

Illinois State University
Academic Affairs
FY21 Planning Document

Office of the Associate Vice President for Research
Research and Sponsored Programs
Research Ethics and Compliance
Office of Student Research

Educate. Connect. Elevate. emphasizes the critical roles that research, scholarship, and creative activities have in the mission and vision of Illinois State University. The goals and objectives outlined in this planning document align with all seven core values:

- Learning and Scholarship, by definition;
- Individualized attention, through the often 1:1 interactions between faculty and students that take place in scholarly and creative activities;
- Diversity and Inclusion, through research in cultural understanding and social justice, and through the inclusion of all students in advanced scholarly and creative activities;
- Respect, through collaboration and the exchange of ideas that are essential aspects of scholarly and creative activities;
- Civic Engagement, through the active learning experiences in which many students and faculty engage during their research and creative activities;
- Collaboration, through researchers' interactions with partners internal and external to the University;
- Integrity, through the ethical standards required to conduct quality research and creative activities.

Furthermore, these goals and objectives directly promote or support all four strategic directions of the University and many of the objectives and actions supporting those strategic directions.

I. Major Goals for FY21

Goal 1. Continue implementing the current Research Strategic Plan, and consider refinements to make it more closely align with *Educate. Connect. Elevate.*

- Continue the creation and development of policies, programs, processes, and administrative structures that support faculty, student, and staff in their research and creative efforts, and that align with the Research Strategic Plan
- Work with the University Research Council, the College Research Coordinators, faculty, and student researchers to identify and prioritize unmet needs with regards to research and creative activities.
- Assess the progress made under the current Research Strategic Plan and begin the process of updating the strategic plan to align with *Educate. Connect. Elevate.*
- Grow the innovation and economic development missions of the University through collaborations with the Illinois Innovation Network and the creation of the Community Startup Incubator.

Goal 2. Grow the role of the research offices in promoting faculty and student research and creative activities, and explore new ways of doing business

- Establish the Research Support Services office (formerly Research and Sponsored Programs and Research Ethics and Compliance) that promotes multifaceted support to faculty, students, and staff involved in research and creative activities.
- Implement the new guidelines for converting research collaborations into research centers; advocate for seed funding and a pathway to sustainability for nascent centers.
- Continue to seek alternate funding sources of for University Research Grants
- Partner with the Faculty Success Center to greatly expand educational outreach in all areas: grants, compliance, research methods, and technologies.
- Implement a more rational policy for the distribution of indirect costs funds that enable units to budget for their expenditure and further grow research, scholarship, and creative activities

Goal 3. Strengthen support for faculty research and creative activities

- Develop sustainable model that provides startup funds to new faculty, including both large startup packages and smaller seed funds that are critical to all faculty as they launch their academic careers
- Increase the funding for University Research Grants
- Implement new electronic tools for researchers that improve both compliance (e.g. time and effort, financial conflict of interest) and management of grant funds (e.g. online budget access).
- Create an “RSP Fellows” educational and certification program for pre-tenure faculty that provides them with the skills required for grant submission and management
- Increase the support of faculty innovation and entrepreneurship, and build the legal and organizational structure of the Community Startup Incubator.
- Develop plans for a Makerspace/Educational Center, managed by CeMaST, that is funded by the Illinois Innovation Network.

Goal 4. Champion student research and creative activities

- Grow the undergraduate research fellowship program and seek funding to grow the number of students that are awarded the fellowships.
- Permanently fund the Office of Student Research to the level that should be expected at a large institution that values individualized attention.
- Recruit student entrepreneurs to the Community Startup Incubator and begin building the educational programming necessary to develop ideas, technologies, devices, etc. into small businesses.

II. Permanent Funding Requests

1. Office of Student Research

- a. **Full-time Director, \$110,000.** The Director’s salary is currently paid through recovered indirect costs, but as a key component of student engagement and success, the Office should be funded by a more stable source. Furthermore, as the Director’s responsibilities have increased, the position has grown from a 25% appointment (AY) and 33% (summer) to a 50% appointment (AY). The duties continue to increase, and a full-time director will be essential in the immediate future.

- b. **Student Research Fellowships, \$200,000.** The need for student summer and academic year research fellowships is very strong, and will exceed available Foundation funds in the upcoming year. \$200,000 would be required to fully fund applications for Summer 2020 (the first year this program was offered), and the academic year program has not yet been launched.
 - c. **Operating Funds, \$30,000.** Operating funds for the Office of Student Research are currently provided through recovered indirect costs. As the Office's responsibilities and activities grow, the demand for events, supplies, and equipment will exceed the available indirect cost funds.
2. **Startup Incubator Manager, \$135,000.** We seek to hire an experienced entrepreneur with excellent management skills to establish the Startup Incubator to be located in Uptown Normal. Currently, recovered indirect cost funds are budgeted for this expense, but having permanent funding for the position would allow these indirect cost resources to be devoted to the operations of the Incubator.

III. Strategic Budgeted Carryover

- Item 1. Supplemental URG Commitments, \$48,436.** These are supplements to colleges' University Research Grant allotments for grant-related projects that were proposed and awarded in 2019-20 but for which funds will be expended in FY21.
- Item 2. Office of Student Research Director Buyout and Summer Salary, \$47,000** In the event that permanent funding is not secured for the Director's salary, we will continue the 50% buyout and partial summer salary for FY21. In the event that the position does secure permanent funding, these SBC funds will be used to partially offset the Director of Incubation Service's salary and/or other Startup Incubator costs.
- Item 3. Office of Student Research Operating, \$30,000.** These are funds that will support the Office's activities (e.g. Image of Research, publication materials, workshops), for which we currently have no permanent funding. In the event that this cost is permanently funded, these SBC funds will be used to partially offset the Director of Incubation Service's salary and/or other Startup Incubator costs.
- Item 4. Startup Incubator, Remaining Funds.** The new Startup Incubator will begin to incur costs during FY21, including staffing and initial operating costs. These SBC funds will be used to support those operations. *Note: A substantial portion of Research and Graduate Studies' budget comes from recovered indirect costs, and it is therefore not possible to accurately calculate the amount of funds that will remain until the end of the fiscal year.*

IV. Provost Enhancement Requests

- Priority 1. Student Research Fellowships, \$150,000 (\$100,000 PE, \$50,000 Foundation Funds).** *If permanent funding of Student Research Fellowships is available, this request will be withdrawn.* The need for student summer and academic year research fellowships is very strong, and will exceed available Foundation funds in the upcoming year. \$200,000 would be required to fully fund applications for Summer

2020 (the first year this program was offered), and the academic year program has not yet been launched.

Priority 2. Implementation of Cayuse Modules, \$70,000. Additional modules for the Cayuse Research Suite are required to maintain compliance and provide more reliable financial information to PIs. These subscription costs of these modules (Pivot, HR Connect, Financial Conflict of Interest (FCOI), Financials, Effort Reporting, and Institutional BioSafety) will be covered through recovered indirect costs, but there will be a onetime implementation expense in FY21.

Priority 3. Review and Policy Development for IRB and IACUC, \$100,000 (\$75,000 PE, \$25,000 AVPR Funds). We seek to engage an external consultant to develop best practices and make organizational recommendations for the Institutional Review Board (IRB) and the Institutional Animal Care and Use Committee (IACUC). These committees are critical components of compliance in research with human and animal subjects, respectively, but ISU's structure and operations of these committees have never been evaluated by external consultants. We feel that such a review is essential for maintaining/improving compliance, expanding services to PIs, and enhancing protection of research subjects.

V. Personnel Requests: Tenure Track Faculty

None

VI. Personnel Requests: Tenure Track Faculty-Non-reappointment or tenure-denial/death

None

VI. Facilities Requests

- **Makerspace and Educational Center.** ISU has been allocated \$3M for its Hub of the Illinois Innovation Network. Part of this funding will be used to create a Community Makerspace and Educational Center, in collaboration with CeMaST and Heartland Community College. We are currently seeking an appropriate space and determining the timing of this funding.
- **Office of Student Research location in Milner Library's Student Success Center.** The Office was originally included in space plans for the Student Success Center, and we still desire to have a presence in that space.
- **New location for the Center for Mathematics, Science, and Technology (CeMaST).** The current location in the Campus Religious Center is shared with several organizations, and CeMaST's operations have outgrown the space. The lease expense (approx. \$35,000/yr) could be better spent on its operations if an on-campus location could be secured.