

COLLEGE OF HEALTH & PUBLIC AFFAIRS
OFFICE OF RESEARCH
STRATEGIC PLAN
2014 - 2019

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Table of Contents

Introduction.....

Research Vision & Mission.....

Goals.....

Objectives.....

I. The Current Status of Research at the College of Health & Public Affairs

A. COHPA’s Research Council

B. Research Infrastructure

C. Brief Description of Current Sponsored/ Non Sponsored Research

D. Available Budget

E. Needs Assessment

F. Research Publications & Dissemination

II. Future Plans and Initiatives

III. Research Development

A. COHPA Research Culture

1. Research Task Forces

a. Community Partnership Task Force

i. Create Research Advisory Boards from the Community

b. Global & International Research Task Force

i. Collaborate with COHPA’s International Affairs Committee IOS

c. UCF Interdisciplinary Research Task Force

i. Members from different colleges and schools at UCF

Introduction

The main focus of the Office of Research strategic plan is to cultivate and enrich a culture of research excellence within the College of Health and Public Affairs. Carol J. Bland et al. (2005) defines the research oriented mission as “A culture of research takes time to develop. It must be regularly cultivated by consistent, tangible practices until research becomes an inseparable part of the identity, activities, and reputation.... It contains the following:

- A set of common, core values related to the research goals and mission (mission-based cultures).
- Commonly held image of the department that faculty actively work to maintain (image-based cultures).
- Traditions faculty members value and want to pass on to future faculty (tradition-based cultures)."

It is apparent during these changing times that the research culture should encompass more than a Principal Investigator and a funding opportunity. Therefore, this strategic plan defines the research culture as the synergistic effect of collaborations among skilled researchers, administrators and mentors with a common goal of producing sound science that results in competitively ranked awards, new knowledge and positive community benefits. A research culture built upon high quality productivity and valued outcomes.

The primary benefits to changing and redefining the research culture within the college would include nurturing and strengthening our partnerships within our community, building stronger local and regional collaborations and gaining national and international recognition. In addition, a college with a robust program of research can expect to attract a higher quality of students and faculty that in turn support the college research mission.

The strategic plan is designed to meet its objectives over a period of five years. The process begins by working with individual departments, defining research niches and strengths and developing highly competitive research agendas. Over time, the goal is to create research centers and build capacity throughout the college. This would involve the commitment and support of deans, chairs and administrators across the college as well the research faculty creating a collaborative approach for enhancing COHPA's research productivity and national recognition.

Training, leadership and resources will be provided as both the means, and incentives to promote and strengthen the research agenda. Emphasis will be on both the non-sponsored and sponsored research agenda with plans for linking and building synergies between them in pursuit of the common goal of research excellence and impact.

Emphasis will be on sponsored research agendas however plans for linking and building synergies between sponsored and non-sponsored research will be supported in pursuit of research excellence and impact.

Leadership, training, support and mentoring are major elements to achieving this vision. Key strategies are listed to identify the critical areas that will be incorporated into the planning and developmental stage of the planning process. Changing the culture will take time and commitment but with the appropriate parameters in place it will be achieved.

Key Strategies

Defining the Research Culture

- Defined researcher community/communities (by focus areas)
- Clearly articulated (posted) and actively engaged faculty member research agendas
- Regularly scheduled formal events and informal exchanges
- Designated departmental research mentors
- Defined departmental research expectations (Annual Evaluation)
- Faculty members participate in regional, national and international research associations/conferences and granting organizations
- Develop knowledge dissemination Web-based portals and utilities
- Infuse faculty research into curriculum, CEU and seminar offerings

Goal-setting to get us there

- Provide opportunities for collaboration
- Provide resources for mentoring
- Provide guidelines and training for research proposal, design and review
- Provide resources for research dissemination-related travel
- Provide seed money for pilot work
- Provide metrics for faculty member research progress and development
- Provide resources for instructional release/buy out
- Faculty leadership in research domain provides additional release/buy out

Strengthening National and International Reputation

- Outline research output and recognition to departmental assessment metrics and goals
- Define research niches – College and departmental
- Identify areas of research focus based on institutional, partner and regional strengths
 - Simulation & interdisciplinary approach (institutional)
 - Networked quality of care & community well-being (partners)
 - Immigration and multi-cultural

Integrating Sponsored and Non-sponsored Research (pilot projects, collaboration building and scholarship)

- Link and build synergies between sponsored and non-sponsored research
- Develop resources for non-sponsored research in support of sponsored grant proposals
- Foster and incentivize faculty member developmental research plans integrating sponsored and non-sponsored research

Identifying College-wide Expectations: 4-5 Criteria/Parameters

- Encourage tenure-line faculty to generate one grant or contract proposals each year
- Encourage tenure-line faculty to generate at least 2 peer-reviewed journal articles each year
- The CRO will monitor proposal/award yield rate and show evidence of positive steps toward an increase
- Faculty members develop and update research agenda/plans yearly as part of Annual Evaluation Process

COHPA Office of Research

Strategic Plan

January 2014 - December 2019

Mission Statement

The COHPA Office of Research works in partnership with faculty members, community-based organizations, government agencies, and staff to foster creative and scholarly collaborations, identify and disseminate funding opportunities, coordinate and administer funded contracts and grant projects and ensure that all projects are conducted in compliance with sponsoring agency guidelines and regulations.

Goals

1. Enhance research capacity across the college by 2019
2. Build research infrastructure by 2016
3. Strengthen local, regional, national, and global collaborative networks by 2019
4. Increase the percentage of faculty with funded research by 2019
5. Increase visibility and community awareness of research through knowledge translation, publication and dissemination annually

Vision Statement

The College of Health and Public Affairs will offer a multidisciplinary approach to research that engages students and faculty in the pursuit of new knowledge in service of the public good. This collaborative process, supported by a streamlined administrative structure, allows easy access by our partners with the goal of providing high quality, action-oriented service research to meet global, national, state and regional needs.

Implementation, Goals & Objectives

Goal 1: Enhance Research Capacity across the College by 2019

Objective	Action Plan	Timeframe	Cost Estimate
1.1.1 Enhance and support the Research Fellows Program	Fund one course release per year for each of the ten selected Research Faculty Fellows to be used at the discretion of the Department Chair	Annually	\$ 25,000
1.1.2	Designate and support senior research personnel (course release professional development) as mentors	Annually	\$ 10,000
1.2 Develop database of funded proposal exemplars and scholars/institutions that have collaborated with COHPA investigators as a potential contact base	10% increase in submissions and award funding	Annually	Faculty/staff in-kind time & effort
1.3 Available student-support to assist faculty with research-based projects.	Faculty submit proposal for how a research assistant/student will benefit and maximize their research agenda and lead to either funded/non-funded research/scholarship (GRA Pool)	Annually	\$ 20,000.
1.4 Support interested faculty with a research mentor	Partner senior faculty with junior/senior faculty member interested in gaining research experience. Outcome is article or preparation of grant.	Annually	In-kind

Goal 2: Build Research Infrastructure by 2016

Objective	Action Plan	Timeframe	Cost Estimate
2.1 Strengthen the centers focused on developing tools, methods and strategies for translating evidence-based knowledge to the community, public and non-profit agencies	Encourage the departments to develop a research center that would become self-sustaining by 2019	Year one (2016) first facility, Year two (2017) Second facility	\$ 5,000/center per center Seed money for start-up costs.
2.1.2	Develop center-specific goals and mission	Year one (2016)	Faculty/staff in-kind time & effort
2.1.3	Develop research clusters within the center(s) to organize faculty participation	Year one (2016)	Faculty/staff in-kind time & effort
2.1.4	Develop center-based review panels for center-sponsored grant proposals	Year one (2016)	Faculty/staff in-kind time & effort
2.2 Provide outside consultants for grant review	\$500/grant annually per 10 grants	Year one (2016)	\$5,000

Goal 3: Strengthen local, regional, national, and global collaborative networks by 2019

Objective	Action Plan	Timeframe	Cost Estimate
3.1.1 Foster Collaboration, building a rich culture of interdisciplinary collegiality	Increase the amount of community-based grants by 5%	Annually	Faculty/staff in-kind time & effort
3.1.2	Develop dedicated (i.e. endowment) funds for a COHPA Research	Annually	\$ 5,000

	Colloquium Series		
3.2 Build strong community partnerships	Increase the amount of community- based grants and contracts by 5%	Annually	\$ 5,000
3.3 Develop “brown-bag” research discussion groups open to university personnel and the community partners on topics of interest and new trends in research	Develop a series of brown-bag research discussion groups on latest research trends and invite community partners.	Annually	In-kind

Goal 4: Increase percentage of faculty with annual funded research 2019

Objective	Action Plan	Timeframe	Cost Estimate
4.1 Develop mentoring system for funded research proposals , see goals above 1.5 and 1.6	Provide support for sponsored-research activity mentorship activities	2015	In-kind
4.2 Work with COHPA leadership to establish guidelines for research buyout and incentives to write grants	Provide research faculty support based on quality of proposal. Increase proposal submissions by 10% annually	Annually	\$ 15,000
4.3 Organize a proposal review panel for federal submissions	Provide panel of research experts/mentors to review large, federal proposals and provide feedback prior to submission. Increase success rate of federal submissions by 10%	Annually	In-kind
4.4 Provide panel of mentors to provide feedback for scored proposals (proposal triage)	Increase success rate of resubmitted proposals by 10%	Annually	In-kind

Goal 5: Increase visibility and community awareness of research through knowledge translation, publication and dissemination annually

Objective	Action Plan	Timeframe	Cost Estimate
5.1.1 Build and promote strong research culture in COHPA	Create professional monthly publication for circulation at UCF campus	Annually	\$ 2,000
5.1.2	Create professional fact sheet on COHPA sponsored and unsponsored research as handout to all Health, social service and public agencies	Annually	In-kind
5.1.3	Create COHPA blog on research/evaluation topics relevant to health & public affairs. Host one or more of closed (initiation) listservs on research/evaluation topics for which there is significant COHPA expertise	Annually	Faculty/staff in-kind time & effort

Bibliography: Bland, C.J. et al. (2005). The Research-Productive Department: Strategies from Departments that Excel. Bolton, Massachusetts: Anker Publishing Company.