SHP Strategic Alignment Process Template
2024-2026
Aligning with Forging Ahead & Growth with Purpose

<u>VISION, MISSION AND VALUES</u>

Vision: Improving the health and well-being of people everywhere through exceptional, collaborative, and innovative teaching, research, and service.

Mission: To be recognized as a global leader in teaching, research, and service that develops new scientific knowledge, removes barriers and disparities, and develops leaders who help individuals, organizations, and communities to achieve their highest potential in a changing world.

Values:

SHP Shared Values
   Collaboration
   Compassion & Caring
   Inclusive Community
   Excellence & Achievement
   Integrity
   Respect
   Service
   Social Responsibility
   Stewardship

Research & Innovation

Strategic Goal: Foster the growth of translational research by promoting interdisciplinary team science through collaborations and partnerships across UAB, and beyond, to improve health and well-being.

Strategic Objective 1:

Attract, Retain and Grow Research Talent.

Activities:

1. **Attract and hire research-intensive faculty (have federal funding with full IDC).**
   a. *Examples of projects that help achieve this activity include:*
      i. Conduct market study of salary and start-up packages of research-intensive faculty from peer-/aspiring- institutions to enable more competitive offers.
      ii. Initiate cluster-hires and joint-hires in collaboration with other schools to recruit top research talent, by leveraging Impact funds, GWP FRF and other school/department-level funds.
      iii. Leverage the rich infrastructure and resources of research centers housed within SHP to attract research intensive faculty affiliated with DRC, NORC and CEDHARS.
   b. *Execution to support project examples:*
      i. Apply for "**Growth With Purpose - Faculty Recruitment Fund (GWP FRF)**" to hire R01 level funded faculty aligned with UAB's strategic high growth areas: Emerging technology and products, social determinants of health (public health and mental health), implementation science (health system care delivery, adoption and application of practices), intersection of clinical trials and precision health (oncology, neurology, cardiology), and health sciences (cancer, metabolic disorders, neurosciences).

2. **Attract and hire research-active faculty (have any extramural funding - federal, foundation, state, contracts, etc.) and nurture them into R01 level researchers.**
   a. *Examples of projects that help achieve this activity include:*
      i. By leveraging school-level funds, hire research-active faculty with any extramural funding (federal, foundation, state, contracts, etc.) to grow them into R01 level researchers in 3-5 years.
      ii. Nurture junior researchers through various activities such as the REACH (Research Acceleration Holistic) program which provides mentoring, coaching and grantsmanship training, SHP internal research pilot awards along with various pilot awards offered at research centers across SHP and UAB, career development awards, and school-/department-level research incentive plans.

3. **Enable existing faculty to grow their research portfolios.**
   a. *Examples of projects that help achieve this activity include:*
      i. Create and implement optimal workload guidelines (in collaboration with Dr. Hart's office) for faculty engaged in teaching, research and service.
      ii. Optimize support structures to ease the administrative/operational burden, improve transparency in processes and increase effectiveness and productivity of research-intensive faculty.

4. **Support and retain research-engaged faculty.**
   a. *Examples of projects that help achieve this activity include:*
      i. Implement incentives for extramural funding and research productivity. Develop a bridge funding model for those who are in-between extramural funding.
      ii. Conduct annual market study of competitive salaries among peer-/aspiring- institutions.

Strategic Objective 2:

"Remove Institutional Barriers to Research"

Activities:

1. **Provide centralized support structures to accelerate research studies and scholarship development.**
   a) *Examples of projects that help achieve this activity include:*
      i) Hire at least 1 FTE statistician and associated administrative support to create a SHP statistical hub that provides proposal design consultations and statistical analysis services.

2. **Provide regulatory (IRB) support to enhance productivity of faculty and students engaged in research.**
   a) *Examples of projects that help achieve this activity include:*
      i) Hire at least 1 FTE IRB regulatory support staff to reduce IRB turnaround times for protocol approvals, to be in line with national standards.

3. **Optimize HR and finance approval processes that affect research productivity.**
   a) *Examples of projects that help achieve this activity include:*
      i) Reduce the number of steps/approvals within SHP and streamline processes (for example: purchase orders, Greenphire cards, HR postings, contracts).

4. **Secure additional research spaces.**
   a) *Examples of projects that help achieve this activity include:*
      i) Obtain additional research and office spaces for new hires/newly funded faculty.

Strategic Objective 3:

> **Grow and enrich the interdisciplinary research ecosystem across the departments and the research centers.**

Activities:

1. **Promote Interdisciplinary Collaborative Research**
   a) *Examples of projects that help achieve this activity include:*
      i) Create and continue research events such as SHP research day for collaborative synergies from multiple disciplinary domains to develop an innovative research ecosystem.
      ii) Promote collaborative initiatives with School of Medicine and other units on campus to submit new center-type grants.
      iii) Work with VPR's office to promote collaborative research by leveraging Hanover, and TIG services for grant development.
      iv) Promote the use of WHARF space (Lakeshore Research Collaborative) and the newly renovated Webb research facilities such as metabolic kitchen and whole room calorimetry to enhance collaborations across SHP and UAB.

2. **Expand Impactful Clinical and Community Research**
   a) *Examples of projects that help achieve this activity include:*
      i) Connect SHP faculty with UAB medicine / UA health system to foster new research collaborations and leverage existing research and existing data to develop new knowledge through the use of expanded tools, such as, but not limited to, AI.
      ii) Collaborate with SHP Clinical Enterprise and Community Engagement teams to promote related research activities.
      iii) Collaborate with Live Healthsmart Alabama and Cooper Green for community engagement on various research studies.

3. **Enrich Research Experiences for Students & Trainees**
   a) *Examples of projects that help achieve this activity include:*
      i) Increase student engagement in research events such as SHP research day.
      ii) Provide research/teaching assistantship funding opportunities to support graduate trainees.
      iii) Encourage faculty to work with honors program students in research.
      iv) Aspire to create a new T32 housed within SHP to provide funding for trainees in strategic thematic areas.

SMART Criteria for Dashboard Metrics for Research & Innovation – By 2026:

1.	Increase extramural research funding by 5%
2.	Hire 6 new research-active faculty (extramurally funded) of which 3 are research-intensive (R01 level funded)
3.	Increase the submission of grants by 5%
4.	Successful conversion of 50% pilots to extramural submissions and funded grants.

NOTE: SHP Strategic Alignment metrics are intended to be key, high-level metrics; additional data and metrics will be tracked as appropriate to support our strategic plan goals.