


The Research Growth Initiative

Presentation to UWM Senate
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Introduction

- Campus-wide interest in "growing research"
- RGI aims to grow research with existing funds
 - Essential "first step"
- Extensive consultations, excellent input
 - Cabinet, ADC, UC, APBC, Dept. Chairs, Faculty & Staff
 - 150 meetings involving 500 different individuals
- All recognize the need to move forward

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Growth Benefits Everyone

- Much excellent activity, funded & "unfunded"
 - Need for and availability of funding vary
- ALL research & scholarship is funded
 - Whether internally or externally
- Growth needs extramural funds
 - Shrinking State support likely to continue
- Extramural funding growth benefits everyone
 - "Cost-recovery dollars" support ALL research
 - Budgeted in School/College/Campus budgets today
 - Declining external funding = cuts in base budgets

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Background

- Declining funding
 - Funding yield decline: \$25M to \$15M (01/02-03/04)
 - Success rate decline: 26% to 13% (01/02-03/04)
 - Number & average size of requests also in decline
- Current expenditures not growth oriented
 - Legacy allocations & ad hoc decisions predominate
 - Not tied to desired outcomes
- General recognition of need for change
 - Problems process related

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Research Growth Initiative (RGI)

- Expand funding base for ALL research activities
 - Significant upside potential to grow research
 - "Up front" investments to enhance competitiveness
- Establish mechanism to provide:
 - Time & money for research
 - Seed funding for sustainable activities
- Open process
 - Faculty and staff generated proposals
 - Independent evaluation by outside experts
 - Balanced portfolio of investments
 - No set-asides; all funds available to all areas
 - Move away from ad hoc & legacy allocations

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Funding Source: 101-4

- Preserves same 101-4 salary dollars as now
 - No workforce reductions, etc.
 - Teaching load policy remains with Schools/Colleges
 - Campus reserves backfill shifts between units
- ALL salaries will continue to be paid
- RGI funding coupled to outcomes
 - Payments on milestones
- "Fresh cash" \$3M - \$4M/yr (incl. \$2.5M reserves)
 - More as extramural dollars "free up" 101-4 dollars

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RGI in Practice

- Request proposals for funding
 - Open to all Faculty, Staff, and Centers
 - "What do you need to be successful?"
- Proposals outline outcomes, funding, milestones
 - Training workshops, templates for proposals, etc.
 - Graduate School gearing up support mechanisms
- Researchers expected to seek 3x received funds
 - Designed to give 1x return on average
 - Not intended as substitute for extramural funding
- Voluntary participation
 - Can also opt out of teaching buy-out
 - Removes obligation to seek external salary support

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Proposal Selection & Monitoring

- Evaluation by external panel
 - Based on suggestions from entire campus
 - Sub-panel for Arts & Humanities
- Criteria: Quality, Risk, Rewards
 - Quality: Excellence of concept, plans, team
 - Risk: Chances of success, competition, track record
 - Rewards: Impact, returns, sustainability
- Balanced portfolio from recommended list
 - By Chancellor, Provost, Vice Chancellor for Research
- Monitor projects during and after seed funding
 - Installments subject to milestones

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Centers

- Wide variety of research-oriented centers
- Strongly placed to compete for RGI funding
 - Many Centers have ROI of 3:1 or higher
 - Ideally placed to grow to next level via RGI
- Center for 21st Century Studies protected
 - Outstanding interdisciplinary Center in Humanities
- Must maintain & enhance our Centers
 - RGI moves from allocations to excellence

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Further Safeguards & Assessment

- Carefully monitor process & adjust as needed
 - Depending on number & nature of proposals, etc.
 - Funds will be reserved for "unforeseen"
- Annual report and evaluation by APBC
 - Experience is best teacher
- Complete review by APBC after five years
 - Evaluation of outcomes, processes, etc.

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Conclusions

- RGI open, transparent process to grow research
 - Approach has worked: UMN, Vanderbilt, Louisville, etc.
 - Even NSF moving from "Fed Funding" to "Seed Funding"
- Inaction means continuing decline in funding
 - Loss of campus "150-funds" (\$6M base-budget cut)
- Opportunity to grow our research
 - Potential to reach \$60M with a \$20M investment fund
 - Opportunity to grow areas w/o access to external funds
- Key decision: Grow or shrink

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