STRATEGIC PLAN TO AUGMENT RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Introduction

This Strategic Plan to Augment Research, Scholarship, and Creative Activity (SPARCA) was co-created by faculty and leadership at Grand Valley State University (GVSU). This represents the first university-wide strategic plan for supporting and coordinating research efforts. SPARCA centers the university's strength in integrating effective teaching and learning with faculty research, scholarship, and creative activity. This institutional strategic plan leverages this strength to enhance and expand research outcomes, including dissemination of intellectual contributions to the academic discipline, as well as translational and applied engagement with community partners. These represent the highest quality outcomes of undergraduate and graduate education.

Purpose

This plan offers a framework of objectives and proposed action items to align engaged scholarship with our mission of learning and discovery and deepens the university's commitment to an inclusive, thriving academic community. This document, created based on input from faculty, staff, and administrators, proposes a strategy that grounds GVSU's research and scholarly mission in its core values. The plan does not fully outline the logistics of implementing the proposed action items or establish metrics for assessing progress, rather it provides a path forward to ensure the university's mission around research, scholarship and creative activity remains adaptive to societal needs, leadership transitions, and emerging opportunities, thus positioning GVSU for sustained success.

Teacher-Scholar Model

GVSU is recognized regionally and nationally for impactful research, scholarship, and creative activity that advance discovery and innovation. GVSU faculty contribute meaningfully to their disciplines while demonstrating a strong commitment to student engagement in scholarly activity, embodying the teacher-scholar model. This commitment enriches teaching and learning, equipping students with current knowledge and critical thinking opportunities. As stewards of intellectual growth and committed teacher-scholars, we engage students in research and creative work to solve problems, deepen understanding, and contribute to the public good. A university-wide strategy to coordinate support will enhance the impact of these efforts.

The teacher-scholar model drives this mission by:

1. Creating new knowledge through rigorous, innovative scholarship and creative endeavors that engages the full spectrum of disciplines at the university.
2. Applying knowledge to address persistent and emerging challenges.

3. Developing student talent by strengthening their critical thinking and problem-solving skills essential to a thriving community and workplace.
4. Partnering with community and industry to address challenges, thus integrating our talent within the region.

By intentionally supporting faculty research, scholarship, and creative activity, the SPARCA will enhance a learning environment where students benefit from co-creating knowledge by participating in a robust academic culture and solving problems.

Strategic Goals and Objectives

Goal 1: Cultivate a thriving, sustainable, and inclusive culture of scholarship and creative activity

GVSU maintains a strong foundation in research, scholarship, and creative activity, with meaningful contributions across a wide range of disciplines by faculty, staff, and students. This breadth reflects the institution's commitment to advancing knowledge, promoting innovation, and supporting both individual and collaborative inquiry. As the university continues to grow its research and creative enterprise, there is an opportunity to further enhance how this work is supported, recognized, and rewarded, particularly across diverse departments, appointment types, and forms of scholarship. Faculty and staff in under-resourced fields may still continue to face challenges in participation, visibility, and institutional recognition. Through the following objectives and action items, the university can deepen its culture of inquiry and better position all members of the academic community to thrive.

Objectives	Action Items
Improve equitable access/support for research, scholarship and creative activity across all disciplines, including under-resourced areas	• Enhance support for seed grants for scholarship and creative activity to support disciplines with existing external funding opportunities, helping faculty develop competitive proposals and expand their research portfolios. • Expand grant/fellowship seeking and development support for faculty, staff and students seeking extramural support. • Conduct regular reviews of internal funding allocation to identify gaps and assess resource reallocation for more equitable support and ensure the application/reporting process is streamlined and user-friendly. • Create dedicated grant programs for disciplines with limited external funding opportunities, providing essential support to sustain and advance research and creative activities in under-resourced areas. • Expand the number and amount of funding of programs and grants offered by the Office of Undergraduate Research and Scholarship to better support undergraduate students and broaden access to these opportunities. • Expand the number and amount of funding of programs and grants offered by the Graduate School to better support graduate students and broaden access to these opportunities.

Support diverse research outputs across all career stages and disciplines	● Continue to acknowledge the breadth of research, scholarship, and creative activity by recognizing diverse forms of knowledge creation and impact, including community engagement, creative works, pedagogical innovation, and policy influence, among others in performance evaluation. ● Develop and expand platforms (research symposia, public showcases, exhibits, etc.) that recognize research, scholarship, and creative activity from all disciplines, especially those underrepresented in traditional funding streams. ● Establish internal awards that recognize excellence in community-engaged scholarship, public impact research, and innovative research communication. ● Support staff who are engaged in scholarship and creative activity and/or seeking external funding through recognition and incorporating those efforts in workload where appropriate.
Strengthen faculty/staff engagement in strategic planning for governance of research, scholarship, and creative activity	● Include faculty and staff from a broad range of disciplines, especially those that are underfunded, at various career stages and appointment types on research advisory councils, review panels, and in strategic planning processes. ● Offer short-term rotating roles for faculty/staff on strategic planning committees to ensure participation across many disciplines.
Establish incentives to recognize and reward faculty/staff/students engaged in research, scholarship, and creative activity across all disciplines and career stages	● Encourage units to review, and where appropriate, revise performance evaluation guidelines to explicitly recognize a wide range of scholarly contributions, including collaborative, applied, community-based, and interdisciplinary work, in alignment with institutional values. ● Develop tiered recognition programs (e.g., early-career, mid-career, and late-career awards) that acknowledge research, scholarship, and creative contributions at various stages and across different fields. ● Expand undergraduate and graduate awards for scholarly and creative activity that recognize excellence, innovation, or impact in student-led projects across disciplines, while simplifying the nomination process. ● Encourage faculty/staff to mentor and nominate students for internal and external research, scholarly and creative fellowships and awards, while providing incentives for faculty and staff who mentor and nominate them.

Goal 2: Strengthen faculty, staff and student capacity for research, scholarship, and creative activity

GVSU's faculty, staff, and students demonstrate a strong commitment to inquiry, creativity, and knowledge generation across a wide range of disciplines. Across the institution, there is clear momentum to grow a more vibrant ecosystem to support research, scholarship, and creative activity. However, the capacity to fully engage in these endeavors remains a challenge. Time constraints, service load, limited mentoring available to faculty/staff, the work of adapting to a changing student population, and structural workload demands, especially in teaching-intensive roles and underfunded fields, often limit engagement. Students may lack awareness of, or resources to pursue, research, scholarship, and creative opportunities. Building sustained capacity requires intentional systems that make research, scholarship, and creative activity more visible, supported, and sustainable, effectively incentivizing this work. To achieve this, GVSU must invest in flexible teaching and research roles, infrastructure that fosters meaningful student-faculty collaboration, and facilitating mentoring networks. By addressing these barriers and expanding support, the university can enhance the ability of faculty, staff, and students to engage in research, scholarship, and creative activity that extends the university's impacts beyond campus.

Objectives	Action Items
Expand faculty capacity for scholarly pursuits	- Develop internal mentoring networks that connect early-career and mid-career faculty and staff with experienced scholars across disciplines. - Create pathways for faculty to apply for fellowships or research-intensive semesters with clear and equitable criteria and metrics. - Expand access to course releases, sabbaticals, and funded student research assistants. - Establish internal funding opportunities that support the needs of faculty and staff with varied roles and workloads, including those with high teaching/clinical loads, high loads for research, scholarship or creative activity, or interdisciplinary and community-engaged teams. - Increase dissemination funds (total budget and individual awards), including for conference presentations and open access publishing. - Expand discipline-appropriate startup packages for new faculty, including funding for student assistants and mentorship. - Clarify/expand how external indirect funding can support research and creative activities that typically do not have clear pathways to external funding.

Enhance student opportunities for mentored scholarly and creative activity within and beyond GVSU	- Increase support for faculty-student collaboration by expanding paid student assistantships, offering wages competitive with other student jobs; courses centered on research, scholarship, or creative activity, summer programs, and funding for research, scholarship, and creative activity and their dissemination across all disciplines. - Expand support for students not yet at the point of dissemination to attend scholarly and creative events and conferences, including raising the per-student amount to fully cover the cost of travel, making these opportunities more equitably available to all students. - Recognize and reward faculty mentorship of student research, scholarship, and creative activity in promotion, tenure, and evaluation processes. - Expand a centralized hub for student research, scholarship, and creative activity opportunities as well as mentorship connections. - Develop formal programs that connect students with community-based, applied, industry, or global research opportunities. - Expand capacity for the Center for Undergraduate Scholarly Engagement and efforts to link high impact practice, mentorship training, and financial support for scholarly projects. - Develop better infrastructure to support graduate student research.
Promote and incentivize flexible faculty roles that support a balanced integration of research, teaching, and creative activity	- Allow the development of flexible role pathways for faculty (e.g., teaching-intensive, research-intensive, balanced) that align with institutional and individual goals. - Incentivize research, scholarship, and creative activity through recognition in annual reviews, tenure and promotion policies, and expansion of course releases for research, scholarship, and creative activity, including proposal development. - Expand post-award support, such as providing special graduate assistants or additional support from the Business & Finance office, to reduce workload burden on individual faculty for managing large or complex grants.

Goal 3: Advance areas of excellence and promote interdisciplinary collaboration

GVSU faculty and staff collaborate and facilitate interdisciplinary work across disciplines, campus offices, and initiatives and students often look beyond disciplinary boundaries in their own scholarly and creative endeavors. Many of our most pressing global problems are inherently interdisciplinary. Expanding networking opportunities that enable faculty and students to identify shared academic strengths across units, and recognizing and providing support for interdisciplinary collaborations can break down the institutional barriers limiting interdisciplinary collaboration and open doors to new scholarly and creative avenues.

Objectives	Action Items
Promote faculty-driven processes for identifying existing and emerging areas of research, scholarship and, creative activity	- Launch a campus-wide initiative (e.g., open forums, retreats, and surveys) that invites departments to map existing and emerging areas of scholarly strength based on current faculty expertise. - Convene regular university-wide meetings that center research, scholarship, and creative activity with administrative heads and Centers (e.g., Associate Deans of Research, CSCE, Johnson Center) to share information, discuss practices, and facilitate interdisciplinary connections and collaboration across colleges.
Promote organic, flexible, faculty-led interdisciplinary connections and collaborations	- Host regular university-wide "research mixers," poster sessions, or interdisciplinary forums to spark connections and increase awareness of ongoing work across units. Ensure outreach to non-academic stakeholders (e.g., industry, community members). - Develop a searchable database of faculty and staff research/scholarship/creative interests, expertise, and activity projects to facilitate discovery and collaboration. - Identify and reduce administrative barriers that limit interdisciplinary exploration. - Develop shared physical or digital collaboration spaces that facilitate informal networking and idea exchange across disciplines.
Align institutional infrastructure with collaborative research	- Continue to support and increase awareness of the CSCE Collaborative Grant, which funds interdisciplinary projects for all disciplines. - Provide seed funding for faculty-led interdisciplinary clusters focused on broad themes (e.g., sustainable development, health equity). - Establish faculty or staff-led Collaborative Research Learning Communities modeled after successful faculty development groups (e.g., FTLC). - Designate staff in OSP support offices to assist interdisciplinary teams with proposal development, budgeting, and compliance.
Implement support systems that equitably resource collaborative and interdisciplinary scholarship	Offer incentives or competitive internal funding to encourage interdisciplinary projects that integrate perspectives from both well-funded and underfunded disciplines.

	- Encourage shared infrastructure and co-investment across units for high-impact projects and facilities. - Recognize interdisciplinary and collaborative work in merit, promotion, and tenure processes to ensure it is valued equitably across units.

Goal 4: Ensure sustainable research, scholarship, and creative activity infrastructure and operational support

The university must invest in the physical, technological, and administrative infrastructure that allow faculty, staff, and students to pursue research, scholarship, and creative activity. This includes improving and maintaining core facilities, streamlining and enhancing administrative processes, supporting compliance and grant management, and providing equitable access to resources. A robust and sustainable infrastructure is critical to supporting a thriving environment for research, scholarship, and creative activity that aligns with GVSU's values of excellence, stewardship, and community engagement.

Objectives	Action Items
Improve pre- and post-award administrative support	- Strengthen grant support offices including the Office of Sponsored Programs, University Development, Technology Commercialization Office, Office of Research Compliance and Integrity, and Business & Finance by hiring discipline-specific grant coordinators and expanding support for budgeting, compliance, and reporting. - Strengthen coordination between the grant support offices (Office of Sponsored Programs, University Development, Technology Commercialization Office, Office of Research Compliance and Integrity, and Business & Finance) - Hire or designate grant support specialists at the college/department/program level to assist with identifying grant opportunities, proposal development, budgeting, and post-award management. - Provide regular training for faculty and staff on grant management systems, policies, and best practices in compliance and reporting. - Minimize faculty burden in navigating grant management and reimbursement systems by expanding access to trained support specialists who provide timely assistance. Streamline where possible application processes for internal grants and awards for faculty, staff, and students, reducing time burden on applicants, unit heads, and reviewers.
Evaluate and invest in infrastructure to support research and scholarship	- Deepen support for ongoing efforts to conduct a comprehensive audit of infrastructure and maintenance needs for research, scholarship, and creative activity across colleges (e.g., lab/studio space, equipment, digital tools, library resources, software licenses). - Increased and sustained investment in shared facilities, equipment, and staff to support cross-disciplinary research, scholarship, and creative activity and cost-efficient resource use. - Develop appropriate policies, procedures, and resource allocation to ensure that maintaining and managing shared facilities does not disproportionately burden any single unit or college. - Leverage partnerships with other institutions to share resources (e.g., core facilities for equipment) and expertise.

	- Establish a localized support model by identifying an Associate Dean of Research, Scholarship, and Creative Activity in each college to act as liaisons with the CSCE office. - Enhance transparency by clearly communicating how indirect cost recovery (IDC) funds are reinvested in infrastructure for research, scholarship, and creative activity through annual reporting. - Strengthen training and protocols, including safety reviews, research compliance, ethics, and export control, across all disciplines to ensure a safe and responsible scholarly and creative environment.
Expand faculty development using evidence-based models	- Continue to offer grant-writing workshops, peer-review groups, and proposal bootcamps tailored for early-career faculty or faculty and staff new to the grant writing process. - Provide funds for faculty and staff to attend conferences and workshops where they may explore a new area or advance professional development, rather than disseminating their own work. - Create mentoring committees composed of PIs who have acquired extramural support to guide faculty new to the proposal submission process. - Establish a faculty fellowship program for research, scholarship, and creative activity that provides time, mentoring, and/or financial support for developing scholarly and creative projects.

Goal 5: Amplify research, scholarship, and creative impact through outreach, funding, and external partnerships

To maximize the impact of our scholarly and creative work GVSU must promote our efforts beyond the boundaries of academic discipline and engage non-academic partners such as community members and industry leaders. GVSU must foster mutually beneficial partnerships both within and beyond the university. These relationships can support GVSU's research, scholarship, and creative activity through grant development, knowledge exchange, donor engagement and other forms of strategic collaboration to advance the University's mission. Amplifying the research, scholarship, and creative activity of GVSU's faculty, staff, and students highlights the value of GVSU to the region and beyond.

Objectives	Action Items
Establish consistent, high-impact channels for internal and external dissemination of faculty and staff achievements in research, scholarship, and creative activity	- Develop a centralized online resource to highlight faculty, staff, and student research, creative work, and external impact. - Increase University Communications coverage of faculty, staff, and student research, scholarship, and creative work, and proactively promote these stories to alumni, local, national, and international media outlets. - Host regular research, scholarship, and creative activity recognition events, open houses, or symposiums to share scholarly achievements with internal and external audiences.
Leverage faculty and staff networks and institutional assets to develop targeted, inclusive regional, national, and global external partnerships and collaborations	- Launch strategic initiatives that leverage GVSU's geographic strengths to advance research and education, and community engagement. - Collect, compile, and share information on faculty and staff collaborations, international partnerships in research, scholarship, and creative activity, and areas of shared interest, to foster the formation of new collaborations. - Position international research, scholarship, and creative activity as a natural extension of GVSU's internal culture of inquiry by first investing in faculty capacity, reassigned time, and interdisciplinary networks where appropriate. - Establish partnership development seed grants that allow faculty to explore or build collaborations with global, industry, or community partners.
Incentivize and support faculty engagement with external funding and partnerships	- Recognize international achievements in research, scholarship, and creative activity to increase visibility and cultural value across the university. - Leverage existing study abroad relationships to enhance international collaborations for research, scholarship, and creative activity. - Launch fellowships for research, scholarship, and creative activity to provide time and resources for external proposal development and project incubation. - Create a centralized entry point ("front door") where prospective industry and community partners can easily access information about faculty expertise and institutional capabilities, as well as guidance on beginning or maintaining collaborations.

Appendices

Appendix A.

Process, Data Collection, and Timeline

- Summer to Late Fall 2024
  - SPARCA action plan drafted and reviewed by Merritt DeLano-Taylor, Robert Smart, Marouane Kessentini, Jeffrey Potteiger
  - Research Strategy Lead group established (appendix A)
- Winter to Early Spring 2025
  - Establishment of four advisory groups
    - Dean's Council (Appendix B)
    - Infrastructure Group (Appendix C)
    - Extramural and Transdisciplinary Landscape Group (Appendix D)
    - Faculty Scholarship Group (Appendix E)
  - Key Themes and Associated Questions for Discussion created within the advisory groups (Appendix F)
  - Co-leads Jennifer Moore and Jeffrey Potteiger met with faculty groups, governance committees, and collected data through group and committee responses to the key themes and an online survey completed by faculty and staff (Appendix G)
    - Graduate Council
    - Honor's College faculty
    - Undergraduate Research Council
    - Graduate Program Directors
    - Faculty Policy and Personnel Committee
    - Faculty Salary and Budget Committee
  - Faculty and staff online survey
    - Four campus (Valley, City, Health, Remote) open forums held to discuss strengths, opportunities, aspirations, and results
- Spring to Summer 2025
  - SPARCA writing group convened (Appendix H), data review and initial draft submitted in June
  - Review of draft by the following groups
    - Provost Cabinet
    - Lead Group
    - Deans Group
    - Extramural and Transdisciplinary Group
    - Infrastructure Group
    - Intramural Group
    - Faculty Scholar Group
  - SPARCA writing group made revisions using comments from review groups
- Fall 2025
  - Review of draft by the following groups
    - Graduate Council

- Undergraduate Research Council,
- Faculty Policy and Personnel Committee
- Faculty Salary and Budget Committee
- Faculty and staff via online process

o Final Review by SPARCA planning groups and incorporation into the Academic Affairs Strategic Plan

Appendix B. SPARCA lead group

Name	Role
Jennifer Moore	Faculty Lead
Jeffrey Potteiger	Provost Cabinet Lead
Jennifer Drake	Provost
Stacie Behler	Vice President & Chief Public Relations and Communications Officer
Linda Chamberlain	Director, Technology Commercialization Office
Susan Mendoza	Director, Center for Undergraduate Scholar Engagement
Stuart Jones	Executive Director of AWRI
Lesley Slavitt	Director of the Dorothy A. Johnson Center for Philanthropy
Donovan Anderson	Dean of CLAS
Marouane Kessentini	Dean of CC
Eric Bellmore	Director of Academic Research Computing
Robert Smart	Vice Provost of Research Administration
Merritt DeLano-Taylor	Presidential Fellow of Research and Innovation

Appendix C. Deans group.

Name	College
Donovan Anderson	College of Liberal Arts and Sciences
Linda Lewandowski	Kirkhoff College of Nursing
Jeffrey Potteiger	College of Health Professions
Sherril Soman	College of Education and Community Innovation
Marouane Kessentini	College of Computing
Tim Born	Padnos College of Engineering
Diana Lawson	Seidman College of Business
Mark Schaub	Brooks College of Interdisciplinary Studies
Annie Bélanger	University Libraries
Erica Hamilton	Graduate School

Appendix D. Extramural and transdisciplinary landscape group.

Name	Role

Linda Chamberlain	Director, Technology Commercialization Office
Stacie Behler	Vice President & Chief Public Relations and Communications
Christine Rener	Vice Provost for Instructional Development and Innovation
Susan Mendoza	Director of Undergraduate Research and Integrative Learning
Travus Burton	Director of Civic Learning and Community Engagement
Tory Martin	Director, Communications and Strategic Partnerships - Johnson Center

Appendix E. Infrastructure group.

Name	Role
Eric Bellmore	Director of Academic Research Computing
Eric Kunnen	Senior Director, IT Innovation and Research
Aaron Perry	Lab Director CLAS
Karl Brakora	EGR equipment/space specialist
Terri Bacon Baguley	CHP equipment/space specialist
Jen Kamradt	Post award Business Finance
Jeffrey Daniels	University Libraries
Ben Vesper	Director, Office of Research Compliance & Integrity
Kim Squires	Office of Sponsored Programs
Kevin Lehnert	IRB Chairperson
Frank Sylvester	IACUC Chairperson
Colin Brander	Director of Environmental, Health and Safety
Scott Whisler	Facilities Planning

Appendix F. Faculty scholars group

Name	College
Amanda Dillard	College of Liberal Arts and Sciences
Alice Chapman	College of Liberal Arts and Sciences
Ryan Otter	College of Liberal Arts and Sciences
Kathy Moran	Kirkhoff College of Nursing
Christina Quick	Kirkhoff College of Nursing
Sarah Nechuta	College of Health Professions
Wil Rankinen	College of Health Professions
Julia Snider	College of Education and Community Innovation
Joshua Bishop	College of Education and Community Innovation
Jeremiah Cataldo	Brooks College of Interdisciplinary Studies
Griff Griffin	Brooks College of Interdisciplinary Studies
Ozgur Cakmak	Padnos College of Engineering
Abishek Kamaraj	Padnos College of Engineering
Robert Adams	College of Computing

Zachary DeBruine	College of Computing
Ana Gonzalez	Seidman College of Business
Ben Walsh	Seidman College of Business
Sarah Joseph	University Libraries
Samantha Minnis	University Libraries
Matthew Ruen	University Libraries

Appendix G. Key themes and questions for discussion groups

1) Fostering a research, scholarship, and creative activity focused culture across the Institution
   a) What steps can the university take to elevate and honor the importance of research at all levels, undergraduate students, graduate students, staff, and faculty?
   b) How can the university foster an environment that encourages research, scholarship, and creative activity across all units?
   c) How can the university incentivize research, scholarship, and creative activity in the creative and performing arts, humanities, social sciences, and other traditionally underfunded areas of scholarship?
   d) How can the university support the scholarship of teaching, pedagogical research, and other non-traditional scholarly outputs?
2) Identifying key areas of excellence in research, scholarship, and creative activity
   a) How should the university identify and support specific areas of strength or emerging fields (e.g., AI in healthcare, climate change, social justice)?
   b) In what ways can the university concentrate on specific disciplines or foster interdisciplinary research centers and alignments that can address complex challenges?
3) Aligning GVSU's research, scholarship, and creative activity goals with external funding opportunities
   a) What strategies can be employed to secure more competitive grants and contracts from government agencies, private foundations, and industry partnerships?
   b) How can the university improve its application success rate and support faculty and staff in pursuing external funding opportunities?
4) Structuring faculty development programs to enhance productivity in research, scholarship, and creative activity
   a) What professional development opportunities can be created to help faculty develop research skills, manage large-scale projects, and navigate funding processes?
   b) How can mentorship programs be established to pair early-career faculty with experienced researchers?
5) Engaging students (undergraduate and graduate) in GVSU's research, scholarship, and creative activity agenda
   a) How can the university best engage students in research, scholarship, and creative activity opportunities?
   b) What strategies can be employed to increase student involvement in meaningful in research, scholarship, and creative activity particularly in fields outside the STEM disciplines?
6) Promote and support interdisciplinary research

a) What incentives (e.g., collaborative grants, interdisciplinary centers) can be offered to faculty and staff to encourage cross-unit collaboration?

b) How can faculty and staff be supported in breaking down traditional academic silos to work together on projects that address complex, global issues?

c) How can the university nurture a culture that fosters an interdisciplinary orientation and welcomes diverse perspectives on problem-solving and knowledge creation and application.

7) Identify infrastructure and resources needed to support high-quality research, scholarship, and creative activity

a) How can the university invest in state-of-the-art research facilities, labs, and technology platforms that enable cutting-edge research, scholarship, and creative activity?

b) What administrative support (e.g., research coordinators, grant management teams, project managers, grant accounting) is needed to help faculty navigate the logistics of research?

8) Enhance impact and visibility of research, scholarship, and creative activity

a) What strategies can be employed to disseminate research, scholarship, and creative activity to broader audiences, including policymakers, industry leaders, community partners, and the general public?

b) How can the university create stronger partnerships with education, industry, government, and international organizations to facilitate the translation of research into practice?

9) Addressing the challenge of resource allocation

a) How should the university prioritize funding for research, scholarship, and creative activity and what mechanisms can be put in place to ensure equitable resource distribution?

b) What strategies can the university adopt to attract and manage external funding efficiently?

10) Strengthen international scholarly collaborations

a) What opportunities exist for the university to partner with international universities, research institutions, and organizations on global research projects?

b) How can the university foster a culture of global scholarship and ensure that faculty have the support needed to engage in international research?

11) Ensure sustainability of our research, scholarship, and creative activity efforts

a) What strategies can be implemented to ensure long-term sustainability of research, scholarship, and creative activity, even as external funding cycles change?

b) How can the university create an endowment or other funding mechanisms to provide stable support for high-priority research areas?

12) Identifying metrics to measure research, scholarship, and creative activity success

a) How should the university assess the quality and impact of research outputs, beyond just publication, presentation, exhibit, or performance volume and external funding raised?

b) What role should metrics like citations, patents, industry partnerships, and societal impact play in evaluating the effectiveness of research efforts?

13) Improve faculty and staff engagement in research governance and strategic planning

a) How can the university involve faculty and staff in the decision-making process regarding research, scholarship, and creative activity priorities and resource allocation?

b) How can faculty be encouraged to take on leadership roles in shaping the university's research, scholarship, and creative activity agenda?

Appendix H. Summary of SPARCA data collection events

Meeting/Event	Date	Number of attendees/survey respondents
Graduate Council	Jan 24	25
Honors College Faculty	Feb 7	12
Undergraduate Research Council	Feb 14	15
Open Forum (Health Campus)	Feb 20	8
Graduate Program Directors	Feb 21	40
Open Forum (Valley Campus)	Feb 25	40
Open Forum (Virtual)	Feb 26	40
Faculty Policy and Personnel Committee	Feb 26	20
Open Forum (Pew Campus)	Feb 28	30
Faculty Scholar Group	Mar 10	20
Infrastructure Group	Mar 11	13
Extramural and Transdisciplinary Group	Mar 12	6
Academic Policies and Standards Committee	Mar 13	20
Faculty Salary and Budget Committee	Apr 11	20
Dean's Council	Ongoing	10
Open online survey	Feb 1-Mar 31	146

Appendix I. Faculty writing group

Name	Unit
Terri Bacon-Baguley	Physician Assistant Studies
Charlyn Partridge	Annis Water Resources Institute
Sanjivan Manoharan	Engineering
Caitlin Horrocks	Writing
Anna Hammersmith	Sociology
Debbie Harrington	Chemistry