

Consolidated Recommendations – For Forum Discussions

(Group i&i Report and Survey of Faculty Needs for RSCE¹ / Linkage to Strategic Plan)

R1. STEWARDSHIP - Improve the coordination and stewardship of research across the University. (VE/IIB/IIIA/IIC/IVA/IC/IA)²

- Centralize the oversight and coordination of research to a single entity.
- Create an ongoing university-wide discussion of the role and process for research.

R2. FOCUS ON FACULTY - Be more attentive to research needs of junior faculty. (ID/IC/IB/IIIA/IIB/IIC)

- Partner junior faculty with research mentors to develop research agendas and funding plans.
- Include research-development themes in new faculty orientation.
- Expand ART's funding criteria to give more weight to research potential and productivity.
- University RSCE-support programs other than ART (i.e., RTI, SURP, and Career Development) are poorly known, especially among untenured faculty, and thus need increased promotion.

R3. FUNDING - Work strategically to strengthen the culture of research funding. (VB/VC/IIIA/VE/IC/IVC)

- Enhance the coordination between OSP and Institutional Advancement concerning grant proposals, especially for faculty and student research.
- Engage Institutional Advancement in raising support for research-related start-up and professional engagement funds for research-related presentations.
- Limitations on scholarly productivity imposed by lack of support for summer RSCE and travel suggest the need for equitable and transparent systems for distributing support for these important activities.
- Faculty rated summer RSCE as key for improving their production of recognized scholarly products, suggesting a need for mechanisms to support summer RSCE by active faculty scholars.
- Faculty considered all categories of support (teaching-load credit, student scholarships, publicity, and supplies) as very important for increasing undergraduate involvement in faculty RSCE, suggesting a need for programs to provide support in each of these areas.

¹ The recommendations from the 2016 Group i&i report are in black, and findings and recommendations from the 2015 Research and Scholarship Council's Survey of Faculty needs are in orange. The purpose of arranging the recommendations from the latter under the category of the former is to provide convenience for the discussion. Some recommendations might fall into multiple categories. Please note that the i&i Report did review and consider the RSC Survey Report. (RSCE=Research, Scholarship, and Creative Expression)

² References are to numbered goals and strategies appearing in the University's 2012-2022 Strategic Plan – Roman numeral for goal, letter for objective/strategy/action.

**R4. ENVIRONMENT - Endeavor to make the WP work environment more hospitable for research.
(IID/IIIC/IVA/IVB/IA/IB/VD)**

- Increase the role of academic departments as important partners in improving the research environment and in the process of how faculty choose and carry out research opportunities.
- Give special consideration to, and take advantage of, opportunities that combine research and scholarship inside the classroom, and that are interdisciplinary or community-oriented.
- Expand the program for recognizing research and creative works; include applying for funding as productive research.
- Raise engagement of student research by incorporating additional formal coursework and summer activities, and increase support for student-faculty summer research.
- Fragmented time was considered a top limitation of scholarly productivity, suggesting a need for added flexibility in ART and concentrated teaching schedules for active scholars. Look into arranging teaching schedules to allow for uninterrupted blocks of research time.
- Student involvement in faculty RSCE was considered least important for production of recognized scholarly products, suggesting potential tradeoffs between research productivity and student involvement that should be considered in policies that incentivize faculty RSCE productivity.
- Dissatisfaction with application procedures for university RSCE-support programs other than ART (i.e., RTI, SURP, and Career Development) suggests the need to review application procedures for these programs.
- Relative unimportance of the SURP program despite the institution's focus on undergraduate students suggests a need to consider how this program can be made more useful to faculty RSCE.
- Competing service duties were the top limitation to scholarly productivity, suggesting a need to review and rebalance incentives for service versus RSCE.
- Most faculty disagree that WPU is meeting any of the elements of the university's strategic plan related to RSCE, suggesting structural issues that require policy changes and redirection of resources, but are unlikely to be solved with restricted one-time spending.
- Some faculty expressed concern about lack of clear messages from university leadership about the relative importance of RSCE, suggesting that increased dialog between faculty and administrators about RSCE is necessary.
- Some faculty expressed concern that lack of ability to specialize in teaching, research, or service prevents career flexibility that impairs strategic advantages in research, suggesting that a less-rigid incentive system be considered.

WPU Strategic Plan – 2012-2022 {RSCE-relevant Excerpts}

Common Higher Education Challenges: Competition for able students and qualified faculty, increasing costs and dwindling public dollars, labor demands for new skills, curricula under continued scrutiny, growth in IT, society's changing demographics, scrutiny and greater demands for accountability from government and public

Mission: ...Faculty and staff use innovative approaches to research, learning and support to expand students' awareness of what they can accomplish...

Vision 2022: ...characterized by a wide array of experiential, co-curricular, and extra-curricular opportunities...

Values: Academic excellence...model highest standards of inquiry...Creating knowledge...strive to expand the boundaries of knowledge and creative expression in and outside of our classrooms...encourage innovative solutions to social issues, ecological sustainability and economic growth and ethical dilemmas...Student Success...Diversity...Citizenship...challenge our students, faculty, staff, and alumni to recognize their responsibility to improve the world around them...we offer critical expertise to New Jersey and our region, while our scholarship and public engagement address pressing community needs in the region and beyond...

Strategic Goals

I. Offer Academic Programs of the Highest Quality

...attract...outstanding faculty...ensure the professional development of the faculty...

(A) New University's Core Curriculum

(B) Strong Academic Programs (Strengthening: nursing, music, education, biology, biotechnology, counselor education, broadcast communication, criminology and criminal justice, early childhood education, environmental sustainability, financial planning, professional sales, and sociology | Developing as series of health-related administrative services; ...pharmaceutical chemistry/biochemistry; psychology and applied social sciences; and teacher education in critical areas of need)

(C) Expanded Graduate Programs...these will provide important...research opportunities for faculty...programs that reflect the capabilities and expertise of the faculty...and address critical societal needs

(D) Recruit/Develop/Retain diverse faculty dedicated to mission and vision...recruit outstanding full-time, tenure-track faculty...support faculty in their work by providing comprehensive professional development opportunities...Faculty will be encouraged and expected to utilize the program to enhance their professional growth, create knowledge...Strengthen the research culture through improved research incentives for both junior and senior faculty, give greater recognition for published research and recognized creative works, and provide summer support for creating knowledge

(E) Use technology to expand...curricular offerings...to augment faculty and student research...

II. Achieve Student Success by Increasing Matriculation, Retention and Graduation...

- (A) Create a powerful student-recruitment strategy
- (B) Increase the engagement of all students...enhance the critical link between faculty and students...to enhance educational experiences to develop intellectual curiosity and talents...
- (C) Increase the availability of academic support...develop practical internship experiences...
- (D) Enhance student academic and intellectual engagement with faculty...Explore new ways of involving undergraduate and graduate students in faculty research and explore ways in which it can gain a strategic advantage in research

III. Provide Students with Exceptional Opportunities Beyond the Classroom...

- (A) Develop strategic partnerships...give faculty the opportunity to broaden their scholarship through research collaborations and other creative endeavors...
- (B) Establish focused, high-visibility international programs...that specifically link to faculty expertise...
- (C) Link students' off-campus learning to classroom experiences...aid faculty in identifying suitable external experiences for their students
- (D) Develop co-curricular activities

IV. Enhance the Sense of Community throughout and beyond the University...to enable all members of the larger institutional community to attain their educational goals...

- (A) Build a community of engaged students
- (B) Engage alumni with students and faculty
- (C) Update the University's facilities master plan

V. Establish the University as a Model of Outstanding, Affordable Public Higher Education...

- (A) Increase institutional and external resources for student financial assistance
- (B) Expand fundraising...ensure that the Foundation is an integral part of fundraising and critical in development and guidance of University
- (C) Diversify funding streams...increase support from sponsored research...increase support by expanding outreach to funders through designated...faculty initiatives...
- (D) Strengthen professional development for all
- (E) Improve all administrative and business processes...for enhancing delivery and sharpening of service quality
- (F) Make the University fully green.

As part of implementation....publish annual summary of status of the plan.