

The Faculty Research Council has 14 recommendations for President Cook to support his priority of maintaining our Carnegie R1 classification and helping nurture a thriving and mature R1 research culture at NDSU. NDSU's Strategic Plan for 2021-2026 outlined the goal for Research and Creative Activities as to: Advance NDSU's stature as a nationally and internationally recognized research university, engage in transformative research and creative activity, and increase the quality and quantity of scholarly activities to generate new insights and knowledge that will benefit the state and address central challenges of our global future. The Council's recommendations, dated August 9, 2023, align to the sub-goals for Research and Creative Activities in the Strategic Plan 2021-2026: Aspirational Implementation Plan Year 1.

Research and Creative Activities Sub-Goal: Increase the commitment of financial resources to support sustainable research growth with public impact.

1. **Recommendation:** Invest internal funds sustainably into campus research for the following top priorities: 1) reassigned time for research (competitive funding awards); 2) "proof of concept" seed/pilot grants; 3) expanded support of research travel including for presenting at conferences; 4) bridge funds; 5) graduate student and postdoctoral fellow support; 6) funds to support large-scale center initiatives; 7) multi-/transdisciplinary funding competitions; and 8) faculty retention. As funding allows, secondary priorities for investment include: i) grant writers ii) research talks or luncheons; iii) cost-sharing; iv) research enhancement funding; v) physical infrastructure (core facility support; instrumentation and equipment purchase and repair; facility modification); and vi) a small animal vivarium core facility.
2. **Recommendation:** Prioritize a small animal vivarium core facility on the 2025-2027 Legislative agenda.

Research and Creative Activities Sub-Goal: Enhance the diversity of undergraduate, graduate, and faculty researchers.

1. **Recommendation:** Strengthen the campus research community in terms of needed cross-cultural knowledge and infrastructure to strengthen our collective ability to advance nation to nation ethical research collaborations with sovereign tribal nations, including North Dakota's five Tribal Nations and the nation's only tribal college system, the five college North Dakota Tribal College System.
2. **Recommendation:** Build resources to support enhancement of the diversity of undergraduate, graduate, and faculty researchers.

Research and Creative Activities Sub-Goal: Integrate and strengthen centralized administrative and academic support for research and creative activity.

1. **Recommendation:** Ensure that of the indirect costs drawn, per NDSU policy 818, 16% is allocated back to the Office of Research and Creative Activity. This will provide needed administrative and academic support for research and creative activities and financial resources to support areas of sustainable research growth with public impact.

2. **Recommendation:** Develop mechanisms and accountability for academic unit heads (Chairs/Heads and Deans) such that units administer regular reassigned time for research, particularly when funds have been secured to support faculty release time for research. One possible metric might be reporting on number/proportion of tenured/tenure-track faculty by unit with time released for research purposes; another might be to ensure academic unit heads include this information on annual reports.
3. **Recommendation:** Ensure units have reward structures, including merit/raises and PTE policies including promotion, that recognize, reward, and incentivize grant activity.
4. **Recommendation:** Increase the number of research-active faculty members by hiring more research-oriented faculty in priority areas. Ensure adequate staffing in units where the service and teaching loads are time-intensive and time-sensitive thus serving as barriers to research productivity.

Research and Creative Activities Sub-Goal: Create an administrative framework to encourage and support multidisciplinary research teams.

1. **Recommendation:** Pilot a researcher mentor program involving advanced/mid-career faculty that supports the development of 1) grant skills for researchers that are productive but lack grants; and 2) new collaborative, multidisciplinary projects.
2. **Recommendation:** Build research leadership capacity among faculty, especially mid- and senior career faculty, to expand NDSU's capabilities to lead for cross-college research teams of faculty.
3. **Recommendation:** Strategically leverage campus social scientists to increase grant success rates.

Research and Creative Activities Sub-Goal: Prioritize highly effective mission-relevant research programs through strategic and systematic resource reallocation.

1. **Recommendation:** In Fall 2023, launch a big idea, future facing collaborative research initiative promoting NDSU's key [4 strategic priority areas](#) during the AY24-25 year to develop internal proposals, competitively selected and funded in part by the FY 2025 Economic Diversification Research Grants and potentially other internal funds. Initiative will leverage **all** of the strengths of our campus research community and foster off-campus partnerships (government, private sector – use-inspired research).
2. **Recommendation:** Accelerate the implementation ("just in time program") of the FY 2024 [Economic Diversification Research Funds](#) Grants program through the office of the Vice President of Research and Creative Activities to quickly identify and fund high return on investment for FY2024, with an eye to inclusive campus participation responsive to the approved SBHE guidelines.

Research and Creative Activities Sub-Goal: Support and ensure high- quality research education for postdoctoral fellows, graduate, and undergraduate students.

1. **Recommendation:** Identify funding mechanisms to establish campus-wide competitive stipend levels, health insurance support, and tuition waivers for graduate students. This will support maintaining Carnegie R1 status and enhance NDSU's competitiveness by attracting excellent graduate students.