

WeR1:

How to Develop a Strategic, Multi-Faceted, and Adaptive Faculty Research Success Program through Effective Organizational Partnerships



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Research @ UNM

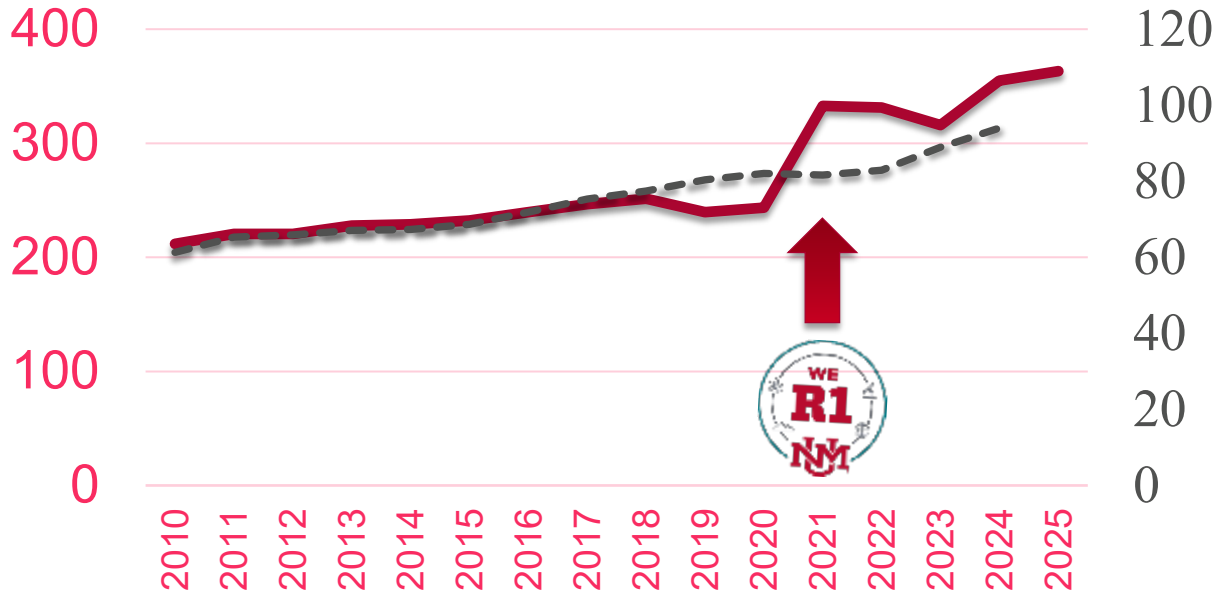


- Hispanic-serving, Minority-serving
- Premier, flagship R1 University in state of NM
- Research enterprise largely self-sustaining
- Research mission often overshadowed, undervalued (“hidden gem”) with areas of significant strength, e.g.,
 - Quantum information science
 - Materials science
 - Water resources
 - Substance use disorders
 - And more...
- Have struggled to achieve growth across the institution

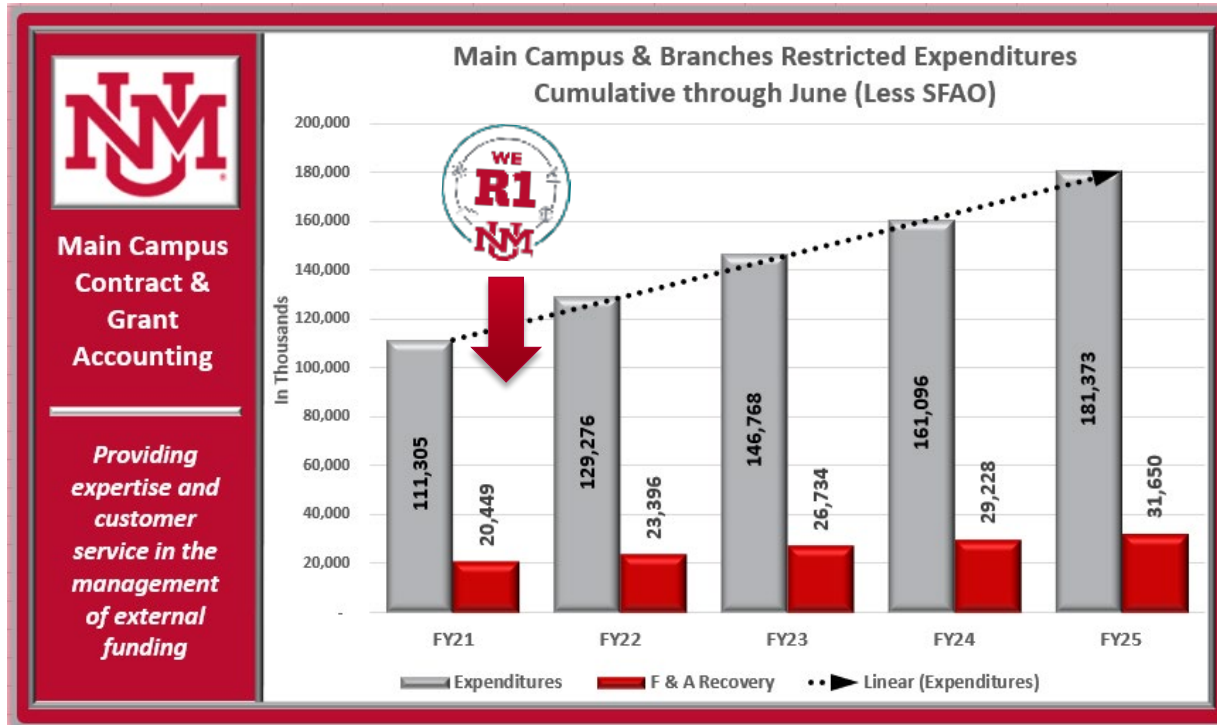
Research @ UNM: Total Across UNM



Research Expenditures (\$M) vs. National Trend (\$B)



Research @ UNM: Main & Branch Campuses



Birth of the WeR1 Concept

- Initially spurred by COVID-19 pandemic
 - Impacts on travel
 - Fieldwork and lab access
 - Lost research materials
 - Impacts on collaboration, mentoring
 - Shifts in funding priorities
 - Stress, burnout



Birth of the WeR1 Concept

1. We R all in this together
 - Culture of collaboration
 - Expand the pie
2. We are an R1 institution
 - Faculty care about their research
 - Research /S Education
 - Research advances NM



Institutional Strategic Collaboration

Advance – Faculty Support Office

Evaluate obstacles, needs for faculty success; assist with implementation

Office of VP for Research

Strategic program development; resource management

Academic Affairs

Buy-in & institutionalization

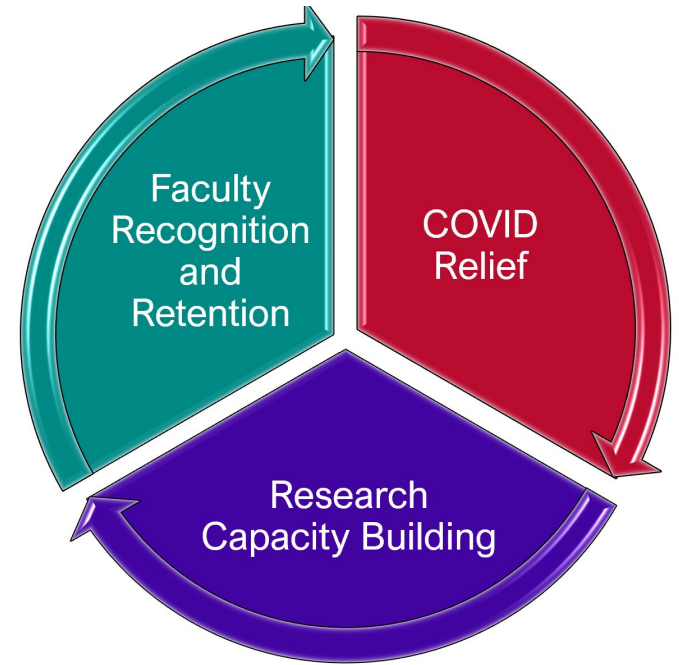
Research Development Office

Review
Implementation
Support
Assessment

Vision: WeR1 Faculty Success program...

...created with the understanding that **faculty retention and advancement** depend upon increased transparency, supportive structures, and resources that allow faculty to **transition, rebuild, recover, and/or refocus** their research, scholarship, and creative work.

Any investment must encompass both **small steps and expansive interdisciplinary initiatives**—faculty need support now, but they also need that support to remain in place and be accessible in the coming years.



Original Programs

Immediate support

- SuRF – Summer Research for Faculty (2021-2022)
 - Up to \$5000 to support activities affected by the pandemic

Long-term capacity building

- PERC – Program for Enhancing Research Capacity (2021-2026)
 - Shared instrumentation & facilities (57 awards)
 - Up to \$50k, \$100k w/co-funding (\$150K total)
 - Prioritize needs that directly enable proposals



Activity: False Binaries



- Menti.com
- Use code 4951 9846



WeR1 Core Strategies



- Data driven: solve the right problem
- Build capacity efficiently through shared facilities
- Not just throwing \$\$ at problems -> building faculty confidence and satisfaction
- Peer cohorts meet multiple needs
- Limit need for unsolicited funding requests
- Balancing agility vs. institutionalization

WeR1 Values Reinforced Across Program Calls

- Return on investment
- Broadening participation
- Interdisciplinary collaboration
- Research is education
- Accessibility & transparency
- Leadership and capacity building = leveling up



Direct Funding Programs



FaST – Faculty Scholarship Time (2022-)

- Problem: *faculty identified time as their biggest need*
- Strategy: reduce teaching load in association with increased research effort and focus
- Course release or graduate project assistant (~\$5-10k)



SAVERS – Scholarly Advancement via Enterprise Research Software (2023-4)

- Problem: *limited access to research software, cost prohibitive for individual PIs/programs*
- Strategy: enterprise licenses for software w/committed users across multiple units
- Pilot and institutional tracks
- Applicants must develop a deployment & assessment plan
- Can include student project assistant



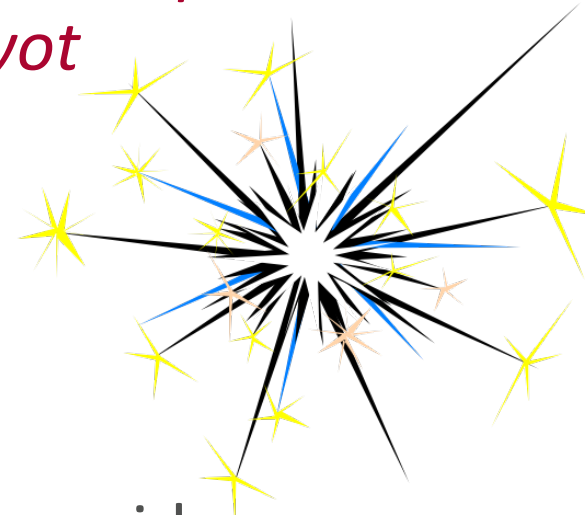
NUE – New User Engagement (2026-)

- Problem: *need for consistent user base to maintain state-of-the-art instruments, facilities*
- Strategy: **stimulate use and training for core shared facilities**
- Vouchers for new users
- Facilities must develop marketing and cost recovery plans



NM SPARK Scholars – Scholars Pursuing Advancement, Research, and Knowledge (2026-)

- Problem: *changes in federal funding landscape; mid-career faculty lack resources to pivot*
- Strategy: programming to support innovative new research directions
- Catalyst grants for early career
- Innovator, honorary title and stipend for mid-career



Cohort Training Programs





FOSTERING RESEARCH EXPANSION

FRESH

IN THE SOCIAL SCIENCES AND HUMANITIES



2022-2025 (2026)

- Problem: *limited participation in external funding in non-STEM fields*
- Strategy: **skill development to effectively prepare proposals, strengthen culture of collaboration**
- Cohort program (~20/year)
- \$1000 research funds + \$2000 on submission of major proposal (NSF, NEH)
- Partnership with schools & colleges



LIFT

Leadership Innovation
for Faculty Transformation

Problem: *limited 'leadership bench', need to build capacity for bigger research endeavors*

2024-2026

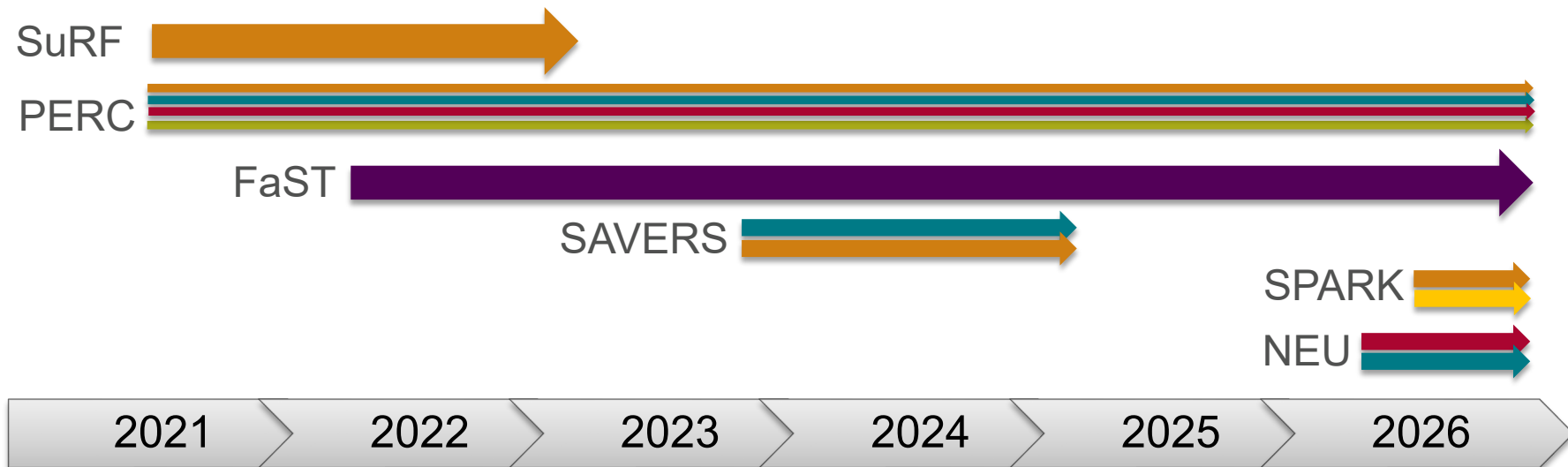
Strategy: leadership training and personalized support for emerging leaders

- Small cohort: 3-11
- Based on evolving Individual Development Plans (IDPs)
- Pilot program for research leaders, now involves academic leaders
- Course release, potential travel (PD) support

GROWL - Grant Revision for Outstanding Wins to Level Up (2025-2026)

- Problem: *great projects are not pursued because of declined proposals, terminations*
- Strategy: targeted support to help PIs resubmit strong proposals
- Small cohort
- Training, not \$\$
 - Grantsmanship
 - Find diverse funding sources
 - Develop skills and network





- Teaching Release
- Seed Funding
- Career Development
- Grant-Focused
- Infrastructure Development
- Interdisciplinary Collaboration

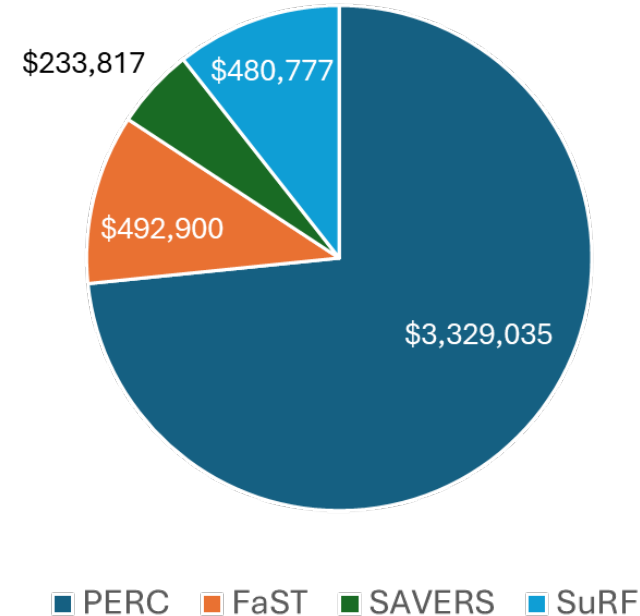
WeR1 by the Numbers: Direct Funding

Program	Cycles Run	Awards Granted	Unique Dept./Unit
PERC	6	57	20
FaST	8	93	42
SAVERS	2	6	5*
SuRF	2	131	48
Total		287	

*includes HSC

- Unique Awardees = 219
- Unique Department/Units of PIs = 69

WeR1 Awards (Total (est) = \$4,536,529)



WeR1 by the Numbers: Cohort

Program	Cohorts Run	Total Participants	Unique Depts/ Units
FRESSH	3 Current RFP	63	42
GROWL	1(pilot) Current RFP	12	11
LIFT	4*	27	19

*Piloted w/3 faculty co-creators (2023)



Paths to Institutionalization



- Small, pilot concepts
- Reevaluate priorities & need, short vs. long-term impacts
 - You need both
 - Build into budget over time
- Behave like a serious funder
 - Transparent criteria, review
 - Funding acknowledgments
 - Program evaluation
 - Outcome reporting
- But not too cumbersome

Institutionalization: Branding Matters

- Flexibility
 - Continued investment is recognized even as individual programs may end
- Inclusion
 - STEM and non-STEM fields explicitly supported
- Visibility
 - Increase in support from State



Staff/Trainee
Development



Recognition
Programs



Scaffolded
Opportunities



Stakeholder
Engagement



Strategic
Communications



Thank you!

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