A. Enhance University-wide Collaboration

I. Structural Investments

1. **Designate specific funds for grants that require multiple departmental and college participation.**
   Provide funds for allocating 10-20% of President’s Research Funds specifically for grants that cross disciplines to break down barriers to promote cooperation among departments and/or colleges. Establish a seed grant program that requires co-PIs from at least 2 schools within the university.

2. **Sponsor University-wide events that bring faculty together to develop collaborative projects.**
   Organize university-side events such as:
   a. Annual research symposium with outside speakers to highlight interdisciplinary research efforts at SLU or elsewhere.
   b. Formally recognize faculty who engage in interdisciplinary collaboration.
   c. Establish a Faculty Club/Coffee House on campus with Friday Happy Hours to promote social interactions including research fora, brown bag sessions, focus groups, research seminars, interdisciplinary meetings, social events, annual research symposia, research displays, research open hours, faculty orientation, and President’s reception.
   d. Encourage cross-disciplinary courses and majors to increase communication.
   e. Provide ‘entertainment’ grants for interdisciplinary events. Provide financial support for cost of food/refreshments, etc. when events/programs are held. Perhaps the funds could come from an amount reallocated from department/school/college/university administrative budget.
   f. Continue and expand support of Meet and Greet opportunities by requesting ideas from faculty and rewarding participation.

3. **Support development of Centers of Excellence and maintain their structure with oversight.**
   Encourage and fund center development and new centers of excellence that cross departmental lines. Basic requirements should be determined as well as a specific defined organizational structure. There should be a funding mechanism that rewards increased productivity within the members of the Center and progress should be evaluated periodically. Centers should regularly disseminate information regarding their activities, seminars, facilities and initiatives.

4. **Reduce territoriality and silo mentality among department chairs and deans.**
   We need a culture change that supports collaboration across departments and schools, such as that at the School of Public Health where such activities are common. We should:
   a. Expand faculty responsibilities to include college and university needs to promote scholarly activities across departments.
   b. Fund summer projects to involve 9 month faculty with 12 month faculty.
   c. Find the balance between administrations within departments and cross-disciplinary scholarly activities among departments.
   d. Recruit chairmen/other leaders with collaborative philosophies and encourage existing leaders at SLU to also become more collaborative.
   e. Encourage courses and graduate programs that involve faculty from multiple colleges.
II. Organizational Changes

1. Track multidisciplinary programs of government and foundations to established areas of expertise.
ORS office should track multidisciplinary programs at NIH/NSF, and other federal entities or foundations and match this information to established areas of expertise across the University to promote collaborations. Create a panel of interdisciplinary grant experts to review and develop these proposals.

2. Encourage submission of complete research information by faculty for database.
Faculty should be encouraged to submit their research information to the searchable database generated and maintained by the Office of Research Services. In addition, we recommend:
   a. Establishing a mechanism to determine whether faculty review their information stored in the database and send reminders annually for updates.
   b. Adding scientific core fields (see later suggestion) including research services, large equipment and resources for research available on campus with links to appropriate departments.

3. Maintain a university database with faculty publications.
The university should create and maintain a listing of publications of university faculty with a web interface and an underlying database. The system should allow faculty to perform an on-line search of current and past faculty publications. This website should also have links to research resources (e.g., writing services, statistical assistance, other research information services).

4. Improve dissemination of interdisciplinary research activity at the university to all faculty.
Develop electronic communication sources, such as using Newslink to report cross-disciplinary research, events, and programs or another form of newsletter to recognize the on-going research studies and conferences within the University. Publicly recognize SLU faculty that obtain research awards especially interdisciplinary projects.

B. Promote Increased Scholarly Activity

I. Incentives for Research

1. Designate 10% of indirect costs to be returned to faculty to promote and reward research.
The committee recommends that 10% F&A dollars recovered from grants, contracts and other types of outside sources be returned to the faculty member(s) whose funded research brought in those dollars. The formula and rules governing this allotment of indirect costs should be openly available to the faculty. The roles of substantial collaborators/co-PIs should also be taken into account when monies are allocated. Returning F&A dollars to the faculty should help increase amount of funding, publications, and faculty retention.

2. Increase bridge and seed grant funding program.
Provide research funds (e.g., Presidents Research Fund) to provide bridge and seed grants for principal investigators who are between grants or who want to start a new research program. This could help increase collaboration between departments and colleges.
3. **Initiate endowment fund (SLU Research Initiative) to enhance research activity.**

Propose a new fund (SLU Research Initiative) with a specific goal (e.g., $20 million) in the next five years with the goal of doubling research/scholarly activity at the university within this time frame. Encourage local industry and graduates to support research and scholarly activity. Have competitions by different departments and schools to develop areas of research or to engage in activities or programs to benefit the city/region or scholarly activity in areas of expertise. We could ask for proposals then have them vetted to represent all faculty at the university in order to attract support from the community, our local businesses and benefactors with interest in specific ideas.

   a) **Provide funds to make time available for faculty for scholarly activity.**
   SLU Research Initiative endowment to support a single course buyout (funds to cover an adjunct for one of the courses a faculty member teaches) for non-dollar generating major scholarly activities (i.e. finishing a book for publication, etc.) or junior faculty sabbaticals.

   b) **Support the payment of subventions.**
   Subventions are fees (between $1-2K) that peer-reviewed academic presses charge to publish a book after it has been favorably reviewed. Typically the faculty member must pay even though publication of a book is a tenure requirement of many departments.

   c) **Provide additional salary support to faculty for research support.**
   SLU Research Initiative to support faculty who get external grants that are not able to cover their entire salary and fringe benefits. Supplement grants such as Guggenheim, ACLS, NEH, etc. that directly reimburse faculty member although the funds frequently do not cover their entire salary and fringe benefits.

   d) **Supplement seed and bridge grants promoting collaboration.**

4. **Promote more public recognition of research and scholarly activity.**

Expand Grantwinner reception to recognize scholarly achievements. For instance, create President's or Provost's book awards for monographs published by the most prominent university presses. The cost would not be high as there are relatively few such publications. [see Faculty Development].

5. **Develop evaluation standards that reward scholarly activity in all departments.**

Ensure that scholarly activity is promoted for all faculty by developing guidelines to be used across schools and departments regarding the weighting of scholarly activities in annual evaluations and merit raises. This should firmly state that faculty receive credit for research activity, in addition to teaching and/or clinical duties, that reflects their agreement with their departmental chair and dean regarding their obligations. Research activity should be rewarded appropriately for merit raises and promotion.
II. Staff, Equipment and Space

1. Promote development and use of core facilities.
   a) **Establish website listing core equipment with rules and schedules for use.**
      Develop a centralized university website at on which core equipment is listed. This site should also link to calendars that allow scheduling of such equipment. An oversight committee should also be established on each campus to advise on issues such as scheduling problems, service fee structures and maintenance costs.

   b) **Review usage of core equipment and provide funds for maintaining technologies.**
      The annual running costs of cores should be covered by a mixture of in-house user fees and indirect costs. Longer-term planning should involve the Development Office in efforts to obtain endowments to help run cores. Also efforts should be made to identify areas where program project/center grants might be generated to help with core support/expansion.

   c) **Establish policies to promote new core facilities.**
      University should develop mechanisms for faculty to submit ideas for new cores and help them contact other faculty who might be interested in helping establish such a core, while also providing some guidance as to how to apply for monies to purchase and run a core.

2. Designate more assistance for pre- and post-doctoral training at SLU.
   Graduate training programs are integral to the stature and productivity of the university. They perform needed tasks and, after graduation, they often remain in academics representing SLU enhancing the reputation of our university. The university should provide additional financial support ensuring that stipends and benefits are competitive with other universities.

3. **Establish a committee to promote graduate education.**
   The university should provide support to enhance our graduate programs and encourage research by providing tuition waivers, tuition waivers plus stipends, or stipends only. Examine current funding inconsistencies between departments or colleges for these expenses. Tuition waivers for grant supported graduate assistantships will increase participation in this critical endeavor. Supplementation of post-doctoral fellowships by the University will also enhance research.

4. **Ensure appropriate investment in libraries with input from faculty.**
   Examine resources to University Libraries for purchasing/subscribing and accessing information resources, such as online databases, electronic journals, books, special collections, and other information media ensure appropriate support. These funds can come from the university budget and/or via establishment of an endowment. Library space should be evaluated and increased to provide opportunities for group study, collaborative research, and writing.

5. **Identify additional staff requirements to promote research.**
   Provide support for research staff (laboratory technicians and research management staff) to promote research in areas that are considered critical for the success of Centers of Excellence or potential new research endeavors.

6. **Development of a university-wide space utilization policy.**
   A coherent policy for reviewing space utilization across the campus would assist in strategic planning for the research enterprise. An analysis would help promote more efficient use and planning for expansion or reduction to serve a reasoned plan for research development.
III. Research Support Services

1. Review and improve pre-award and post award grant management.
   Improvement in facilitation of grant submission, appropriate management of grant budgets, and assure optimal support of staff. Provide grant managerial support to ensure competent pre and post award management.

   a) Hire or transfer personnel for appropriate distribution of grants management staff.
      Hiring and educate of existing and new staff in pre and post award management especially budget management. Oversight by ORS should resolve any difficulties or deficiencies identified by faculty. Decrease time from grant notification to fund number/ability to hire and purchase supplies as well as ensure timely submission of invoices and closeout reports.

   b) Develop review procedures for evaluating IRB and grant management.
      Establish a joint committee to review procedures and policies with the intent of alignment of all oversight of IRB and IACUC. The committee should be made up of select IRB members and staff, faculty and ORS personnel. Empower the committee to modify procedures and policy with approval of the Assistant Provost for Research.

   c) Support staff in ORS for management of grant applications, management and termination.
      Identify ORS staff that can assist with the entire process of grant submission, management and close out. This would facilitate research and encourage faculty to engage in research.

2. Review and improve purchasing and accounting procedures.
   Review procedures to identify standard vendors and negotiate discounts for the entire university. Simplify purchasing from non-standard vendors. Ensure that standing orders do not compromises determination of account balances. The University post award management is unnecessarily complex leading to errors and faculty intervention wasting time and money. This could be avoided by reviewing best practices at other Universities and instituting these at the university.

3. Coordinate statistical support across the campus by establishing a statistical core facility.
   Large database management/analysis and specialized statistical consultation is a need for the success of many research endeavors. Previous requests for a statistical core facility have not been successful. The university should establish a University-Wide Statistical Core Facility to provide:

   1) Provide a limited set of free consultation on grants/contract applications and research data using both students and faculty.
   2) Assist with database management and development,
   3) Advise on data collection (telephone interviewing, survey development, data entry)
   4) Coordinate site licenses for statistical software and appropriate support
   5) Establish website of statistical resources (how-to guides, online calculators, presentations)
   6) Develop a repository of commonly used databases/datasets (e.g., Federal surveys, Medicare/Medicaid issues).

4. Improve our university website to enhance uniformity, search capability and our public image.
   Redesign the university website to enhance uniformity and search capability both for internal and external communities. Currently, the SLU website is not structured 1) to provide a universal brand across the campus, or 2) to facilitate searches. For example, the URLs of webpages are often abstract
A university-wide plan should design and optimize departmental web pages. Our website should improve publicity and provide newsletters of meritorious scholarly activity to promote the university.

**5. Improve ITS support by extending hours and improving collaboration across the university.** Extend hours for technical phone support since researchers work at night and weekends. Improve collaboration of ITS, particularly with ORS, to impact research and timely reporting on grants. Ensure ITS oversight committee has representation from ORS and from faculty conducting scholarly activity.

**IV. Faculty Development**

1. **Create a clear university-wide policy for faculty development.**
   Create a University policy guiding faculty development to promote faculty retention and recruitment. This would provide guidance and assistance to administrative personnel to foster faculty development and ensure that procedures are in place across the units to aid in the pursuit of our stated goal of being recognized as the best Catholic University in the country.

2. **Establish an office of Academic Affairs to promote faculty development.**
   An office of Academic Affairs should be established within the Provost’s office to oversee and develop new initiatives. These new initiatives should include:
   
   a) **Create an endowment fund specifically targeting faculty development.**
      The funds should not replace existing funding but should be viewed as providing additional seed money to enhance faculty development by increasing the opportunity to recognize and reward faculty, provide adjunct support, attend meetings, support extended sabbaticals, or create additional scholarly leave funding similar to the Provost’s Research Leave program. This endowment could be administered through the Academic Affairs office in consultation with a faculty senate committee.

   b) **Establish a clear policy for workload distribution that reflects faculty skills.**
      Establish a workload distribution policy that recognizes and rewards the various roles that faculty members fill throughout their careers. At various times, faculty may focus on scholarly activities while during other periods in their career they may be more involved in teaching or service. Clearly, faculty need to contribute in all areas but the percentage of their effort should be negotiated through consultation within the relevant unit. All elements, teaching, research and service, are key components of the University Mission and should be valued accordingly.

   c) **Ensure that all faculty have access to a professional development fund.**
      Initiate a professional development fund for all faculty to provide resources for travel, office computing, short courses, and other professional development activities.

3. **Promote hiring competitive research faculty with appropriate funding.**
   Ensure that faculty salaries, start-up packages and amount of protected time are competitive with other Research I universities in the Midwest. Issues relating to faculty performance, development, retention and compensation should be reviewed regularly and supported by the university to maintain a competitive and active research enterprise. Although this is the primary purview of the departmental chair and dean, the university should ensure that compensation will be appropriate.
A. Enhance University-wide Collaboration

Increase Collaboration
- Provide specific incentives for collaboration across depts./colleges (35)
- Develop cross-disciplinary presentations/meetings to encourage collaboration (57)
- Identify groups with similar interests and encourage sharing of ideas (18)

Reduce Barriers between Depts and Schools
- Reduce territoriality and silo mentality between dept chairs and deans (12)
- Encourage cross-disciplinary courses and majors to increase communication (10)

Improved Communication
- Website lists of interests and equipment and regular dissemination of research topics (51)
- Recognize cross-disciplinary collaborations university wide (newsletter, awards) (6)

B. Promote Increased Scholarly Activity

I. Incentives for Research
- Provide incentives for research, publication, grant submission, grant support (F&A) (69)

II. Staff, Equipment and Space

Inadequate personnel
- Faculty (21)
- Research Staff (19)
- Graduate Assistants and Students, Postdocs (26)

Equipment and Space
- Improve facilities by providing more core research facilities and laboratory space (13)
- Resources (e.g. journal access, lab space, equipment, library, core labs) are insufficient (40)

III. Research Support Services
- Provide staff for grant preparation and management (55)
- Provide statistical services network (19)
- Reduce impediments inherent in present grant submission and management system (54)
- Facilitate travel for networking and encouragement of scholarly activity (39)
- Improve Web and ITS services (39)

IV. Faculty Development
- Allow appropriate time for scholarly activity by reducing teaching/administrative duties (92)
- Offer mentorship and training for grant writing and management (29)
- Encourage sabbatical leave or protected block of time to enhance scholarly activity (6)
- Recognize some specialization of faculty that excel in research or teaching (10)
- Increase promotion standards and raise overall expectations (8)
- Reward performance (awards, publish names, free tickets to events) (7)
- Ensure that annual evaluations include scholarly activity with specific metrics (9)