, and include the rich diversity of everyone who contributes to UNM's research mission

Specific strategies

- 1.5.a. Develop inclusive language for internal RFPs to ensure broad access to internal opportunities
- 1.5.b. Partner with the UNM Advance program and VP for Diversity, Equity and Inclusion (DEI) to identify needs of specific constituent groups and seek creative ways to support those needs
- 1.5.c. Create a diverse, inclusive, and welcoming environment within the OVPR where all voices are heard
- 1.5.d. Utilize the OVPR website and social media channels to highlight information at the intersection of research, diversity, and inclusion within research/scholarship [See Goal 5]
- 1.5.e. Promote safe and ethical practices to protect both research subjects and researchers

GOAL 2: Create Accessible, Transformational Educational Experiences for All Students in which research and academic activities are integrated so that students develop skills that transcend their disciplines and result in the next generation of scholars who will transform our world.

Objective 2.1. Reduce barriers for PIs to pursue grants and other opportunities aimed at bolstering student research/training (e.g., REUs, training grants).

Specific strategies

- 2.1.a. Create workshops and other programming to raise awareness of opportunities as well as how to apply for grants that support undergraduate summer research programs (e.g., NSF REU)
- 2.1.b. Provide focused research development support for training grant proposals, in coordination with CASAA and other units focused on NIH funding

- 2.1.c. Coordinate with Undergraduate Research, Arts and Design (URAD) Network to identify needs, success metrics, and opportunities for external support
- 2.1.d. Work with URAD and others to identify research opportunities for underserved student populations
- 2.1.e. Provide support/resources for programs (e.g., REU) that recruit and promote participation of underserved students in research/scholarship activities

Objective 2.2. Utilize research opportunities to create pathways into UNM and transitions into the workforce or the next stage of reaching additional educational goals (see Objective 4.2).

Specific strategies

- 2.2.a. Support campus-wide student research symposia
- 2.2.b. Work with branch campuses and community colleges to develop specific pathways for students to transition to 4-year programs through research experiences
- 2.2.c. Work with URAD and others on ways to integrate research into classroom spaces as an accessible route to providing meaningful research experiences for students
- 2.2.d. Expand university-wide research internship programs to engage with a range of corporate and government partners (see Objective 4.2), including campus-wide activities to educate students on research-engaged pathways outside of academia (government industry, entrepreneurship)
- 2.2.e. Promote, encourage, and support development of applications to federal (externally funded) opportunities by appropriate units to support research is education efforts, including NSF IUSE HSI, Dept of Ed, etc. (see Objective 4.1)
- 2.2.f. Provide training and support to faculty on effective student mentorship and inclusive recruitment in partnership with URAD, Graduate Studies, and the Provost's office

Objective 2.3. Provide co-curricular experiences for graduate students through unique programs sponsored by the OVPR

Specific strategies

- 2.3.a. Create the Zancada fellowship program and provide enhanced professional development support for 10-12 students annually; seek additional funding through philanthropic fund raising
- 2.3.b. Through Zancada and/or in partnership with Graduate Studies, create opportunities for students to have experiences with science policy, community engagement, and public outreach, etc.

Objective 2.4. Provide opportunities for students to expand their knowledge and understanding of ethical practices in research, research integrity, data management, and other safety and compliance issues within the research enterprise

Specific Strategies

- 2.4.a. Develop specific training opportunities for students associated with IRB activities
- 2.4.b. Partner with other units on campus (e.g., libraries, centers, graduate studies) to offer conferences/workshops on timely research integrity topics (e.g., reproducibility, data management, publishing practices)

2.4.c. Improve the accessibility of research ethics training for trainees at all levels

GOAL 3: Enhance Customer-focused Research Administration that provides efficient, effective support and promotes the highest standards of safety, integrity, and compliance and meets the needs of our customers, including researchers, regulatory offices, and funding agencies.

Objective 3.1. Streamline internal administrative processes while maintaining compliance with all levels of regulation

Specific strategies

- 3.1.a. Review and update UNM research administrative policies to ensure compliance with federal guidelines, reduce administrative burden for PIs, and maintain safety and integrity
- 3.1.b. Optimize eRA implementation to ensure alignment and maximize efficiencies between proposal and compliance functions.
- 3.1.c. Deploy customer satisfaction survey and create mechanism for responding to suggestions made by researchers
- 3.1.d. Employ an iterative continuous improvement approach to simplify pre-award and post-award processes
- 3.1.e. Reduce administrative barriers to research participation through:
 - Process improvements in Office of Sponsored Programs (OSP), Contract and Grants Accounting (CGA) and Office of Research Integrity and Compliance (ORIC)
 - Training and support initiatives through Faculty Research Development Office (FRDO)
- 3.1.f. Designate and train selected HR personnel in research with advice on proposal language and handling research-related personnel actions
- 3.1.g. Create and maintain an index of research administration areas of expertise in cross-campus personnel

Objective 3.2. Develop effective training processes that empower researchers and support staff and reduce barriers to growth

Specific strategies

- 3.2.a. Assess barriers to growth within the research enterprise; utilize these data to inform training and resource deployment
- 3.2.b. Create short, digestible, engaging training materials for investigators and administrative staff who support research
- 3.2.c. Hire a training specialist to develop creative, innovative training materials that are developed and implemented collaboratively across OVPR units
- 3.2.d. Offer training experiences in multiple modes—in person, virtual and hybrid
- 3.3.e. Create student-specific training opportunities [see Goal 2.5]
- 3.3.f. Increase support for training on post-award management for staff embedded in units
- 3.2.g. Provide training and resources for best practices in data management and archiving
- 3.2.h. Gather and use evaluation data from participants to ensure effectiveness of training
- 3.2.i. Create professional learning communities for personnel involved in contract and grant administration across campus

Objective 3.3. Increase job satisfaction and reduce staff turnover in research administration positions

Specific strategies

- 3.3.a. Support educational opportunities for individual staff in the field of Research Administration (e.g., CRA certification, tuition support for MA in Research Administration).
- 3.3.b. Develop and offer multiple career paths/trajectories for RA staff, explicitly identifying skills and responsibilities at each level
- 3.3.c. Develop a peer mentoring program for RA staff across the university
- 3.3.d. Implement Outstanding Research Staff Awards
- 3.3.e. Increase participation in the Research Administrators' Network and build staff capacity through annual Research Administrators' Symposium and other staff professional development

Objective 3.4. Create and sustain a culture of research integrity and education

Specific Strategies

- 3.4.a. Partner with Environmental Health and Safety (EHS) to create a safety culture working group to evaluate the safety culture at UNM; implement recommendations for improvement from that group
- 3.4.b. Create opportunities for research administrative staff to interact with researchers in their research environments and vice versa to promote 360° understanding of the research enterprise
- 3.4.c. Develop creative mechanisms for receiving customer feedback on various aspects of research integrity, and compliance
- 3.4.d. Host university-wide events focused on discussion of various aspects of research integrity (see Goal 2.5)

GOAL 4: Establish Robust Partnerships with External Stakeholders to capitalize on the impacts that research and innovation have on societal benefit, economic development, and creative workforce development, including building vibrant external networks that will better leverage our unique assets for the mutual benefit of the University and the community.

Objective 4.1. Create a vibrant culture of collaboration and partnership with community, state, and federal leaders (see Objective 5.4)

Specific strategies

- 4.1.a. Proactively shape legislative efforts to advance research through “asks” for both legislative language and appropriations as well as opportunities to shape future RFPs
- 4.1.b. Develop programs that train faculty in leadership, government relations, and community engagement activities that advance the impact of our research mission.
- 4.1.c. Create transparent mechanisms for stakeholders to engage in legislative processes such as capital projects, RPSPs, and federal priority requests

- 4.1.d. Work with state agency leads to clarify and facilitate development of funding mechanisms for research and service projects
- 4.1.e. Assist in the redevelopment of metropolitan areas adjacent to major research/creative works programs.
- 4.1.f. Promote team research efforts that engage a diverse population of scholars

Objective 4.2. Build corporate engagement aimed specifically at enhancing research activity at UNM (See Objective 5.4)

Specific strategies

- 4.2.a. Engage with corporate partners to consider university-wide research internship programs that place students in paid internships at companies from startups to major corporations (See Goal 2.3)
- 4.2.b. Utilize corporate partnerships (e.g., internship programs) to increase and enhance student hiring pathways (See Goal 2.3)
- 4.2.c. Develop and promote community engagement activities, including participation in university-area municipal redevelopment authority (MRA) process (see Objective 1.3)
- 4.2.d. Actively participate in the Corporate Engagement Network housed at UNM Rainforest Innovations (RI)

Objective 4.3. Build constructive partnerships with other institutions of higher education

Specific strategies

- 4.3.a. Facilitate development of partnerships with 2-year colleges in New Mexico to grow the talent pool for large research initiatives and industry partnerships (See Objective 2.3)
- 4.3.b. Actively participate in the Northern Rio Grande Corridor Consortium (NRGCC), the New Mexico Consortium (NMC), and the Hispanic-Serving Research University (HSRU) coalition
- 4.3.c. Establish and participate in HED “closing fund” steering committee
- 4.3.d. Maintain presence and participate in national organizations such as the Association of Public and Land Grant Universities (APLU), the American Association for the Advancement of Science (AAAS), the National Council of University Research Administrators (NCURA) and National Organization of Research Development Professionals (NORDP)

Objective 4.4. Encourage a flourishing entrepreneurship culture within the UNM research community

Specific strategies.

- 4.4.a. Support student and faculty entrepreneurship activities (e.g., Hackathons, iCorps training, pitch competitions), especially those arising from Rainforest Innovations and the Innovation Academy
- 4.4.b. Create tools to assist faculty on disclosure processes and IP protection
- 4.4.c. Work with UNM RI to simplify and increase utilization of UNM IP (e.g., licensing), training faculty to pitch ideas to various potential stakeholders

- 4.4.d. Advise faculty on balancing entrepreneurial and academic activities (COI management, effort management, student support, etc.)
- 4.4.e. Through strategic communication, ensure researchers are aware of all available resources for their intellectual property

GOAL 5: Create and Employ Effective Communication Strategies to increase the visibility and effectiveness of UNM research, scholarship, and creativity

Objective 5.1. Develop and implement an overarching OVPR strategic communication and outreach plan

Specific strategies

- 5.1.a. Create a monthly OVPR newsletter that is distributed to PIs and research administration staff
- 5.1.b. Identify key stakeholders (e.g., internal, external, legislative) and create specific strategies for reaching each group
- 5.1.c. Determine key communication channels and develop specific strategies for ensuring effective use of those channels
- 5.1.d. Create communication team and identify OVPR staff roles on the team
- 5.1.e. Utilize UCAM and other marketing/PR resources to develop key metrics to follow
- 5.1.f. Create social media presence (LinkedIn, Twitter, Facebook, Instagram) and use to promote live events as well as research stories out of UNM
- 5.1.g. Develop and promote “Research and Discovery Week” to engage the research community across the institution, including HSC and branch campuses and to engage external stakeholders (inaugural event fall 2022)
- 5.1.h. Create OVPR Blog and have “guest bloggers” write blogs on topics within their expertise; use blogs to articulate the societal impact of researcher’s work (possibly model after theconversation.com)

Objective 5.2. Enhance recognition of UNM scholars through awards and communications that identify outstanding activities across the institution (See objective 1.2)

Specific Strategies

- 5.2.a. Celebrate research excellence by enhancing, creating, and promoting awards that recognize the myriad ways that UNM researchers contribute to the research enterprise (see Objective 5), including
 - Globally Engaged Research Award introduced in 2022
 - Faculty Mentored Research Award introduced in 2022
 - Ovation Award in Research and Scholarship (OARS) piloted in 2022
 - Continued support of Community-Engaged Research Lectureship, Annual Research Lectureship, PI reception and other appreciation events
- 5.2.b. Highlight research success for diverse groups and topics within UNM’s research, scholarship, and creative activities

Objective 5.3. Enhance visibility and accessibility of OVPR as an ally and resource for UNM researchers (i.e., to internal audiences)

Specific strategies

- 5.3.a. Create and maintain accessible and informative websites/pages for all OVPR units (FRDO, ORIC, OSP); consider firewall (netID) protection for information needed by UNM researchers
- 5.3.b. Maintain transparency by posting all policies and OVPR financial information and having easy navigation (requires gathering targeted feedback)
- 5.3.b. Pursue multiple outlets of communication for major communications, including limited email/listservs; direct department bullets; hand delivery; and in person meetings
- 5.3.c. Enhance internal coordination across OVPR units through better utilization of OVPR Research Council
- 5.3.d. Coordinate and provide regular research highlights for Regents meetings
- 5.3.e. Work with Libraries and Provost's office to provide funding for open access journal publications

Objective 5.4. Enhance visibility of UNM research to external constituents, potential knowledge users, and other stakeholders (i.e., to external audiences)

Specific strategies

- 5.4.a. Systematic and regular development of flyers and handouts for multiple groups (Chairs and faculty; Legislators; Industry partners; Community members, Alumni, etc.)
- 5.4.b. Provide access/invites to key members of external constituent groups to attend regular public research presentations (e.g., ARL/CERL; Research and Discovery Week events (legislator day); Facilities tours)
- 5.4.c. Hold regular presentations on the status of research and key initiatives at UNM with key members of external constituent groups (e.g., OVPR town halls; BOR meetings; State legislative committees)
- 5.4.d. Coordinate communication and promotion of research with UCAM (e.g. research column for ABQ Journal; Op eds)
- 5.4.e. Provide resources and training to researchers for self-promotion through a vibrant and active researcher website (e.g., branding, marketing, messaging)
- 5.4.f. Utilize the OVPR website and social media channels to promote inclusive excellence in research (See Goal 1.5)
- 5.4.g. Partner with Science Fair and other mechanisms reaching into K-12 educational pipeline
- 5.4.h. Increase intentional communications with NM legislators by working closely with UCAM and Gov Rel
- 5.4.i. Increase participation of NM legislators in UNM research events utilizing personal invitations and coordination with other Gov Rel activities
- 5.4.j. Develop and implement incentives for departments to deploy mechanisms for knowledge dissemination; include departments who are role models for doing this