Notice of Meeting

UNIVERSITY OF HAWAI‘I

BOARD OF REGENTS’ COMMITTEE ON RESEARCH AND INNOVATION
Members: Regent Eugene Bal (Chair), Regent Ben Kudo (Vice Chair), and Regents Higaki, Higa, and Putnam

Date: Wednesday, May 17, 2017
Time: 12:00 p.m.
Place: University of Hawai‘i at Mānoa
Information Technology Building
1st Floor Conference Room 105A/B
2520 Correa Road
Honolulu, Hawai‘i 96822

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of the April 6, 2017 Meeting

III. Public Comment Period for Agenda Items: All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Written testimony may be submitted via US mail, email at bor@hawaii.edu, or facsimile at 956-5156. Oral testimony is limited to three (3) minutes.

IV. Agenda Items

1. For Information: Update on Advancing Research at UH Mānoa

V. Adjournment
Update on Advancing Research at UH Mānoa

April, 2017

M. Bruno
Update on Advancing Research at UH Mānoa

- Mānoa Strategic Plan – Research
- Comprehensive External Review of Research @ Mānoa – April 26-28
- Resource Management Matters
UHM Strategic Plan for research, including strategic hiring and investments
Overarching Goal: Increase the volume and impact of UH Mānoa research ACROSS disciplines

Five target areas:

1. Improve faculty research development support (across all academic units and ORUs)
2. Reduce faculty research administrative burden
3. Improve use and support of core research facilities
4. Enable and support student research
5. Understand – and communicate – the impact of research
• Working group began with the VCR Research Advisory Council (RAC)

• RAC sub-committees assigned in each of the 5 target areas

• Each sub-committee then invited additional members to ensure diversity in membership, remembering that there are many definitions of “research” across campus

• Each sub-committee instructed to engage the wider campus community, via emails, surveys, focus groups, etc.

• Each sub-committee instructed to be mindful of metrics, milestones, and timelines.

• The report is prepared using the matrix framework that has already been adopted for other sections of the Mānoa Strategic Plan (viewable on the VCAA website)
Summary of Primary Action Plans

1. Improve faculty research development support
   Create a web-enabled Faculty Research Innovation Education N Development "FRIEND" database to promote/enable collaboration

2. Reduce faculty research administrative burden
   Provide support to PIs in units with poor admin infrastructure; also develop cookbooks & listserv

3. Improve use and support of core research facilities
   Complete inventory of campus research facilities; online searchable information resource for campus core facilities.

4. Enable and support student research
   Create Undergraduate Research Office (URO). Transition Undergraduate Research Opportunity Program (UROP) to OVCR

5. Understand – and communicate – the impact of research
   Communication & outreach faculty training; Add research-related capacity to UH News and Communications Office; Unit-based network of communicators
THE BIG ISSUES:

- Comprehensive review of the Organized Research Units
  - new ORUs?
  - re-organized ORUs?
  - new models?
- Expectations for Research Faculty, including teaching. Already underway.
- Strategic hiring, including across Organized Research Units and Academic Units
Strategic Hiring

- Centralized position counts
- Workload policies
- Letters of hire
- New, multi-disciplinary research & education initiatives
  - MAHALO: Microbial Alliances for Health, Agriculture, Living models, and Ocean systems
  - Sustainability and Resilience Institute
  - Data Sciences
Comprehensive review of Research @ Mānoa

External Advisory Committee

• 7 members, including
  • Dr. Jay Walsh, VP for Research at Northwestern University
  • Dr. Frank Fernandez, former Director of DARPA
  • Dr. Steven J. Burakoff, M.D., Director of The Tisch Cancer Institute at the Icahn School of Medicine at Mount Sinai
  • Dr. Ruth David, founding President of ANSER and former Deputy Director of the CIA for science and technology, member of the NAE, the NSB, and the DSB
  • Dr. Dinesh Verma, Dean and Professor of Systems Engineering, Executive Director, Systems Engineering Research Center (SERC), Stevens Institute of Technology
  • Dr. Patrick K. Sullivan, PE, Chairman, CEO & Founder, Oceanit
  • Dr. Diana Finzi, Director of the Basic Sciences Program (BSP) in the Division of AIDS (DAIDS), National Institutes of Health (NIH)
We are interested in receiving advice and guidance on several critical issues including

1) Is the ORU model still relevant and effective in today’s academic research environment?;

2) Are there other organizational models we should consider?; and

3) Should we consider creating new ORUs (or other such organizations) and if so, in which domain(s)?
Comprehensive review of Research @ Mānoa

Schedule:

April 26 – 28

• Meetings with OVCR team and RAC
• 30-min presentations by deans and directors, including ORUs and “academic units” with active research programs. 19 in all.
• Tour of Kaka’ako campus
• Tour of UHM labs
• Poster session in I-Lab
• Two evening social events
Appendices
Members of the Research Advisory Council

Michael Bruno, Chair
Vice Chancellor for Research,

Paul Brandon
Director, Curriculum Research Development Group, College of Education

Makena Coffman
Professor, Urban and Regional Planning, College of Social Sciences

Thomas Ernst
Professor, Department of Medicine, John A. Burns School of Medicine

Daniel Friedman
Dean, School of Architecture

David Garmire
Assistant Professor, Electrical Engineering, College of Engineering

Ruth Gates
Researcher, Hawaii Institute of Marine Biology, SOEST

Mariana Gerschenson
Director of Research Services, John A. Burns School of Medicine

of Medicine
Thomas Giambelluca
Professor, Geography, College of Social Sciences

Vernadette Gonzalez
Undergraduate Research Opportunities Program, Office of Undergraduate Education

Guenther Hasinger
Director, Institute for Astronomy

Gwen Jacobs
Director, Cyberinfrastructure, Information Technology Services, UH System

Philip Johnson
Professor, Information and Computer Sciences, College of Natural Sciences

Velma Kameoka
Associate Vice Chancellor for Research; Professor, Psychology

Hannah Liebreich
Graduate Student Organization,

Creighton Litton
Associate Professor, Natural Resources and Environmental Management

David Sanders
Astronomer, Institute for Astronomy

Bruce Shiramizu
Professor, Departments of Tropical Medicine; Medical Microbiology and Pharmacology; Pediatrics; Medicine, School

Todd Simeroth and Jessica Chen
Associated Students of the University of Hawai‘i,

Duane Stevens
Professor, Department of Meteorology, SOEST, UH Mānoa
### Additional Members of the Strategic Planning Team

- **Hanalei Abbott**
  Grant Development Specialist, Social Science Research Institute, College of Social Sciences

- **Lauren Anzai**
  Interim Director of Administrative Services, Institute for Astronomy

- **Philip von Doetinchem**
  Assistant Professor, Physics, College of Natural Sciences

- **Yaa-Yin Fong**
  Director, Office of Research Services, UH System

- **Marcie Grabowski**
  Outreach Coordinator, SOEST

- **J. Kenneth Grace**
  Associate Dean for Research, CTAHR

- **Bruce Hamakawa**
  Administrative Officer, OVCNR

- **Mark Hixon**
  Professor of Marine Biology, Department of Biology, College of Natural Sciences

- **Tammy Ho**
  Research Administrator, Grants Development Office, John A. Burns School of Medicine

- **Kevin Kelly**
  EPScOr, SOEST

- **Kristin Kumashiro**
  Interim Dean, College of Natural Sciences

- **Margaret McFall-Ngai**
  Director and Professor, Pacific Biosciences Research Center, UH Mānoa

- **Teresa Medeiros**
  Director of Fiscal Services, SOEST

- **Dan Meisenzah**
  Director of Communications, UH System

- **Peter Mougins-Mark**
  Researcher, Hawaii Institute of Geophysics and Planetology, SOEST

- **Kristin Pauker**
  Associate Professor, Psychology, College of Social Sciences

- **Douglas Tonokawa**
  Associate Director of Finance, Research Corporation of the University of Hawaii

- **Kelli Trifonovitch**
  Director of Communications Outreach, UH System

- **JoAnn Yuen**
  Director, Center on Disability Studies, College of Education

- **Chad Walton**
  Research Program Officer, OVCNR
Detailed Action Plans for each of the 5 target areas:

1. Improve faculty research development support (across all academic units and ORUs)
2. Reduce faculty research administrative burden
3. Improve use and support of core research facilities
4. Enable and support student research
5. Understand – and communicate – the impact of research
### ACTION PLANS: Research Development

1. Motivate faculty members towards fundable research endeavors by bringing awareness of sponsored research opportunities or research thrusts; Create vehicles for bringing together faculty for specific funding opportunities and creating collaborative multidisciplinary research projects; Design and implement services for faculty applying for grants.

<table>
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<th>Deadline</th>
<th>Resources</th>
<th>Barriers?</th>
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<td>Using available CVs and submitted grants, create a web-enabled Faculty Research Innovation Education N Development (FRIEND) database with areas of specialty, publications, connections, and desired fields of collaboration.</td>
<td>Committee; OVCRI; ORS</td>
<td>8/17</td>
<td>Access to Grants Development Offices (GDO), Generation of website and newsletters, Access to email lists</td>
<td>Academic siloes; Difficulty in accessing respective databases and email lists; Faculty willingness to participate</td>
<td>Shared awareness of research endeavors; Create quality funded research programs; Improve faculty connectedness;</td>
<td># publications by faculty in research thrust area; # opportunities per faculty sent; # grants submitted; # grants funded; Amount of grants funded; Success rate;</td>
<td>Faculty can opt-in and adjust views of their profile shown to other faculty, to OVCRI, and to the public and students.</td>
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<td>Create a website for FRIEND so faculty can view, edit, and add content so their information is up-to-date.</td>
<td>Committee; OVCRI; UHF</td>
<td>8/17</td>
<td>Access to email lists of faculty to notify about tool; Website and server availability;</td>
<td>Academic siloes; Difficulty in accessing respective databases and email lists; Faculty willingness to participate</td>
<td>Shared awareness of research endeavors; Create quality funded research programs; Improve faculty connectedness;</td>
<td># publications by faculty in research thrust area; Increase of publications as reported through FRIEND</td>
<td>Faculty can opt-in and adjust views of their profile shown to other faculty, to OVCRI, and to the public and students.</td>
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<td>Create a website for FRIEND so administration can add limited submission opportunities, research thrusts, and funding opportunities in general.</td>
<td>Committee; OVCRI; UHF</td>
<td>8/17</td>
<td>Access to Grants Development Offices (GDOs); Access to funding opportunities information;</td>
<td>Difficulty in accessing respective databases and email lists;</td>
<td>Improve probability of success in creating quality funded research programs; Improve faculty awareness of opportunities;</td>
<td># grants submitted; Amount of grants submitted; # grants funded; Amount of grants funded; Success rate;</td>
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<td>Create a webtool for FRIEND to support querying for related expertise so that faculty can find collaborators and teams on funding opportunities</td>
<td>Committee; OVCR; ORS</td>
<td>10/18</td>
<td>Web service availability</td>
<td>Faculty willingness to participate</td>
<td>Improve collaborative nature of research and strength in applying for limited submission opportunities as well as opportunities in general;</td>
<td># of collaborative groups created; # publications by faculty in research thrust area; # grants submitted; $ amount of grants submitted; # grants funded; $ amount of grants funded; Success rate;</td>
<td></td>
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<td>Create a webtool for FRIEND integrating with existing frameworks to provide case-of-preparation for proposals and publications</td>
<td>Committee; OVCR; ORS</td>
<td>1/18</td>
<td>Web service availability</td>
<td>ORS and fiscal officer participation; Faculty willingness to participate;</td>
<td>Improve faculty efficiency in preparation for grants and generation of publications;</td>
<td># grants submitted; $ amount of grants submitted; # grants funded; $ amount of grants funded; Success rate;</td>
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2 Identify and eliminate challenges associated with faculty applying for sponsored research opportunities

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<td>Mine existing reports and solicit input from “GDO and GDO-like” groups to determine barriers and impediments to sponsored faculty research; what prevents faculty from applying for grants</td>
<td>Committee; OVCR; ORS; campus-wide “GDO” personnel</td>
<td>8/17</td>
<td>All available reports and “GDO” responses</td>
<td>Access to reports; list of “GDO” personnel; willingness of “GDO” personnel to respond</td>
<td>Actionable and prioritized list of deficiencies in the research enterprise of the University</td>
<td># recorded entries</td>
<td>Anonymized</td>
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3 Hold grant-writing workshops (for both faculty, postdoctoral researchers, and students); Host visits by funding agencies, foundations, and industry

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<td>Design a preliminary workshop series with appropriate content and scope</td>
<td>Committee; OVCRI</td>
<td>8/17</td>
<td>Material; Space to hold (Lab?); Email lists; Potentially funds;</td>
<td>Faculty participation</td>
<td>Increase the campus awareness, conversation and culture around sponsored research</td>
<td># panels held; # conversations started; Awareness by faculty and students;</td>
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# Reducing Faculty Administrative Burden

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| “Urgent care facility”: Provides support to PIs with poor admin infrastructure, and also coordinates cookbooks & listserv | VCR or VPRI                       | 3 months after project approval | 2 (?) dedicated staff                 | • Difficulties hiring  
• Under- or over-utilization of facility                                             | “Urgent Care Facility” to support PIs with poor admin infrastructure    | Better support for PIs from smaller units  
**Measures:**  
• # requests processed  
• Response times  
• # PIs supported  
• # units supported  
• # grants supported  
• $ grants supported |
| Create & maintain online cookbooks / FAQs for common administrative procedures / sample justification language (for PIs) | Urgent Care Facility, ITS, + experienced admin staff | 6 months after project approval | Urgent care / ITS staff effort & web-server | • Poor acceptance by faculty  
• Requires constant upkeep                                                            | Online cookbooks & FAQs for common administrative procedures  
Sample justification text                                                                 | Availability & use of cookbooks  
**Measures:**  
• # individual “recipes” posted  
• # clicks / downloads |
| Listserv (or similar system) for exchanging ideas & discussing administrative issues, for PIs and Admins | Urgent Care Facility, ITS, & experienced admin staff | 6 months after project approval | Urgent care / ITS staff effort & server | • Poor acceptance by faculty and/or admins                                        | Listserv or similar to discuss administrative issues  
Improved clarity regarding administrative procedures and issues  
**Measures:**  
• # new posts on listserv  
• # responses to new listserv posts  
• # listserv users |
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| Regular training for Fiscal Administrators, Research Administrators, Program Administrators, and Junior PIs on grant administration | Urgent Care Facility & ORS & ORC and OTTED & Export Controls & RCUH & FMO | 6 months after project approval / Every 2-3 months thereafter | Urgent care facility staff / ORS staff effort / RCUH/ORC & OTTED and Export Controls and FMO | ● Poor acceptance by faculty  
● Resistance by administrators | Regular training sessions on grant administration | Improved training on administrative procedures  
**Measures:**  
● # training sessions offered  
● # attendees  
● # subjects/topics offered |
| Business improvement committee (grants related administration)             | VCR or VPRI, (?)                   | Immediately / Every 2 months thereafter | Faculty, upper admin and ORS, ORC, Export Controls, OTTED and RCUH and FMO | ● Workload of committee members | Business improvement committee (on grants administration) | Simplification & standardization of common administrative tasks  
**Measures:**  
● # committee meetings  
● # administrative tasks evaluated by committee |
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<td>Gather data about core research facilities</td>
<td>Core Facilities Subgroup</td>
<td>Spring 2017</td>
<td>No resources required</td>
<td>Lack of well documented core services, difficulty in identifying all cores</td>
<td>Comprehensive inventory of core facilities services Identification of opportunities for consolidation of services, less duplication of resources</td>
<td>Completion of inventory</td>
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<td>Engage campus stakeholders in discussion of best practices</td>
<td>Core facilities directors, OVCR</td>
<td>Fall 2017</td>
<td>Core Directors Access to training venues Administrative support for cores</td>
<td>Lack of participation by core directors Resistance to consolidation and collaboration</td>
<td>Identification of best practices Less duplication of effort Improved business models Strategic grant support Increase in training opportunities Improved sustainability models</td>
<td>List of best practices created and adopted by Core Directors Consolidation of core resources</td>
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<td>Create a clearinghouse for research core facilities</td>
<td>ITS-CI, OVCR</td>
<td>Spring 2018</td>
<td>OVCR, OVPRI, ITS-CI – support to develop and maintain clearinghouse</td>
<td>Identification of where to host clearing house information</td>
<td>Online searchable information resource for campus core facilities Improved access to campus resources</td>
<td>Completion of online clearinghouse</td>
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## Action Plan: Enabling and Supporting Student Research

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| (1-5, & 7-8) Create Undergraduate Research Office (URO) | OVCR | May 2017 | People: VCR; Associate VCR; URO Director  
Funds: Staffing  
Space: Office space for URO Director  
OVCR Reorg. (MFS Support; UHPA Support)  
Identifying and securing appropriate space to house URO | Office dedicated to promoting existing and providing new opportunities for UG student research  
Improve student outcomes, attract & retain high-performing students, and contribute to overall UG student success | People: URO Director identified  
URO staffing identified  
Funds: 0.5 FTE (+2 months overload) for URO Director; 1.0 FTE for UROP Program Coordinator  
Space: URO dedicated space  
URO functional  
$400k in UROP funding transferred to URO |
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<td>(1-5, &amp; 7-8) Fully Fund Undergraduate Research Office (URO)</td>
<td>OVCR; UH Foundation</td>
<td>Ongoing</td>
<td>People: VCR; Associate VCR; URO Director; UHF Staff Funds: Staff (Director, Asst., UROP Coord., Web/IT, Fiscal, G.A.s (x3), UG Assist. (x2)); Programs (Summer Immersion; UG Showcase; Manoa Horizons; Faculty Mentor Awards; iLab, etc.)</td>
<td>UHM Biennium Budget Request Outcome Identifying &amp; securing donor funding via UHF</td>
<td>Staffing funds from UHM Programmatic funds from UHF</td>
<td># of Staff positions funded # of new programs implemented Adequate funding level for various programs</td>
<td>It will be important to align staffing funds with program funds (timing &amp; amount)</td>
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<td>Transition Undergraduate Research Opportunity Program (UROP) from Honors Program to OVCR</td>
<td>OVCR; Honors Program, Office of Undergraduate Education (OUE)</td>
<td>May 2017</td>
<td>People: VCR; Associate VCR; URO Director; Honors Program Director; Assistant VC Undergraduate Education Funds: UROP Staff (1.0 FTE Program Coordinator, 2 11-month G.A.s) Space: Office space for UROP Staff /Program</td>
<td>Funds for UROP staff Space for UROP Staff /Program</td>
<td>Improved efficiency of UROP Separation of UROP from Honors Program (COI) UROP Council Chair with more time/energy to dedicate to UROP</td>
<td>OVCR Reorganization to include UROP UROP Program Assessment Improved efficiency of UROP</td>
<td>UG</td>
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| (1) Develop & implement Summer Research Immersion Program | OVCR, URO | Summer 2018 | People: VCR; Associate VCR; URO Director  
Funds: URO Staffing (1.0 FTE)  
Undergraduate Research Coordinator; 1 11-month G.A.; two 0.50 FTE UG student hires  
Space: Office space for URO Staff and Program | Funds for Office staff  
Space for Office | Summer research program to connect UG students with mentored research opportunities  
Summer program that includes week-long orientation and weekly professional development workshops | # of UG students participating in Summer Research Immersion Program  
Development & implementation of week-long orientation  
Development & implementation of weekly professional development workshops | UG |
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<td>(2) Survey Existing Units across UHM Campus on UG Research Opportunities &amp;/or Requirements</td>
<td>OVCR, URO</td>
<td>August 2017</td>
<td>People: Associate VCR; URO Director</td>
<td>Timely feedback from units across campus</td>
<td>Determine what UG research opportunities exist on the UHM campus to: (i) facilitate the creation of a new, campus-wide, web-based portal on UG student research opportunities; &amp; (ii) identify areas for improving access to research opportunities by UG students at UHM</td>
<td>Survey response rate; Compilation of survey data</td>
<td>A similar initiative should be pursued for Graduate Education in collab. with the Office of Graduate Education (OGE), GSO, etc.</td>
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<tr>
<td>(3-4) Survey UG Students, Faculty and Programs on barriers/impediments to UG student research Encourage UG programs to: (i) require research exp.; &amp;/or (ii) provide options whereby research opportunities align with degree requirements</td>
<td>OVCR, URO</td>
<td>December 2017</td>
<td>People: Associate VCR; URO Director Timely feedback from UG students, Faculty and Programs across campus Existing programs resistance to add research to UG degree requirements</td>
<td>Determine what barriers/impediments to UG student research exist at the level of students, faculty, and programs. Eliminate as many barriers as possible at each level More UG programs that either require or recognize/reward UG research in their degree program</td>
<td># of Barriers identified # of Barriers removed # of Programs with research requirement # of Programs articulating how research meets some aspect of degree program requirements</td>
<td>A similar initiative should be pursued for Graduate Education in collab. with the Office of Graduate Education (OGE), GSO, etc.</td>
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**Action Plan: Enabling and Supporting Student Research**

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<td>(5, 8) Create a campus-wide, web-based portal &amp; social media platform to connect UG students with existing research opportunities on and off campus</td>
<td>OVCR, URO</td>
<td>December 2017</td>
<td>People: Associate VCR, URO Director, Web/IT/Social Media Staff</td>
<td>Identifying funding for Web/IT/Social Media staff position</td>
<td>Comprehensive website Social Media Campaign</td>
<td># of Website Visits # of Social Media Followers</td>
<td>Multiple skillsets needed for staff position (website design; engaging UH community for content; interactive website)</td>
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<td>(6) Research funding models at peer institutions for research-focused G.A. tuition</td>
<td>OVC, OGE, GSO</td>
<td>January 2018</td>
<td>Committee to conduct research (Faculty &amp;/or O.A.)</td>
<td>Personnel to conduct research (time &amp;/or funding)</td>
<td>Better understanding of funding models at peer institutions</td>
<td>Proposal to improve funding model for G.A.s at UHM</td>
<td>Committee needs participation by an Economist</td>
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<td>(7) Create a campus-wide workload policy to credit faculty for mentoring UG research opportunities</td>
<td>OVC, OVCAA</td>
<td>August 2018</td>
<td>People: VCR, Associate VCR: WCA; Associate VCA: URO Director</td>
<td>UHPA Collaboration; MPS Collaboration</td>
<td>Identification of funds for mentoring awards</td>
<td>Campus-wide workload policy on 3344096 credits for mentoring UG research</td>
<td># of Faculty mentoring UG students pr- &amp; post-policy change and mentoring award program</td>
</tr>
<tr>
<td>Create Faculty Mentoring Award Program</td>
<td>UG</td>
<td>December 2017</td>
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## Understand – and communicate – the impact of research

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<td>Align faculty workload incentives to include outreach and communications</td>
<td>OVCR, OVCAA, Deans, Directors</td>
<td>Immediately</td>
<td>Faculty resistance to potential additional workload</td>
<td></td>
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<tr>
<td>Identify and network existing college/unit communications personnel</td>
<td>OVCR, OVPRI</td>
<td>Survey by May 2017</td>
<td>To make a highly visible network of research-oriented communications professionals</td>
<td></td>
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<tr>
<td>Develop and launch a &quot;faculty needs survey&quot;</td>
<td>OVCR, COR</td>
<td>Fall 2017</td>
<td>Capacity to develop and launch web survey instrument</td>
<td>To get a better sense of what kinds of research/training faculty want to communicate, and which approaches they want to use (ex: can include nontraditional approaches like outreach via schools)</td>
<td></td>
<td>High faculty participation rates within the survey</td>
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### Goal: To engage UH Manoa Faculty in a culture of communication of research and training activities

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<td>Add capacity to the network of college/unit communications personnel</td>
<td>OVC, OVCAA, Deans, Directors</td>
<td>Added capacity by Spring 2018</td>
<td>Increased resource allocation of G-funded positon(s), RTRF</td>
<td>Lack of funding</td>
<td>Strategic hiring to build or replace research-oriented communications personnel</td>
<td>If every faculty knows their designated &quot;communicator&quot; and that person has the ability to effectively assist the faculty in communicating the importance of research</td>
</tr>
<tr>
<td>Add research-related capacity to UH News and Communications Office</td>
<td>UH News and Communications Office</td>
<td>Immediately</td>
<td>Increased resource allocation of two G-funded positions</td>
<td>Lack of funding</td>
<td>Strategic hiring to build research focus within existing UH News and Communications capacity</td>
<td>If UH Communications has a person entirely dedicated to research</td>
</tr>
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<td>Define best practices for identified audiences and media types, including research and training</td>
<td>UH Research Communicators (department/unit research communicators &amp; UH Communications for research) in collaboration with Faculty</td>
<td>2018</td>
<td>UH Research Communicators, with adequate capacity</td>
<td>Lack of funding, prioritization of research</td>
<td>Develop best practices, and standard operating procedures, tailored to be meaningful to diverse audiences (local and national media, legislators, social media users); Include looking at models from other campuses, including mediums for communication; State, nationally and internationally recognized model for communicating impact of research and training</td>
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<td>Provide faculty web-based communications and outreach resources</td>
<td>UH Research Communicators</td>
<td>Immediately, and with added capacity</td>
<td>Identified UH Communicators regarding research, with adequate capacity, web and administrative support</td>
<td>Dedicated, dynamic website for communication (possibly UH News, with added emphasis of long-term impact of research); Platform showcasing outreach activities, library of best practices, SOPs contacts and tools</td>
<td>Faculty are engaged in a culture of communication of research/training and have the tools to move forward</td>
<td>Based on indicators tracked</td>
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<tr>
<td>Provide faculty communications and outreach training</td>
<td>UH Research Communicators</td>
<td>Immediately, and with added capacity</td>
<td>Identified UH Communicators regarding research, with adequate capacity</td>
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<td>Track and quantify the impact of communication of research</td>
<td>OVC, UH Communications Office</td>
<td>2017</td>
<td>Funding, software, capacity for assessment</td>
<td>Lack of funding and capacity</td>
<td>Obtain software capacity to track indicators like: # audiences targeted/reached; # website hits from state, national and international sources; # outside media queries for experts commentaries on findings of others or outreach participation</td>
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