Towards a Strategic Plan for Growing the Research Enterprise at Carolina
Outline of the Report from the Faculty Research Committee

**Goal**: a strategy to enhance the research enterprise at UNC to meet the Chancellor’s goal of a funding level of $1B/yr.

**Needed**: a clear assessment of investment areas that will enable Carolina faculty to maximize their potential in obtaining research funding. This suggests the development and vetting of a strategic plan.

**Guiding principles**: address weaknesses in the current system that supports research and augment through strategic investment the strengths that are believed to best enable the campus to more effectively compete for research funding.

**Enhance faculty incentives to succeed**:
1. Faculty compensation packages should be carefully evaluated.
2. Invest strategically in new hires.
3. Graduate student support should be revisited.
4. Faculty should receive increased recognition (e.g. National Academies).
5. Implement a campus-wide sabbatical program.
6. Evaluate administrative support at departmental level.

**Expanding the funding base**
1. Identify existing funding sources.
2. Identify alternative funding sources.
3. Develop strategies to seek alternative funding, e.g.
   - HHMI
   - Private and public companies
   - Private donors
4. Change culture on campus to be more inclusive of alternative funding sources.

**Intramural Funding**
1. Dramatically increase funding for the University Research Council (URC) grants program.
2. Increase the number of URC grant submission dates from two to four per year.
3. Make intramural funding details more transparent.
4. Expand bridge funding opportunities.
5. Continue to enhance the collection, organization and distribution of information about intramural funding opportunities on the web.

**Foster Interdisciplinary Research**
1. Significantly increase the URCI funding.
2. Enable existing Centers to pursue IDR through hires and training.
3. Foster on-going learning.
Supporting UNC-Chapel Hill Core Facilities

1. Need stable funding to support technical personnel, instrument acquisition, service contracts, software licenses, and service upgrades.
2. Provide consistent 21st century administration systems.
3. Address need for back-up freezers, off-site storage, and the like.
4. Initiate new core services, such as systems biology expertise and biohazardous sample sorting.
5. Eliminate redundancies through efficiencies such as centralizing sources of lab animal coordinators and lab animal workers.
6. Charge more competitive rates for services to bring back UNC investigators who are sending their work to the heavily subsidized core facilities at Duke.
7. Insure adequate infrastructure support, such as space, and establish contiguous space that meets the core’s needs.

Recommendations for Supporting Research

From the Provost’s Faculty Development Initiative Planning Committee

1. Set up a grant-support center.
2. Establish a fund to support just-tenured associate professors organizing national conferences in their specialty area.
3. Expand the URC to foster new areas of research among more senior faculty.
4. Grants to promote mentoring up – and mentoring down.
5. Establish an interdisciplinary research suite.