Workshop for New and Future Vice Presidents/Vice Chancellors for Research
Sunday, July 9, 2016
Silver Legacy Resort Casino
Reno, NV

Agenda

8:00 – 8:30am   Breakfast and Introductions

8:30am   Welcome and Goals of the Workshop
Robert Nobles, University of Tennessee, Knoxville

Workshop Format and Facilitation
Alicia Knoedler, University of Oklahoma

8:45am   **The Comprehensive VPR/VCR**
Kelvin Droegemeier, University of Oklahoma
Alicia Knoedler, University of Oklahoma

10:15am   Break

10:30am   **Challenge Sets**
The Challenge Sets will engage workshop participants in an interactive problem solving and model sharing dynamic with one another and with experienced VPRs/VCRs. Participants are given the opportunity to engage and explore common challenges of the position within small groups. Following the small group session, participants will report out and discuss effective and ineffective models, including pearls of wisdom from experienced VPRs/VCRs who have experienced similar challenges.

Challenge Set 1: Understanding and Communicating the Value of Research

11:15pm   **Discuss Challenge Set 1 with Experienced VPRs/VCRs**

VPRs/VCRs Experienced with this Challenge:

Dr. Kelvin Droegemeier	Vice President for Research, University of Oklahoma
Dr. Kelly Rusch	Vice President for Research and Creative Activity, North Dakota State University
Dr. Sarah Nusser	Vice President for Research, Iowa State University

11:45am   **Lunch**

1:00pm   *Challenge Set 2*: Economic Development as Multi-Faceted Research Development

1:30pm *Challenge Set 3*: The Role of Senior Research Leaders in Economic
Development

2:00pm **Discuss Challenge Sets 2 and 3 with Experienced VPRs/VCRs**

VPRs/VCRs Experienced with this Challenge:

Dr. Mark McLellan	Vice President for Research and Dean of Graduate Studies, Utah State University
Dr. Kalliat T. Valsaraj	Vice President for Research and Economic Development, Louisiana State University
Dr. Sarah Nusser	Vice President for Research, Iowa State University
Dr. Kelvin Droegemeier	Vice President for Research, University of Oklahoma

3:00pm Break

3:15pm *Challenge Set 4*: Designing and Implementing a Successful Research Office

4:00pm **Discuss Challenge Set 4 with Experienced VPRs/VCRs**

VPRs/VCRs Experienced with this Challenge:

Dr. Cindy Sagers	Vice President for Research, Oregon State University
Dr. Kelly Rusch	Vice President for Research and Creative Activity, North Dakota State University
Dr. Mark McLellan	Vice President for Research and Dean of Graduate Studies, Utah State University
Dr. Sethuraman "Panch" Panchanathan	Executive Vice President, Chief Research & Innovation Officer, Arizona State University (Chair, APLU Council on Research)

4:45pm **Discussion, Q&A and Wrap-Up**

5:30-7:00pm **Opening Reception for CoR Summer Meeting**

Challenge Set 1: Understanding and Communicating the Value of Research

After 15 years at the same institution, you have been selected to become the institution's next Vice President/Vice Provost/Vice Chancellor for Research. Within this context you were the director of a sizeable and productive research center and you have been a member of countless committees and activities related to research, both within your institution and outside of your institution. However, most of your activities to date have been on behalf of your own research program and the research center, rather than on behalf of your institution. Now that you are the VPR/VCR, you will be crafting a vision for research at your institution and you will be responsible for strategically communicating the vision for research to a wide variety of audiences and stakeholders – at much greater depth and breadth than you have experienced in your past work.

For questions included below, discuss as a group each question in turn, documenting open questions that your group may not be able to answer, and share effective practices for which you are already aware or develop with your group/table.

Questions to discuss within your group:
1. Assuming your experience to date has been primarily within one unit (college, department, center, etc.), how will you go about learning, understanding and building knowledge about research, scholarship and creative activity well outside of the areas you know well?
2. Who are the primary stakeholders, partners and supporters of research within your institutions and outside of your institution? Do you have (would you establish) a research advisory committee? As you work to answer this question, what strategies can you utilize to discover and/or develop this information/infrastructure?
3. As you are learning more about research at your institution, what effective strategies can be employed to develop a critical and realistic understanding of your institutions capabilities and research capacity? How will you know if your institution has exceptional capabilities in areas with which you are unfamiliar? What databases and faculty/research expertise systems are available to you or would you like to establish to assist in this regard?
4. Once you have newly developed and/or refined knowledge and understanding about research at your institution, what strategies will you employ to deliver messages about research to non-university audiences, such as legislators, donors, potential collaborators/partners, students and parents, etc.? What information would you prioritize to share? What are the costs and benefits to building your own research communications capacity vs relying on university-wide communications efforts?

VPRs/VCRs Experienced with this Challenge:

Dr. Kelvin Droegemeier	Vice President for Research, University of Oklahoma
Dr. Kelly Rusch	Vice President for Research and Creative Activity, North Dakota State University
Dr. Sarah Nusser	Vice President for Research, Iowa State University

Overall Goal for this Challenge: To develop and refine approaches to learning and translating information about research at institutions to equip workshop participants with effective practices they can implement and adapt.

Challenge Set 2: Economic Development as Multi-Faceted Research Development

What is the relationship between the development and production of research and economic development? Definitions of economic development (ED) are provided below to get the conversation started regarding this broad question. In the broadest possible views, economic development can include a significant number of activities relevant to not only building and contributing to economic development (locally, regionally, nationally, and/or globally), but also to the broad research enterprise (and vice versa).

Questions to discuss within your group:
1. Discuss the various structures and scope of economic development within the institutions at your table? Not just within the research office but within the entire institution, including other participating offices and the roles that each stakeholder performs.
2. Get a sense of the perspectives at your table – should university research and activities be a driver for economic growth locally, regionally, nationally, and/or globally?
3. Should economic development be a responsibility of the VPR office? Why would it or would it not?
4. What metrics should be used to demonstrate that universities contribute to economic development locally, in the state or region and/or beyond? Discuss options beyond the hiring of research personnel. Do both STEM and non-STEM disciplines and activities contribute to economic development? Discuss a few examples.
5. Given the diversity of thoughts, definitions and practices concerning ED, discuss ways in which researchers and research leaders can increase their knowledge capacity regarding ED and determine effective practices to implement and utilize within their instittutions, states, regions and beyond.

Overall Goal for this Challenge: To reflect on economic development well beyond traditional ED activities that are often in a research office (tech transfer for example) and develop a broad and innovative perspective about ED in relation to research.

Definitions of Economic Development:
Economic development: the process of creating or maintaining local and regional capabilities that not only generate income but result in an increased quality of life today and in the future.
Researcher Guidebook: A Guide for Successful Institutional-Industrial Collaborations, University-Industry Demonstration Partnership (UIDP), 2012

Economic development refers to the *process* of harnessing land and natural resources; built property, fixed capital, and infrastructure; human, social, political, and financial capital; and technology and trade to create jobs, income, and wealth. As this definition implies, it helps to think of economic development first as a *process*, and second as an area of *policy*.
Introduction to Economic Development, Center for Economic Development, Carnegie Mellon University
(http://www.heinz.cmu.edu/center-for-economic-development/ced-brochure/index.aspx)

Economic development usually refers to the adoption of new technologies, transition from agriculture-based to industry-based economy, and general improvement in living standards.
http://www.businessdictionary.com/definition/economic-development.html

From a policy perspective, economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.
http://www.svbic.com/node/24

Challenge Set 3: The Role of Senior Research Leaders in Economic Development

According the VPR Survey, "Economic Development" is a new challenge/role added to the responsibilities for many VPRs/VCRs, followed closely by private industry relations, and commercialization of university research. What are some traditional economic development (ED) responsibilities and activities and what would be innovative in the economic development space? What are some opportunities for collaboration and partnership within your institutions (e.g., University Development/Advancement/ Fundraising) and external to your institutions (e.g., relationships with the Chamber of Commerce or the Governor's office)? For these questions and others below, discuss as a group each question in turn, documenting open questions that your group may not be able to answer, and share effective practices of which you are already aware.

Questions to discuss within your group:
1. Discuss your awareness of professional societies and organizations related to economic development. For example: APLU's CICEP, GUIRR, UIDP, NACRO, AUTM*. What resources do they provide and which organizations can contribute to expanding your institutions knowledge regarding economic development at universities?
2. Discuss opportunities and challenges regarding economic development activities, including incentives, engagement of faculty, subsidies, return on investment (ROI), etc.
3. If a VP/VC is responsible for both "research" and "economic development", what strategies are (or can be) employed that allow them to maintain some balance or determine priorities between these two responsibilities?
4. In the past 2 years, many VPR/VCR position announcements have included economic development as an area of responsibility. However, search firms and search committees hold varying perspectives on what economic development refers to. If you were communicating to these groups about economic development, what are 2-3 themes/ideas that are essential for understanding economic development in the context of research.

VPRs/VCRs Experienced with this Challenge:

Dr. Mark McLelland	Vice President for Research and Dean of Graduate Studies, Utah State University
Dr. Kalliat T. Valsaraj	Vice President for Research and Economic Development, Louisiana State University
Dr. Sarah Nusser	Vice President for Research, Iowa State University
Dr. Kelvin Droegemeier	Vice President for Research, University of Oklahoma

Overall Goal for this Challenge: To share insight and experiences related to performing ED work from the perspective of a research leader and challenge traditional notions of ED to make room for innovative ideas and practices.

* For a longer list, see http://www.aplu.org/members/commissions/innovation-competitiveness-and-economic-prosperity/resources/

Challenge Set 4: Designing and Implementing a Successful Research Office

As a research leader new to an established research office, or a research leader responsible for establishing a new office or making significant changes, there are opportunities for assessment and evaluation of personnel, operations, services, including: modifying responsibilities, hiring new talent or further developing existing talent, etc. There are resources and effective practices on which a new VPR/VCR can draw to design and develop an effective research office given the context and culture of the institution. During this challenge set, what do you believe are these resources and effective practices? For the questions below, discuss as a group each question in turn, documenting open questions that your group may not be able to answer, and share effective practices for which you are already aware.

Questions to discuss within your group:
1. Complete the org chart worksheet and use this to discuss similarities and differences in research office size, operations and services. Determine 2-3 interesting items to share during final workshop debriefing.
2. With Associates within your group taking the lead of discussion, consider essential qualifications for personnel within your research offices. What are the opportunities for professional development for research office personnel and how would you support these activities (especially in a large research office)? How is talent hired or developed for research office needs?
3. What are some effective practices for evaluation and assessment of success within the research office? How are metrics defined and measured? How often? How are assessments communicated to various audiences? Would your research office constituents (i.e., faculty, staff, students and possibly other administrators) say the research office is successful?
4. What are effective practices for helping others outside the research office understand the office, its operations and services? Discuss whether or not this is critical for the success of the research office?

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Dr. Sethuraman "Panch" Panchanathan	Executive Vice President, Chief Research & Innovation Officer, Arizona State University (Chair, APLU Council on Research)

Overall Goal for this Challenge: To increase awareness of the diversity of operations and responsibilities within research offices and increase knowledge and understanding of professional development opportunities for research office personnel.