

DIVISION OF RESEARCH IMPLEMENTATION

PLAN: 2024-2034

Draft for Sharing/Vetting Sessions

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| | |
|---|----|
| Proposed Division of Research Mission..... | 2 |
| Proposed Division of Research Vision..... | 2 |
| Proposed Division of Research Implementation Plan Design (Graphic)..... | 3 |
| Proposed Division of Research Implementation Plan | 3 |
| AREA A. CHARLOTTE’S GREAT RESEARCH UNIVERSITY | 3 |
| Goal A1. Elevate UNC Charlotte as a leading research university addressing local-to-global challenges..... | 3 |
| Goal A2. Foster multiple pathways for research dissemination to maximize societal impact..... | 5 |
| Goal A3. Amplify the national and international visibility and reputation of UNC Charlotte research..... | 6 |
| AREA B. RESEARCH EXCELLENCE THE NINER WAY..... | 7 |
| Goal B1. Create a thriving culture that inspires research excellence in all its forms..... | 7 |
| Goal B2. Nurture students, postdoctoral trainees, faculty and staff to thrive and excel in research.... | 9 |
| AREA C. RESEARCH SUPPORT AND CAPACITY..... | 11 |
| Goal C1. Provide researchers and research administration staff with the knowledge and skills to thrive..... | 11 |
| Goal C2. Strengthen and optimize research-innovation infrastructure to ensure a robust and reliable foundation supporting effective operations and research excellence..... | 12 |
| Goal C3. Safeguard research assets, support robust decision-making and enhance security and compliance..... | 12 |

PROPOSED DIVISION OF RESEARCH MISSION

University Mission

As North Carolina's urban research¹ university, UNC Charlotte is a diverse and inclusive institution with local-to-global impact that transforms lives, communities and industries through access and affordability, exemplary bachelor's, master's, doctoral, and professional programs, scholarship, creative work, innovation and service.

Proposed Division of Research Mission (DRAFT)

UNC Charlotte supports research in all its forms, facilitating multiple pathways and opportunities that maximize research expression through access, partnership and innovation.²

PROPOSED DIVISION OF RESEARCH VISION

University Vision

To be a globally recognized, emerging top-tier research university driving discovery and innovation while advancing student access and social mobility, nurturing talent, fostering excellence and ensuring equity.

Proposed Division of Research Vision (DRAFT)

As Charlotte's Great Research University, internationally known and regionally relevant, we will foster a research community culture of collaboration and interdisciplinarity and ignite the world with discovery and creativity.

¹ UNC Charlotte values research in all its forms, including scholarly inquiry, discovery, exploration, innovation, entrepreneurship, creative activities, community engagement and/or interdisciplinary endeavors.

<https://inside.charlotte.edu/research>

² At UNC Charlotte, innovation is the fusion of diverse disciplines, encompassing the interdisciplinarity of the arts, humanities, and sciences, to foster novel ideas and create transforming solutions.

DIVISION OF RESEARCH IMPLEMENTATION PLAN

DRAFT



AREA A. CHARLOTTE'S³ GREAT RESEARCH UNIVERSITY

Goal A1. Elevate UNC Charlotte as a leading research university addressing local to global challenges.

Objective A1.1. Refine, deepen and elevate signature research areas and interdisciplinary and team science⁴ to new heights of engagement and reputation. [SWN B1, B1.3, B2, B2.1, B4.1, B5.2] [R1 Roadmap C/1/a/i-iv; C/1/b/i-iii; C/2/a/i-ii; C/2/b/i; C4/b/i-ii] [DR SP I/A/3/a-b; 1/B/1/a; 1/B/2/b-c, c; 1/C/1/a]⁵

Action A1.1.1. Develop hubs and networks of interdisciplinarity, including centers and support with wraparound and scaffolded support. [R1 Roadmap C/1/a/ii-iv; C/1/b/i] [DR SP I/B/2/b-c; I/C/1/a]

³ Charlotte refers to the entire Charlotte region, from urban to rural, with Charlotte as an anchor in the Carolinas.

⁴ Team science is a collaborative approach to scientific inquiry that leverages the strengths and expertise of professionals from different fields. It involves researchers working together in interdisciplinary teams to address scientific challenges that may be beyond the scope of individual efforts. These teams aim to achieve scientific breakthroughs that wouldn't be attainable through individual or isolated work. The field of team science examines how these teams organize, communicate, and conduct research, considering factors like team dynamics, management, and institutional structures. National Academies Science Engineering Medicine. [no date]. The science of team science. [The Science of Team Science | National Academies](#)

⁵ Key for alignment notations with other UNC Charlotte strategic planning documents:

SWN=[Shaping What's Next](#), the UNC Charlotte institution-level strategic plan 2021-2031

R1 Roadmap=[Roadmap to Research Top Tier: R1 Commission Report \(Fall 2021\)](#)

DR SP=[Division of Research Strategic Plan 2022-2031](#)

DEI SP=[Building on Common Ground: The Inclusive Excellence Strategic Plan 2023-2033](#)

Action A1.1.2. Create a culture of strategic researcher recruitment and retention to advance the excellence and reputation of research areas and centers in collaboration with the Division of Academic Affairs. [SWN B2, B2.1] [R1 Roadmap C/1/a/i, iv; C/2/a/i, iii; C/2/b/i] [DR SP I/A/3/a- b; I/C/1]

Action A1.1.3. Nurture strategic expansion by investing in distinctive and interdisciplinary domains while recognizing the indispensable role of arts and humanities as innovative collaborators.

Action A1.1.4. Align facilities, equipment, and instrumentation with future directions of research and innovation to meet the needs of a leading urban research university. [SWN B1.3] [R1 Roadmap C/4/b/i-ii] [DR SP I/C/2/a]

Objective A1.2. Catalyze our positionality as a trusted source of expertise within the Charlotte region's social, cultural and economic ecosystem. [SWN B5.2; C1; C1.1] [R1 Roadmap C/1/c/i-ii, viii; C/4/b/i-ii] [DR SP I/C/2/b; IV/A/1; IV/B/8]

Action A1.2.1. Collaborate with other UNC Charlotte divisions and offices to accelerate a framework for implementing the urban research mission to maximize societal impact. [SWN C1.1.] [DR SP IV/A/1]

Action A1.2.2. Position the University as an accessible source and resource for research and expertise that benefit the region's needs and aspirations in social, cultural, health, environmental, and economic development arenas.

Action A1.2.3. Engage actively in community coalitions and form collaborations to align research with the region's goals, focusing on co-creating practical solutions. [DR SP IV/B/8]

Action A1.2.4. Support external exposure and experience for faculty through board and temporary appointments in collaboration with the Offices of Constituent Relations, Research, and Economic Development and the Division of Academic Affairs. [R1 Roadmap C/1/c/ii]

Objective A1.3. Encourage internationalized research. [SWN B5.2; C1] [R1 Roadmap C/1/a/i, ii, iv, v, vii; C/1/c/ii] [RD SP 1/A/5/c; 1/B/1/b]

Action A1.3.1. Forge consequential and productive global collaborations rooted in internationalized research and cross-cultural thinking. [SWN B5.2] [R1 Roadmap C/1/a/i-ii] [DR SP I/B/1/b]

Action A1.3.2. Bring internationally recognized, highly collaborative researchers to campus in permanent and visiting capacities to catalyze internationalization and interdisciplinary approaches to research areas and centers and mentor faculty regarding globalized research opportunities and pursuits. [R1 Roadmap C/1/c/ii]

Goal A2. Foster multiple pathways for research dissemination to maximize societal impact.

Objective A2.1. Promote multiple channels for faculty research dissemination.

[SWN B1.4, B5] [R1 Roadmap C/1/a/ii; C/1/d/iii]

Action A2.1.1. Maximize UNC Charlotte's societal impact by disseminating and translating research into meaningful policy recommendations, enriching cultural vibrancy, promoting artistic expression, preserving regional history, weaving the tapestry of the humanities into societal progress, and educating communities about critical issues through collaboration. [R1 Roadmap C/1/d/iii]

Action A2.1.2. Extend research to the community in new and more profound ways, expanding dissemination and broadening societal impacts.

Action A2.1.3. Support the Division of Academic Affairs to ensure that promotion, tenure, and workload policies and procedures recognize diverse channels of faculty research dissemination and support academic excellence in keeping with the mission of UNC Charlotte as an urban research institution. [R1 Roadmap C/1/a/ii]

Objective A2.2. Establish UNC Charlotte as a preeminent partner institution for R&D initiatives, applied research with industry and innovation.

[SWN C1, C1.2]

[R1 Roadmap C/1/a/vii; C/1/d/i] [DR SP IV/A/2/c; IV/A/4/a-d; IV/A/5/b] [DEI SP A3, D5]

Action A2.2.1. Empower an interdisciplinary and collaborative research culture to drive impactful R&D, seamless tech transfer, successful commercialization, and vibrant entrepreneurship. [R1 Roadmap C/1/a/vii] [DR SP IV/B/5; IV/C/3] [DEI SP D5]

Action A2.2.2. Seek and attract new industry and government partners to join the campus research and innovation ecosystem. [R1 Roadmap C/1/d/i] [DR SP IV/A/4/b-d; IV/A/5/b] [DEI SP D5]

Action A2.2.3. Foster the creation and expansion of innovation districts or hubs, campus incubators, innovation labs, collaborative R&D and innovation workspaces to contribute to the region and state as talent workforce cultivators and as welcoming sites for faculty and student entrepreneurs. [SWN C1.2] [DR SP IV/A/4/a-b; IV/A/5/a]

Action A2.2.4. Connect faculty, students, postdoctoral trainees and alumni to commercialization, innovation, and entrepreneurial opportunities. [SWN A1.1, A1.1.4, A3, A3.1.2, A3.1.3, A4.1, A4.1.3, A4.2, A4.2.1, A5.2, A5.2.2; B1.1, B1.1.4, B2, B2.2, B2.2.1, B2.2.2, B3, B4.2, B4.2.4] [R1 Roadmap C/1/b/i-ii] [DR SP IV/B/1/b-d; IV/B/2/b, d, e] [DEI SP A3]

Action A2.2.5. Increase training opportunities regarding innovation and entrepreneurship. [DR SP IV/B/1/c-d; IV/B/2/d]

Goal A3. Amplify the national and international visibility and reputation of UNC Charlotte research.

Objective A3.1. Showcase exceptional research, effectively articulating the distinctive Niner urban research university brand. [SWN B1, B4; C1.1.2, C1.2; D4.2.2] [R1 Roadmap C/5/a/i-ii] [DR SP I/A/4/d] [DEI SP E1]

Action A3.1.1. Develop a research-specific communications plan that effectively articulates the UNC Charlotte story, urban research university brand, exceptional research quality, research diversity by discipline and inclusive excellence, and impact on local and global communities in collaboration with the Office of University Communications. [R1 Roadmap C/5/a/i] [DR SP I/A/4] [DEI SP E1]

Action A3.1.2. Collaborate with college deans and the provost's office to develop strategies to increase the number of faculty receiving prestigious honorific awards from national and international societies and organizations. [R1 Roadmap C/5/a/ii] [DR SP I/A/4/d]

Action A3.1.3. Energize employees and alumni about UNC Charlotte as a research powerhouse so they will become ambassadors of Charlotte's research successes in their communities.

Objective A3.2. Develop philanthropic support for research endeavors and infrastructure. [SWN D5] [R1 Roadmap C/2/a/ii] [DR SP I/A/3/b; IV/A/2/c]

Action A3.2.1. Build a fundraising agenda that supports this Implementation Plan in conjunction with the Division of University Advancement. [R1 Roadmap C/2/a/ii; C/5/a/ii] [DR SP I/A/4/b]

Action A3.2.2. Bolster fundraising collaborations internally with the University Advancement, colleges, signature research areas and centers, and externally with research partners and supporters. [DR SP I/A/3/b]

Action A3.2.3. Strengthen the partnership philanthropic development team by coordinating with the Divisions of Advancement and Academic Affairs to systematically cultivate and nurture research and innovation relationships with current and potential industry partners. [DR SP IV/A/2/c]

AREA B. RESEARCH EXCELLENCE THE NINER WAY

Goal B1. Create a thriving culture that inspires research excellence in all its forms.

Objective B1.1. Build a research community⁶ where all feel they are welcome and belong. [SWN D1.1, D1.1.1, D1.1.2; D2, D2.1, D2.1.1, D2.1.4, D2.2, D2.2.1, D2.2.2; D3, D3.1, D3.2; D4] [R1 Roadmap C/1/b/ii] [DR SP I/C/1/b] [DEI SP A5, A6, B1, B2, B5]

Action B1.1.1. Ensure that the research culture supports integrity and respect for all researchers⁷, their disciplinary and interdisciplinary pursuits, and methodologies, as well as embraces diversity and inclusive excellence in the spirit of the UNC Charlotte Guiding Commitments. [SWN D1.1.1] [DEI SP B2; B5]

Action B1.1.2. Enhance policies, practices, and support systems to make the UNC Charlotte research community welcoming, equitable, and empowering. [SWN D1.1; D1.1.1; D1.1.2; D2, D2.1; D2.1.1; D2.1.4; D2.2; D2.2.1; D2.2.2; D3, D3.1, D3.2] [DEI SP B1]

Action B1.1.3. Prioritize employee-centered approaches to enhance retention, boost workplace satisfaction, and foster equitable career advancement for members of the research administration staff. [DEI SP A6]

Action B1.1.4. Advance the leadership capabilities of the research area and center directors and heads of multi-partner grants with training about organizational development and leadership to facilitate the growth and impact of these entities in an environment of welcoming, belonging, empowerment, and well-being for participants.

Action B1.1.5. Provide postdoctoral trainees and non-faculty researchers with a positive, nurturing environment that welcomes them and establishes their belonging in academic research. [R1 Roadmap C/1/b/ii] [DR SP I/C/1/b]

Objective B1.2. Engage all corners of the campus with research. [SWN B2] [DEI SP B5]

Action B1.2.1. Energize faculty toward research and innovation through meeting and engagement opportunities with researchers from all parts and all disciplines of the institution to enable the discovery of shared research interests and the development of collaborative projects.

Action B1.2.2. Facilitate dialogue and ideation among researchers from disparate disciplines to find ways to integrate and unite multiple perspectives and methodologies into research projects suitable for grant funding that address societal challenges.

Action B1.2.3. Use events, programs, and celebrations to bring together people — faculty, staff, students and postdoctoral trainees — from throughout the campus, disciplines, and diversity groups to engage with research contributions that have a societal impact locally and globally. [DEI SP B5]

⁶ Research community includes all researchers, research administration staff, and all people who work in offices involved with and play a supporting role in UNC Charlotte research excellence.

⁷ Researchers include faculty, administrators, staff, undergraduate and graduate students, and post-doctoral trainees – anyone at UNC Charlotte participating in research projects and activities.

Objective B1.3. Amplify the importance of interdisciplinary collaboration and team research. [SWN B5, B5.1, B5.2.1] [R1 Roadmap C/1/a/iv] [DR SP I/B/2/a; I/B/3/b, d; I/B/3]

Action B1.3.1. Strengthen interdisciplinary, intra-, and inter-institutional partnerships to tackle complex problems and support these collaborations for proposal development and award management. [SWN B5, B5.2.1] [DR SP I/B/2/a]

Action B1.3.2. Recruit and retain nationally and internationally prominent and rising star team-oriented researchers with expertise in our areas of excellence to strengthen expertise, research efficacy, and abilities to secure mega-sized and multi-partner external funding.

Action B1.3.3. Convene annual interdisciplinary-oriented research symposia, conferences, and speaker presentations to foster networking among faculty and student researchers and with members of external partnership organizations and entities. [R1 Roadmap C/1/a/iv]

Action B1.3.4. Reduce collaboration barriers. [R1 Roadmap C/1/a/iv] [DR SP I/B/2/a; I/B/3]

Objective B1.4. Cultivate entrepreneurial and “out-of-the-box” thinking, deliberately creating room for risk-taking and innovation. [SWN C1; D3] [R1 Roadmap C/1/a/ii, vii] [DR SP I/B/1]

Action B1.4.1. Foster creative thinking and innovative problem-solving to generate cross-disciplinary, novel ideas and processes that could lead to new and promising grant pursuits with societal impact. [SWN C1]

Action B1.4.2. Inspire researchers to develop entrepreneurial and innovative mindsets that involve unconventional thinking.

Action B1.4.3. Create a safe place where experimentation and risk-taking are embraced and acknowledged as research and innovation learning opportunities, including faculty promotion and tenure achievement and annual reporting policies that enable the documentation and lessons from experimentation and risk-taking. [SWN D3]

Action B1.4.4. Recognize and reward creativity with seed and planning funding that could lead to breakthroughs and external support. [R1 Roadmap C/1/a/ii] [DR SP I/B/1]

Objective B1.5. Position research and innovation as part of the Charlotte regional ecosystem. [R1 Roadmap C/1/d/ii; C/3/a/iii] [DR SP IV/A/2/a-b; IV/A/3] [DEI SP D1]

Action B1.5.1. Forge enduring community-engaged scholarship, research and innovation partnerships beyond the campus borders that build relationships and community and contribute to the Charlotte region. [DR SP IV/A/2] [DEI SP D1]

Action B1.5.2. Provide leadership within the internal and external community, government and corporate councils and committees focused on regionally relevant urban-to-rural challenges and offer solutions through community-engaged scholarship, research, creativity and innovation. [DR SP IV/A/3]

Action B1.5.3. Establish a university-wide engagement committee that includes representation from internal stakeholder offices to promote information sharing and facilitate university-industry, government, non-profit, arts, research and regional engagement collaborations [R1 Roadmap C/1/d/ii]

Action B1.5.4. Contribute to nurturing graduate programs, in collaboration with the Division of Academic Affairs, that align with and support the Charlotte regional ecosystem of research and innovation and areas of research excellence. [R1 Roadmap C/3/a/iii]

Objective B1.6. Foster collaborative synergies between researchers and Division of Research teams. [SWN B1.2, B1.2.1, B1.2.2] [R1 Roadmap C/4/a/i] [DR SP II/A/1/a-b; II/B/2]

Action B1.6.1. Ensure that the grant research services culture is empowering, consistent, and transparent through all aspects of grant development and execution for all groups of people involved.

Action B1.6.2. Develop an analysis and improvement synergy involving researchers and Research Division team members to understand grant development problems and realize collaboration improvements.

Objective B1.7. Appreciate, share and celebrate research and research-support achievements. [SWN B4.2, D3.1.4] [R1 Roadmap C/5/a/i-ii] [DR SP I/A/4/b-c] [DEI SP E2]

Action B1.7.1. Launch an internal institutional communications plan that provides information on research and researchers (including students, postdoctoral trainees, alums, and staff) from all corners and levels of the campus, humanizing and energizing the research process. [R1 Roadmap C/5/a/i]

Action B1.7.2. Facilitate the ease with which internal and external viewers can identify and communicate with researchers through improved website visibility and search mechanisms. [DR SP I/A/4]

Action B1.7.3. Expand the list of campuswide awards and recognitions for faculty, student, and alum researchers and research administration staff from diverse backgrounds and perspectives to recognize the broader range of UNC Charlotte research and innovations, funding, and dissemination successes. [SWN B4.2, D3.1.4] [R1 Roadmap C/5/a/ii] [DR SP I/A/4/b] [DEI SP E2]

Action B1.7.4. Create an “Academy” to recognize current researchers and alumni from diverse backgrounds, disciplines and perspectives who have achieved prominence in their fields for their research and innovation achievements, tapping these people as campus speakers, advisory board members, and guides for current student and faculty researchers. [SWN B4.2] [R1 Roadmap C/5/a/ii] [DEI SP E2]

Goal B2. Nurture students, postdoctoral trainees, faculty and staff to thrive and excel in research.

Objective B2.1. Broaden research participation as an access institution and cultivate a passion for discovery among undergraduate and graduate students and postdoctoral trainees. [SWN A1.1.3, A1.1.4, A4.1.1; A2, A3, A4, A4.1.1, A5, A5.2.1, A5.2.2, A5.2.3; B2.2, B2.3, B3, B4.2; D2; D3] [R1 Roadmap C/1/a/iv; C/1/b/i-ii; C/3/a; C/3/b/i-ii] [DR SP I/C/1/b; I/D/1; I/D/2; I/D/3] [DEI SP A1, A2, A3, A4]

Action B2.1.1. Energize students' passion for discovery by maximizing the combined benefits of an access institution, quality teaching, research excellence, and robust experiential learning opportunities in partnership with the Division of Academic Affairs.

Action B2.1.2. Eliminate barriers to undergraduate and graduate student involvement in research and innovation as these impact recruitment and retention and improve graduation completion in partnership with the Division of Academic Affairs, Graduate School, and Office of Undergraduate Research. [SWN A1.1.3, A1.1.4; A2, A3, A4; A5.2.1, A5.2.2, A5.2.3; D2] [DEI SP A2, A3] [DEI SP A4]

Action B2.1.3. Assist, train and incentivize researchers to include funding for students and postdoctoral trainees in grant proposals, particularly in signature research areas and interdisciplinary centers. [R1 Roadmap C/1/b/i; C/3/b/i-ii] [DR SP I/D/2; I/D/3]

Action B2.1.4. Support students in research-focused doctoral programs and postdoctoral trainee positions to pursue opportunities, funding, support, and experiences associated with top-tier research universities. [SWN A1.1.3, A1.1.4, A4.1.1, A5, B2.2, B3, B4.2] [R1 Roadmap C/1/b/i-ii] [DR SP I/D/1] [DEI SP A2]

Action B2.1.5. Support the Graduate School and Division of Academic Affairs in securing the success and growth of graduate programs, particularly those that support signature and interdisciplinary research growth areas. [R1 Roadmap C/3/a]

Objective B2.2. Inspire faculty to excel at research as a natural product of a positive and affirming culture. [SWN B1, B1.1.3, B1.1.5, B1.2, B1.1.1, B1.1.3, B1.1.5, B2, B2.1, D3] [R1 Roadmap C/1/a/i-vi; C/1/c/ii; C/2/b/ii] [DR SP I/A/1/b, c-d; IV/B/6-7]

Action B2.2.1. Expose faculty, particularly in early and mid-career stages and faculty inactive with research, to research and grant successes that can lead to long-term grant-securing capacity. [SWN B1, B1.1.3, B1.1.5, B2, B2.1; D3] [R1 Roadmap C/1/a/i, iii, iv; C/2/b/ii]

Action B2.2.2. Inspire faculty with a robust roster of campus visits by funding program directors, eminent scholars, innovators, and entrepreneurs who will engage about the role and contribution of research to improving the world and the specifics of research generation and application. [R1 Roadmap C/1/a/iv; C/1/c/ii] [DR SP I/A/1/b]

Action B2.2.3. Engage with the Division of Academic Affairs and academic units to develop a process to invite and involve academic instructors in research, support the work of research-active instructors, utilize these people in research teams, and smooth their pathway into tenure-line faculty positions.

Action B2.2.4. Formalize, organize and separately account for research and grant expectations in faculty contracts, evaluation, promotion and workload policies and reporting mechanisms in conjunction with the Division of Academic Affairs. [SWN B1.2] [R1 Roadmap C/1/a/i, vi] [DR SP IV/B/6, 7]

Action B2.2.5. Provide focused training and affirming support that empowers researchers to submit their projects to an expanding array of agencies and sponsors. [R1 Roadmap C/1/c/ii] [DR SP I/A/1/c, d]

Objective B2.3. Energize and equip research administration staff to support, develop and optimize the impact of the University's research endeavors.

[SWN B1.2] [DR SP II/A/3/a-b]

Action B2.3.1. Cross-train research administration staff so they understand and can solve research-related problems across the entire life-cycle of research actualization. [SWN B1.2]

Action B2.3.2. Support research administration staff with professional development and mentoring so they can grow in expertise and advance in responsibility and status within the Division of Research.

Action B2.3.3. Cultivate an integrated, holistic understanding of the research enterprise from all perspectives (students, faculty, staff) within the larger institutional context.

Action B2.3.4. Build mutual trust and provide opportunities for research administration staff to see research and researchers in action to make tangible research, grant seeking, and execution.

AREA C. RESEARCH SUPPORT AND CAPACITY

Goal C1. Provide researchers and research administration staff with the knowledge and skills to thrive.

Objective C1.1. Provide meaningful training and professional development resources to empower researchers and research administration staff to attain excellence. [SWN B1.1.5, B2.1, B2.1.8; D2.2; D2.2.2; D3.1; D3.1.3; D3.1.4] [R1 Roadmap C/1/a/ii-iii; C/4/a/i] [DR SP I/A/1/c; III; III/C, D]

Action C1.1.1. Build a robust research-related roster of in-person and virtual training and professional development programming with the Center for Research Excellence. [SWN B1.1.5] [R1 Roadmap C/1/a/ii-iii] [DR SP I/A/i/c]

Action C1.1.2. Develop communities of practice to facilitate and engage diverse groups of researchers interested in or already involved in specific areas of disciplinary and interdisciplinary work and support these communities in developing their own training and professional development support. [R1 Roadmap C/1/a/iii]

Action C1.1.3. Provide training to research administration office managers, heads of partnership offices, center directors and research project principal investigators about building and managing teams as a critical part of their roles and responsibilities to achieve success in their work assignments.

Action C1.1.4. Advance excellence in the work of all research administration staff members. [DR SP III/C]

Objective C1.2. Instill and support a teamwork orientation among Research Division staff and between Division staff, partnership offices and researchers. [SWN C1.2.2; C1.2.3] [R1 Roadmap C/4/a/i] [DR SP I/B/3]

Action C1.2.1. Convene meetings and discussions that bring together people from various offices and academic units, internally and externally, to develop and advance teamwork between faculty, staff, students, colleges, departments, research areas, and centers relating to packaging research projects and research administration staff to expand and accelerate the aspirations for top-research university status.

Action C1.2.2. Develop and deepen research administration staff's cross-functional, cross-project expertise and continuity planning. [R1 Roadmap C/4/a/i]

Action C1.2.3. Facilitate discussions and build teamwork relationships with members of partnership offices⁸ about how their work integrates with and supports research and grant administration success to accelerate research efficiencies, achieve a seamless workflow, and cultivate problem-solving.

Goal C2. Strengthen and optimize research-innovation infrastructure to ensure a robust and reliable foundation supporting effective operations and research excellence.

Objective C2.1. Ensure a seamless granting life cycle research administration experience. [SWN B1.2, B5.2] [R1 Roadmap C/4/a/i-ii] [DR SP II/A/1/a; II/A/2/c-d]

Action C2.1.1. Forge a streamlined and scalable life-cycle support and organizational structure to support and improve the user experience and deepen a customer-service ethos. [SWN B1.2] [R1 Roadmap C/4/a/i]

Action C2.1.2. Pursue and support the unique needs of complex, interdisciplinary, mega-sized and multi-partner research and innovation projects and limited submission programs to maximize proposal competitiveness and success. [SWN B5.2] [R1 Roadmap C/1/c/i] [DR SP I/A/2/c; 1/B/2/a]

Action C2.1.3. Enhance relationships with partnership offices to ensure timely and seamless support for research endeavors.

Action C2.1.4. Ensure that the intersections of systems, procedures, and processes are seamless, removing connectivity barriers and achieving the highest level of seamless data transfer and efficiency in collaboration with other university offices.

Objective C2.2. Optimize services and support for innovation, translational research, entrepreneurship, licensing, and industry-partnered research endeavors. [SWN C1.2] [RI Roadmap C/1/a/vii] [DR SP II/A/1]

Action C2.3.1. Strengthen and expand the Division's partnership-focused specialists, operations, and services. [R1 Roadmap C/1/a/vii] [DR SP II/A/1]

Action C2.3.2. Cultivate technology licensing activities and commercialization of innovations. [SWN B1.1; B1.1.2; B1.1.4; C1.2; C1.2.1] [R1 Roadmap C/1/a/vii] [DR SP IV/C/1; IV/C/1/a-d; IV/C/2]

Goal C3. Safeguard research assets, support robust decision-making and enhance security and compliance.

Objective C3.1. Diversify and expand financial and technical resources that contribute to the support and acceleration of research. [SWNB1.4] [DRSP II/D/3] [R1 Roadmap C/1/a/ii; C/4/c/i-ii]

Action C3.1.1. Ensure complete and accurate reporting, optimization, and projection of research expenditures and cost recovery opportunities. [R1 Roadmap C/4/c/i-ii]

⁸ Partnership offices include Human Resource operations, travel, systems, and forms.

Action C3.1.2. Implement and communicate policies that encourage the total recovery and reinvestment of facilities and administrative (F&A) costs, embed these procedures into the regular operations of UNC Charlotte research, and return F&A funding to researchers per institutional policies. [R1 Roadmap C/4/c/i-ii]

Action C3.1.3. Develop new or expand existing financial mechanisms to optimize and efficiently address gaps in the financial stages of research and projects. [R1 Roadmap C/4/c/i-ii]

Action C3.1.4. Consider applying a portion of F&A funds to support collaborations among faculty focused on institution-level signature programs, centers, interdisciplinary collaborations and college-level priority areas. [R1 Roadmap C/1/a/ii; C/4/c/i-ii]

Objective C3.2. Advance capacity and sophistication in data security, cybersecurity, management and technology to support evidence-informed decision-making and reporting regarding return on investment. [SWN B1.1; B1.1.1; B1.2; B1.2.3; B1.4; B1.4.1; B1.4.3] [DR SP II/D] [DEI SP C5]

Action C3.2.1. Aggressively work toward compliance with evolving data security rules.

Action C3.2.2. Expand data collection, warehousing, sharing, and integration across research projects, centers, and campus technical systems, and increase the ability to manage and track workflow for efficiency and accuracy. [DR SP II/D/1]

Action C3.2.3. Enable campus administrators to capture, report and analyze research data to understand research activity and investment flow. [R1 Roadmap C/4/1/iii; [DR SP II/D/2; II/D/3]

Action C3.2.4. Improve data standardization practices in the collection, analysis, and reporting of underrepresented and underserved students, employees, and employees involved in research activities in conjunction with the Office of Institutional Effectiveness and Analytics. [DEI SP C5]

Objective C3.3. Ensure security, safety, research integrity and risk compliance in an increasingly complicated environment. [SWN B1.2; B1.2.2; B1.2.4] [DR SP II/C/1-4] [DEI SP B2]

Action C3.3.1. Strengthen support services for overseeing research protections, integrity, and security to ensure research and workplace practices align with ethical principles and compliance regulations and advance coordination across compliance offices and committees.

Action C3.3.2. Collaborate with the Office of Legal Affairs and OneIT to establish a robust research security program. [DR SP II/C/4]

Action C3.3.3. Implement a comprehensive training program for researchers and research administration staff regarding research issues such as RISC (research integrity, security, and legal and regulatory compliance); equity; human subjects animal care, safety, and use; cybersecurity; biosafety and biosecurity; data and privacy considerations and consistency across colleges and research-related units, attentiveness to needs and issues of partnership offices, efficiency, and effectiveness. [DR SP II/C/1, 3]

Action C3.3.4. Provide policies, procedures, and training to researchers regarding the security, risk, research integrity, privacy, and compliance considerations relating to the institution's increased interaction with external stakeholders and international cooperation.

Action C3.3.5. Ensure that people working with the university through these partnerships understand the UNC Charlotte Guiding Commitments, research- and researcher-related policies and procedures and protections, and integrity standards as applied to research and innovation. [DEI SP B2]

Objective C3.4. Ensure long-term viability, resource efficiency and sustainability practices across all research operations and participant offices. [SWN D1.2, D1.2.3] [R1 Roadmap C/4/b/ii] [DEI SP C2]

Action C3.4.1. Ensure the long-term financial viability and resilience of UNC Charlotte's research mission and vision through regularly updated collaborative long-term financial and scenario planning in collaboration with the Division of Academic Affairs, University Advancement, and other relevant institutional offices.

Action C3.4.2. Assess current practices and recommend improvements across the full range of research methodologies and operations, monitor progress and update recommendations and implementation in keeping with changing environmental issues and science. [SWN D1.2.3]

Action C3.4.3. Elevate procurement strategies relating to research operations, infrastructure, and equipment with historically underutilized businesses, particularly those in the Charlotte region and North Carolina, to contribute to economic growth and foster equitable opportunities. [R1 Roadmap C/4/b/ii] [DEI SP C2]