2022-2031

Division of Research
STRATEGIC PLAN

UNIVERSITY OF NORTH CAROLINA
CHARLOTTE
DIVISION OF RESEARCH

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Division of Research[1]
Strategic Plan 2022-2031
Enabling Discovery, Promoting Excellence, Accelerating Growth

Our Vision

Our vision is to become a globally recognized, top-tier urban research university by creating an exceptional climate for innovation, discovery, and creative expression and establishing a collaborative culture that supports and celebrates the successes of our faculty, students, partners, and region and helps them realize their full potential.

Our Mission

We enable discovery and creative expression, promote excellence, and accelerate the growth of the University's research enterprise by:

- Enhancing the grant-seeking successes of investigators and fostering deep, lasting relationships with sponsors and community and industry partners.
- Meeting the needs of our research community by supporting the expansion and growth of areas of existing strength and investing in new, promising lines of research.
- Establishing integrated services and streamlined processes and procedures that reduce burden, foster innovation, and promote creativity and impactful discoveries while ensuring the ethical conduct of research and compliance.
- Fostering and nurturing a diverse and inclusive workplace and establishing a supportive climate where all employees feel appreciated, welcomed, and valued.
- Celebrating excellence and creating a culture of high achievement.
- Establishing and maintaining campus infrastructure and modern facilities for state-of-the-art research.
- Supporting and promoting a path from research discovery to commercialization that benefits Charlotte, the state, and the nation and has a positive, lasting impact on society.
- Fostering entrepreneurial thinking and a campus culture that is tolerant of new ideas, accepts some risks, and challenges individuals to "think outside the box".
- Promoting and broadening awareness of the value and impact of the University's research programs.

Our Values

Focus on CUSTOMER SERVICE and Stakeholder Success

We achieve success through enabling and facilitating the accomplishments of the research community we support and serve. We listen and strive to understand our stakeholders' needs and concerns and work to cultivate authentic, positive relationships. Every decision is made with the customer in mind and we aim to deliver the highest quality of service.

Achieve EXCELLENCE Together

We aim to excel in every facet of our work and approach every task and challenge with a drive and dedication to succeed – together. Our goal is to deliver superior services and support that is backed by an ongoing commitment to continual process improvement that regularly raises the bar on our performance.

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[1] *On July 1, 2022, Research and Economic Development (RED) became the Division of Research (DR). The name in the Strategic Plan was replaced to reflect this change.*

Thrive Through COLLABORATION

We do our best work together and genuinely feel our whole is greater than the sum of our parts. Our success depends on our ability to build relationships, remove barriers, break down silos, and establish lasting connections among investigators. We depend on each other to tackle complex issues and identify solutions.

Demonstrate EXPERTISE

We pride ourselves on providing relevant, timely, and accurate information. We are committed to serving as subject-matter experts – and willingly share our know-how and expertise with others. This commitment drives us to maintain the highest degree of proficiency through training and regular professional development and education.

Value and Promote DIVERSITY

We are committed to ensuring that the Division of Research (DR) is a diverse and inclusive environment where different perspectives, thoughts, and opinions are encouraged and valued and all employees feel comfortable. We believe that diversity in all its forms (age, race, ethnicity, background, identity, and ability) drives innovation and that varied backgrounds, approaches, points of view, and experiences help generate better ideas and solutions that lead to more impactful outcomes. We strive to establish a welcoming and safe workplace that encourages, supports, and celebrates diverse voices and opinions.

Act with INTEGRITY

We are open, honest, respectful, and committed to building a foundation of mutual trust with each other and the stakeholders we serve. We aim to behave ethically and always "do the right thing". We hold ourselves accountable, take responsibility for our actions, and endeavor to learn from our mistakes. We model and promote research and workplace practices that align with ethical principles and compliance regulations.

Strategic Plan 2022-2031

I. Goal 1: Advance Research Excellence and Accelerate Growth

A. **Objective 1**: Accelerate research growth and achieve international recognition as a top-tier urban research institution.
Shaping What's Next Alignment: B1.1: B1.1.1, B1.1.2, B1.1.3; B2.1: B2.1.1, B2.1.2, B2.1.4, B2.1.5; B4.1: B4.1.1, B4.1.3; B4.2: B4.2.1, B4.2.2, B4.2.3, B4.2.4; B5.2: B5.2.1, B5.2.2, B5.2.3

1. Increase the diversity, size, and complexity of research awards and expand the University's research portfolio.

    a) Expand research development activities designed to increase the number and size of awards from key federal, state, and regional sponsors.

    b) Host campus visits by program officers and representatives from national laboratories.

    c) Develop training curricula for faculty interested in applying to mission-driven agencies and engaging in industry-sponsored research.

    d) Expand programs and support for matching faculty expertise and scholarly and creative activities with funding opportunities from a range of private, federal, state, and local sponsors.

2. Foster the growth and development of interdisciplinary, University-level research centers and institutes in areas of regional, national, and international relevance.

a) Establish a new program to promote and facilitate the development of new institutional research centers in identified areas of focus and distinction.

b) Work with center leaders to leverage the collaborative and interdisciplinary climate of research centers and institutes to engage faculty not currently participating in extramurally sponsored research.

c) Establish a more proactive and robust internal review process for limited submission programs that maximize the competitiveness and success of proposals and applications.

3. Support the recruitment, retention and success of research-active faculty, visiting scholars, and ranked faculty.

   a) Work with the deans and department chairs to use targeted recruitment and hiring strategies, including cluster hires, to build a critical mass of faculty in emerging areas of strength and to grow and deepen University expertise in existing areas of excellence and distinction.

   b) Work with the Provost and the Division of University Advancement to seek support to establish new endowed chairs and professorships and to fund visiting professors and artists-in-residence.

4. Communicate and celebrate research successes (e.g., grants, fellowships, honorific awards, commissions, publications) of all types and sizes and from all disciplines.

   a) Develop a comprehensive communication plan for both internal information sharing (newsletter, web-based materials, FAQs, templates and boilerplates with commonly used information, etc.) and external communication (social media, website, etc.).

   b) Establish new university-wide honorific awards for faculty, students, and staff that recognize notable achievements, milestones (e.g., $10M Club), pieces of research, creative work, scholarship, and funding success.

   c) Develop an annual research celebration and recognition event that highlights the University's research accomplishments, showcases the achievements of faculty and students, and publicizes the impact of the university's research enterprise.

   d) Implement a new program designed to increase the number of faculty receiving prestigious honorific awards from national and international societies and organizations.

5. Support international collaborative research and exchange programs.

   a) Work with the Office of International Programs (OIP) to provide institutional support for centers and teams of faculty to establish collaborative relationships with targeted international partners.

   b) Establish joint research projects and formal partnership agreements with international institutions and centers with complementary expertise.

   c) In collaboration with OIP, support international collaborative research and exchange programs, offer training in internationalization, and facilitate the submission of grant and fellowship proposals to funders that support international research.

B. **Objective 2**: Establish a campus-wide culture of successful grant seeking that supports faculty success, encourages participation in the research enterprise, and values the contributions of all fields and disciplines.
   Shaping What's Next Alignment: B1.1: B.1.1.1, B.1.1.2, B.1.1.3; B2.1: B2.1.6

1. Expand internal funding opportunities, including seed and planning grants, to support exploratory research and establish collaborations for competitive extramural grant applications.

   a) Extend the current Faculty Research Grant and Ignite Planning Grant programs to support the development and submission of competitive national center and institute-scale proposals.

   b) Establish new funding opportunities designed to foster collaborations with national and international research groups that align with UNC Charlotte's areas of focus and distinction.

     c) Collaborate with the College of Arts & Architecture (CoAA) on a new funding program to support the cultivation of new collaborations between CoAA faculty and scholars in STEM fields (ArtXSci).

2. Enhance and expand training for grant seeking and award management for a broader array of faculty.

     a) Expand and grow the capabilities and services of the Center for Research Excellence to support the development of complex, interdisciplinary proposals, including funding for national and regional centers and institutes.

     b) Develop professional development programs and new Catalyst offerings that focus on specific funding mechanisms and programs that align with recognized areas of research focus and distinction.

     c) Establish a grant mentorship program and organize a community of practice to facilitate and engage diverse groups of faculty in disciplinary and interdisciplinary research.

3. Decrease barriers to collaboration and adopt tools and practices that promote intra- and inter-institutional collaboration.

     a) Create professional development programs for faculty that foster learning and skill development in team science.

     b) Provide research collaboration grants that enable faculty to visit or host scholars from other institutions to initiate productive collaborations of mutual interests.

     c) Develop and adopt proposal and award reporting practices that recognize the shared contributions of participating researchers.

     d) Fully implement and promote the use of database tools (e.g., Faculty Insights and Niner Experts) for assisting faculty with building interdisciplinary teams and finding subject matter experts and collaborators within the University or at other institutions.

C. **Objective 3**: Expand and strengthen research staff capacity and grow critical infrastructure for research, including shared equipment and facilities.
Shaping What's Next Alignment: B1.3: B1.3.1, B1.3.2; B2.1: B2.1.3, B2.1.4, B2.1.5, B2.1.8

1. Expand the number of nontenure-track, research-dedicated faculty and postdoctoral researchers in priority areas.

     a) Create a new institutional postdoctoral scholar program to recruit diverse, highly-skilled researchers in areas of existing strength and promise.

     b) Foster a positive, nurturing environment for postdocs and other non-faculty researchers through the development of programs that facilitate networking and skill and career development.

2. Expand and modernize research facilities.

     a) Align investments in equipment and instrumentation with research priorities and thrusts and with regional industry needs.

     b) Expand shared-use facilities, including the development of additional centralized research resources and core facilities that provide researchers with access to state-of-the-art instrumentation and equipment, services, and/or expert consultation.

     c) Establish a centralized fund to support the purchase and replacement of critical research equipment.

D. **Objective 4**: Increase and diversify the financial support for students on sponsored awards.
Shaping What's Next Alignment: A5.2: A5.2.1, A5.2.2; B2.2: B2.2.1, B2.2.2, B3.2: B3.2.2, B3.2.3

1. Collaborate with the colleges and the Graduate School to enhance graduate student success, including establishing more competitive compensation packages and assisting with recruiting high-quality graduate students.

2. Assist programs and centers with the development of competitive proposals for federally-sponsored graduate research traineeships and fellowships.

3. Develop and implement policies aimed at incentivizing investigators to support more undergraduate and graduate students on sponsored awards.

   a) Collaborate with the Office of Undergraduate Research (OUR) to grow existing programs for students to engage in undergraduate research in a variety of settings.

   b) Facilitate the development of proposals to support new Research Experiences for Undergraduates (REU) programs in areas of research focus and distinction.

Key Metrics and Outcomes

- Proposals
  - Number of proposal submissions; per capita submissions (number per tenured/tenure track faculty)
  - Amount of requested funds; per capita amount of requested funds
  - Median/average proposal budget
  - Proposals submitted by total budget (<$250K, $250K-$999K, > $1M)
  - Proposal success rate by category (federal, state, non-profit)
  - Percentage of tenured/tenure-track (rank faculty) submitting proposals
- New and Active Awards
  - Number and amount of new awards received; per capita number and amount of new awards (per tenured/tenure track faculty)
  - Median/Average award budget
  - Awards received by total budget (<$250K, $250K-$999K, > $1M)
  - **Number** and amount **of active research awards**[2], per capita number and amount of active awards (number per tenured/tenure-track faculty)
  - Number and amount of new awards for university research centers
  - **Sponsored research participation (% of tenured/tenure-track faculty with active sponsored awards; serving as PIs, coPIs, and senior personnel)**[2]
  - **Number of interdisciplinary funded projects**[2]
- Expenditures
  - **Total R&D expenditures reported to NSF (STEM and non-STEM)**[1]
  - **Per capita R&D expenditures**[2]
  - Amount of research expenditures; per capita amount of research expenditures
  - R&D expenditures for University research centers
  - Research expenditures by sqft of research space
- **Number of graduate students funded on extramural awards**[2]
- **National and international honors and fellowships**[2]
- **Higher Education R&D (HERD) ranking on non-medical expenditures**[2]
- **Number of postdoctoral researchers and non-tenure-track research faculty**[1]
- Number of international co-authored papers, books, and articles
- Number of funded projects involving international partners
- Sqft of funded research space
- Number of core facilities and recharge units

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[1] Board of Trustees Metric, *Shaping What's Next*
[2] Cabinet-level Metric, *Shaping What's Next*

II. Goal 2: Enhance Research Services and Award Management

A. **Objective 1** Provide exceptional and timely research support services while effectively managing financial and compliance risks.
   Shaping What's Next Alignment: B1.2: B1.2.1, B1.2.2, B1.2.3. B1.2.4

   1. Update policies and further streamline business practices and administrative procedures to lower faculty and staff burden and encourage participation in sponsored research.

      a) Adopt new and refine existing technologies and software tools, including Niner Research, Salesforce, and Smartsheet, to manage and track workflow and increase the efficiency, accuracy, and speed of research administration.

      b) Establish a division-wide culture of continuous process improvement that constantly re-examines and reviews workflow and procedures to eliminate bottlenecks, reduce unnecessary steps, and avoid handoffs.

   2. Adopt a service-focused and scalable organizational structure for proposals and award administration that provides comprehensive "full life-cycle support" for sponsored awards and contracts.

      a) Consolidate staff into high-performing administrative clusters or units focused on proposal development, award and contract negotiations, and award management to improve the consistency and quality of services, enable expertise economies, and increase the efficiency, accuracy, and speed of administrative actions.

      b) Develop and implement an electronic ticketing system to manage workflow (capture, organize, reply, and resolve) and efficiently respond to requests for support and assistance from investigators and staff.

      c) Establish and track key performance indices (KPIs) and metrics for research administration units and associated staff.

      d) Create college and department-level dashboards for faculty and administrators to monitor the status of awards and to enable accurate and timely financial management of grant funds.

   3. Expand resources and training to support proposal development and award administration.

      a) Update and expand the Research Administrator Certificate program to deepen and broaden the knowledge base and skills of the current staff and encourage them to sit for the Certified Research Administrator exam.

      b) Complete the development and implementation of online resources and tutorials to enable faculty, staff, and administrators to fully utilize the capabilities of Niner Research and other research tools and systems.

B. **Objective 2**: Encourage and solicit regular feedback on the quality and effectiveness of research services.
   Shaping What's Next Alignment: B1.2: B1.2.1, B1.2.2, B1.2.4

   1. Establish a mechanism to receive regular and timely feedback from investigators, staff, and administrators on the quality of the service and support provided by DR units.

   2. Establish a Customer Council to provide input and guidance on services and to help units create solutions and address administrative challenges.

C. **Objective 3**: Strengthen support services for overseeing research protections, integrity, and security to ensure research and workplace practices align with ethical principles and compliance regulations.
   Shaping What's Next Alignment: B1.2: B1.2.2, B1.2.4

   1. Expand and enhance services and support for the University's research programs involving human subjects, animal care and use, biosafety and biosecurity, and research integrity.

   2. Proactively anticipate changes in regulations and policies and continue to partner with the Office of Legal Affairs (OLA) to implement new federal and state requirements in ways that minimize risks and the potential for adding administrative burden, bottlenecks, and red tape.

3. Fully implement a comprehensive training program for investigators that focuses on research compliance and award management.

4. Collaborate with OLA and OneIT to establish a robust research security program that complies with new federal policies aimed at safeguarding University intellectual property and protecting US-funded scientific research from foreign interference and exploitation.

D. **Objective 4**: Improve access to key research information to support data-informed decision-making and facilitate the evaluation of initiatives and interventions aimed at accelerating and promoting research.
   Shaping What's Next Alignment: B1.1: B1.1.1; B1.2: B1.2.3; B1.4: B1.4.1, B1.4.2, B1.4.3

   1. Collaborate with OneIT and Institutional Research on the development of a research data warehouse that integrates key data from several campus systems, including Niner Research and Banner.

   2. Develop and adopt a comprehensive set of campus research metrics and associated dashboards for units and faculty to track the success of strategic initiatives and to monitor the university's progress toward becoming a top-tier university.

   3. Adopt policies and procedures that support the University's ability to capture and report sponsored research activity and investment in research and scholarship.
      a) Create procedures that ensure the full and accurate reporting of research-related expenditures.
      b) Develop policies that encourage the full recovery and reinvestment of facilities and administrative (F&A) costs.

Key Metrics and Outcomes

- Number of DR staff with Certified Research Administrator certification
- Number of campus staff completing the Research Administrator Certificate program
- Customer satisfaction score (CSS) on post-action surveys
- Average/median first response, reply, and resolution time for support/service tickets
- Number of staff with Smartsheet Core Product Certification
- Proposal development
  - Number of proposal submissions and amounts
  - Average business days to complete submission (proposal receipt to proposal submission)
  - Average business days for approval routing
- Contract negotiation
  - Number of contracts and amount
  - Average business days from received to negotiations completed
  - Average business days from negotiations completed to fully executed
  - Contracting backlog (number of contracts exceeding target processing time)
  - Total time: Average business days from received by contract group to fully executed/completed
- Award setup
  - Number of awards, total amount and type
  - Number of business days from receipt to start
  - Number of business days for fund setup
  - Award setup backlog (number of awards exceeding target processing time)
  - Total time: Number of business days from receipt of notice to account activation/fund setup
- IRB/IACUC/Biosafety
  - Percentage and number by type (new, continuation, amendment)

- Percentage and number by type (expedited, member review)
- Days between submission and DMR or committee review
- Days between submission and approval
- Conflicts of Interest
  - Number of disclosures and type
  - Number of management plans
  - Average business days to process a disclosure
- Invoicing
  - Monthly billed: number and amount
  - Monthly unbilled: number and amount (i.e., backlog)
- Accounts receivable: Number and amount in aging buckets (30/60/90/120+ days)
- Award Closeout: Number of awards open 120+ days past the end date

III. Goal 3: Establish a Welcoming, Diverse, and Inclusive Workplace and Culture

A. **Objective 1**: Identify, recruit, and retain highly skilled, talented, and diverse staff.
   Shaping What's Next Alignment: A1.3: A1.3.1, A1.3.3; D2.2: D2.2.1; D3.2: D3.2.1, D3.2.2, D3.2.3, D3.2.4

   1. Continue to evaluate all hiring and selection processes and adopt practices and procedures known to reduce biases and increase the diversity of the candidate pipeline.
      a) Adopt neutral language in job descriptions and advertisements.
      b) Continue to refine and standardize our hiring processes to ensure equity for all applicants.
      c) Adopt and implement objective hiring criteria and structured interview protocols.
   2. Expand diversity within all ranks of the Division.
   3. Conduct ongoing equity, efficacy, and accountability audits of division-wide practices, policies, and training and revise according to audit results.
   4. Continue to fully implement the University's flexible work policy with commitments to (1) ensuring our campus stakeholders, including faculty and students, are well served and (2) helping DR staff achieve work/life balance.
      a) Continue to evaluate the effect of telework and remote work on individual and unit productivity and assess (and reassess) the maximum level of telework that is appropriate.
      b) Provide regular opportunities for supervisors and staff to receive ongoing training focused on operating and managing highly productive and successful hybrid teams.
      c) Invest in facilities, tools, and technologies that support remote work and facilitate engagement and communication among staff and stakeholders.
   5. Establish a cohort-based, year-long internship program that provides undergraduate and graduate students with work experience and exposes them to the range of potential career paths in research administration.

B. **Objective 2**: Cultivate a workplace culture that embraces and demonstrates a commitment to diversity, equity, and inclusion.
   Shaping What's Next Alignment: D1.1: D1.1.1, D1.1.2; D2.1: D2.1.1, D2.1.4, D2.2: D2.2.1, D2.2.2

   1. Promote a commitment to diversity, equity, and inclusion among staff through regular education and mentoring that supports and expands their knowledge of best practices.

a) Embed diversity awareness and implicit bias training into DR's onboarding process.

b) Encourage staff to participate in University-level committees, programs, and interventions, such as trainings, workshops, and guest speakers, that support and promote the University's commitment to diversity, equity, and inclusion.

2. Charge the DR Diversity Committee with leading DEI efforts, including making recommendations and creating action plans that address division-wide challenges, supporting the adoption of best practices, and organizing professional development and training opportunities that focus on DEI.

C. **Objective 3**: Support and encourage staff professional development, advancement, and retention.
Shaping What's Next Alignment: D3.1: D3.1.3, D3.1.4

1. Establish new professional development and skill programs for staff and supervisors.

a) Encourage and incentivize DR staff to seek certification and advanced credentials in appropriate fields and disciplines.

b) Expand DR's staff recognition program to celebrate and acknowledge employee achievements and accomplishments and to reward hard work and dedication.

c) Establish a pervasive culture of cross-training that supports advanced skill development, increased organizational flexibility and collaboration, and better business operations and facilitates both short-term and longer-term continuity planning.

2. Collaborate with the Human Resources Department to develop advancement opportunities and creative approaches to career ladder/path progression that promote retention and enable staff to grow and advance within DR.

a) Expand existing training opportunities for staff to enhance their skills and competencies and prepare for more advanced roles and positions.

b) Provide opportunities for staff to develop mentoring relationships with colleagues within the division.

c) Regularly review staff salaries and benchmark data to ensure that staff compensation is competitive with our academic and regional peer institutions.

D. **Objective 4**: Promote leadership skills development by unit directors, managers, and supervisors.
Shaping What's Next Alignment: D2.2: D2.2.2; D3.1: D3.1.3

1. Encourage supervisors and unit directors to participate in campus and regional leadership training opportunities, including ones that focus on diversity, equity, and inclusion.

2. Conduct regular assessments of training and development needs of supervisors and staff to identify skills gaps, address disparities between training expectations and desired outcomes, and align training with division-wide priorities.

3. Encourage and provide support for unit directors and managers to accept leadership roles in national organizations to actively participate in regional and national conferences (SRAI, UIDP, AUTM, etc.).

Key Metrics and Outcomes

- Employee representation (% of staff from diverse groups)
- Diversity of job applicant pool and finalists
- Diversity of search committees
- Time to fill vacant positions
- Staff turnover/retention rate (annual)
- Leadership representation (percentage of unit directors, associate directors, and assistant directors from diverse groups)

- Job satisfaction scores on employee engagement survey
- Number of employees receiving promotions within DR
- Staff participation rates in DEI programs
- Staff participation rates in flexible work/telework program
- Number of staff participating in divisional and University-wide DEI committees
- Number of presentations made by staff at regional and national conferences

IV. Goal 4: Foster a Culture of Innovation, Entrepreneurship, Engagement, and Commercialization

A. Objective 1: Stimulate innovation-based economic growth and community engagement through strategic partnerships.
Shaping What's Next Alignment: C1.1: C1.1.1, C1.1.2, C1.1.3, C1.1.4; C1.2: C1.2.1, C1.2.2

1. Partner with UrbanCORE to define and create a framework for implementing the University's urban research mission that includes guidelines for the inclusion of education, community service, socio-economic contributions, entrepreneurship, and innovation.

2. Continue to administer a growth strategy for research partnerships that establishes UNC Charlotte as the preeminent academic institution in the region for industry-sponsored and community-engaged research.

   a) Streamline and expand partnership development activities to better manage inbound requests and proactively seek out potential partners through comprehensive needs assessments and the development of engagement roadmaps that align a company's R&D needs with campus research.

   b) Organize industry engagement opportunities, including reciprocal visits with local industry, corporate, and community partners, that increase awareness of UNC Charlotte's research strengths, capacities, and capabilities and result in an increased number of licenses, partnerships, and joint ventures.

   c) Expand the team of partnership development specialists and liaisons charged with developing and maintaining relationships and engagements with current and prospective industry partners and fostering opportunities for research collaborations.

3. Continue to co-lead and chair the Corporate Engagement committee to promote information sharing and facilitate corporate-industry research and community-engaged research collaborations.

4. Expand efforts to seek and attract new industry partners to join the campus research and innovation ecosystem, create new innovation districts or hubs, and increase the density of innovative organizations in proximity to the University.

   a) Work with key industry and corporate partners to establish additional campus innovation labs and collaborative workspaces.

   b) Facilitate and support the formation of new industry-university cooperative research centers (IUCRC) focused on use-inspired research.

   c) Continue and expand efforts to establish collaborations and affiliations with national defense and security agencies and defense-related industries to support collaborative research and utilize the University's unique resources for conducting classified research.

   d) Continue recruitment initiatives aimed at attracting additional high-potential small and medium-sized ventures owned and operated by people of color to the University Business Partners program.

5. Deepen the connections and levels of engagement of industry partners and new ventures participating in the University's Business Partner program.

a) Expand community building, networking, and innovation programs and opportunities for entrepreneurs, startups, and innovators.

b) Develop new evaluation tools and metrics to assess the potential of new partners and to monitor and track the performance, development, and outcomes of existing university-industry collaborations.

B. **Objective 2**: Build a campus culture and infrastructure that encourages, supports, and celebrates entrepreneurship, use-inspired research, and the development of new technologies.
   Shaping What's Next Alignment: A1.1: A1.1.4; A3.1: A3.1.1, A3.1.2, A3.1.3; A4.1: A4.1.3; A4.2: A4.2.1; A5.2: A5.2.2; B2.2: B1.1: B1.1.4; B2.2.1, B2.2.2; B4.2: B4.2.4

1. Establish PORTAL as the campus anchor and hub for entrepreneurship and innovation and the location where students, faculty, alumni, and community partners can be actively involved in entrepreneurial endeavors and have regular contact with successful entrepreneurs.

   a) Expand participation of Charlotte entrepreneurs in PORTAL Coworking.

   b) Develop new marketing and promotional materials for PORTAL and the integrated services and support provided by the Office for Research Partnerships, Office of Research Commercialization and Development, Ventureprise, and the Small Business and Technology Development Center (SBTDC).

   c) Establish additional partnerships with incubators and accelerator programs focused on fostering the growth of high-potential and medium-sized businesses, especially those owned and operated by people of color and women.

   d) Partner with the University Career Center to develop a Niner Consulting Program aimed at connecting and placing talented students with industry partners, especially startups, to serve as key resources and boost business capacity and capabilities.

2. Expand training, education, and engagement of faculty, post-docs, and students in entrepreneurship and research commercialization.

   a) Grow the reputation and visibility of Ventureprise as the University's center for innovation and entrepreneurship.

   b) Continue to advance and promote opportunities for students to develop an "entrepreneurial mindset" through participation in high-impact educational experiences and programs offered by Ventureprise.

   c) Recruit and train faculty to develop course modules and content that connect the classroom to entrepreneurship.

   d) Grow the recently developed competency-based micro-credentialing system to encourage the development of entrepreneurship skills and recognize student achievement.

   e) Expand support and programming for faculty and student participation in early-stage technology commercialization, including, NSF I-Corps, NSF Partnership for Innovation (PFI), Small Business Innovation Research (SBIR), Small Business Technology Transfer (STTR), One North Carolina Small Business Program, and North Carolina Biotechnology Center and NC IDEA SEED/MICRO grants.

   f) Seek funding for scholarships and grants to support students' participation in entrepreneurial endeavors, including pitch and business plan competitions and curriculum and experiential opportunities that regularly connect students with successful entrepreneurs.

3. Establish a new Entrepreneurship Fellowship Program for UNC Charlotte faculty and visiting researchers and entrepreneurs.

4. Create new university-wide awards that honor faculty and students that have made exceptional contributions and demonstrated significant impact in research and commercialization through innovation and entrepreneurship.

5. Establish a university-affiliated venture capital fund designed to make equity investments in university-associated startups and ventures.

6. Work with the Provost and College Deans to implement recommendations advanced by the NSF-supported Promotion and Tenure-Innovation and Entrepreneurship (PTIE) group, including revising promotion and tenure guidelines to be more inclusive and supportive of faculty engagement in innovation and entrepreneurship activities.

7. Collaborate with OLA and Academic Affairs to establish an entrepreneurial leave policy for faculty and staff that support new venture development.

8. Continue to provide support for small businesses across the urban, suburban, and rural counties in the region.

C. **Objective 3**: Bolster technology licensing activities and commercialization of innovations.
   Shaping What's Next Alignment: B1.1: B1.1.2, B1.1.4; C1.2: C1.2.1

1. Expand activities and programs designed to promote the translation and commercialization of technologies and the licensing of University intellectual property.
   a) Develop and launch a comprehensive strategy and marketing campaign aimed at raising the visibility and awareness of university IP, technologies, translational research, and startups among potential investors and relevant industries.
   b) Develop and promote new licensing options and terms.
   c) Partner with university-industry collaborative research centers and consortia to include licenses and licensing income from industry partners as expected outcomes and measures of success.
   d) Explore the creation of a Commercialization Postdoc Fellows program (research entrepreneurs) to launch new companies utilizing University IP.

2. Establish new professional development and outreach programs designed to engage more faculty and researchers in technology transfer and commercialization with a focus on intellectual property protection, disclosures, patents, licenses, and the creation of new startup companies.

3. Establish a new institutional funding program for faculty innovators to support the development and translation of promising technologies.

Key Metrics and Outcomes

- **Number of students and faculty participating in Ventureprise's entrepreneurship programs**[2]
- **HERD ranking based on business and industry expenditures**[2]
- Number of students completing "fundamentals" innovation and entrepreneurship training
- Number of University Business Partners
- Number of University Business Partners owned/operated by people of color
- Number of PORTAL Coworking members
- PORTAL occupancy (based on sq. ft)
- Millennial Campus space occupancy (based on sq. ft)
- Number of students employed by University Business partners (includes internships)
- Number of faculty and students participating in commercialization funding programs (includes NSF I-Corps, NSF Partnership for Innovation (PFI), Small Business Innovation Research (SBIR), Small Business Technology Transfer (STTR), One North Carolina Small Business Program, and North Carolina Biotechnology Center and NC IDEA SEED/MICRO grants)
- Number of campus innovation labs and collaborative workspaces
- **R&D expenditures funded by nonprofit organizations and businesses/corporations**[2]
- **Total number of community, industry, government, and non-profit partners**[2]

- **Number of new invention disclosures**[2]
- **Number of new patents applications filed**[2]
- **Number of licenses and options executed**[2]
- **Number of startups**[2]
- Number of student startups
- Total license income received