Introduction: Although EWU is neither a state-designated research institution nor is it solely a teaching institution, the university and its reputation benefit greatly from the scholarly achievements of the faculty. Research and its equivalent in the scholastic and creative arts exist as an inherent requirement for tenure and tenure-track faculty. This is true for two reasons. First, the various accrediting bodies require it. Second, it is the major way that faculty keep in touch with the cutting edge trends and concepts of their discipline.

Vision: EWU will have a reputation for quality research, scholarship and creative activities. This is achieved through faculty engagement, supported by colleagues and the university, student participation in meaningful research, scholarship and creative activities, and effective recognition and communication of these activities to the wider community.

Objective 1. Facilitate and Enhance Faculty Research, Scholarship & Creative Activities

Strategies:

- Adjust faculty workloads in relationship to scholarly activities.
  
  A. Examine teaching and research workload requirements and adjust requirements to enable faculty to have sufficient time for the scholarly parts of their jobs and account for the way faculty scholarly expectations change during their careers.
  
  B. Establish an overload policy for faculty working on grants and contracts and allow for overload of up to 25% above FTE during the academic year and 125% FTE for summer quarter and intersession periods if there are not other obligations to the university during these times.
  
  C. Monitor teaching and service loads of junior faculty, insuring sufficient time for scholarship (Put less than a 36 hour limit on teaching load of junior faculty).
  
  D. Allow researchers working in the K-12 system the ability to count summer school time as part of their regular course loads so that research can be undertaken during the school year.
  
  E. When reassigned time is not possible, provide teaching assistants as partial relief for teaching.
  
  F. Create opportunities for collaboration across disciplines through effective technology, workload and institutional strategies.

- Provide institutional support for faculty engaged in research, scholarship and creative activities.
  
  A. Continue and expand existing internal programs in support of scholarship including Faculty Grants for Research and Creative Activity, EWU Foundation Grants, and professional leave.
  
  B. Develop opportunities for faculty to use students as research assistants.
    i. Whenever possible, include student assistants in grant budgets as a matter of policy.
  
  C. Provide collaborative activities through the Teaching and Learning Center and the Office of Grant and Research Development that foster faculty development in research, scholarship and creative activities.
  
  D. Provide reassigned time and/or teaching assistant help for grant proposal development.
  
  E. Assist faculty to discover and develop successful partnerships with the external community (i.e., community colleges, rural communities, educational agencies, tribes, etc.) and match external funding sources with collaborative initiatives.
  
  F. Work with EWU Press to develop more opportunities to publish and promote faculty works (This one needs more discussion – it isn’t good for the reputation or a press to be seen as simply a press for the local faculty.)
- Identify and address major problems in infrastructure resources for research, scholarship and creative activity. (Example: library does not have *America: History and Life* -- the major research resource for American history.)

  A. Establish and fund an equipment acquisition and replacement program to ensure that these resources are of a type and vintage that would be encountered in practice in government and industries employing cutting-edge technology.
  
  B. Re-evaluate library and information resources and ensure that collections and subscriptions are adequate and maintained for faculty and student research.
  
  C. Whenever possible, purchase specialized equipment through grants and contracts.
  
  D. Work with the EWU Foundation to establish a formal agenda for equipment donation and endowment for purchase and maintenance.

- Provide financial incentives for conducting research and change salary structure on grants and contracts. (Some of this is covered above – but perhaps there is no harm in some redundancy.)

  A. Establish a formal consulting rate for faculty for non-federal grants and contracts that is based on the market for their professional expertise rather teaching salary.
  
  B. Create a provision and approval process for excess compensation on federal grants and contracts that also complies with OMB Circular A-21.
  
  C. Revise the intellectual property policy so the college and department realize more immediate financial benefits from technology transfer activities.
  
  D. Maintain current distribution policy for indirect costs so that faculty, departments, and colleges can support professional development activities and scholarly activity expenses.
  
  E. Use funds from indirect cost recovery in ways that motivate scholarly activity and grant writing, such as providing matching funds, sending faculty to conferences and reassigning faculty time for writing grant proposals.

- Support and encourage **Empower** faculty to be more proactive in putting forward their research and scholarship agendas, including searching out sources of funding and advocating for research time and resources. (Needed? Is this already covered above?)

- Routinely collect data on what would assist faculty in doing research and identify and implement additional strategies to facilitate and enhance faculty participation.
  
  A. Refer to Grants Office strategic plan.
  
  B. Conduct formal and on-going needs assessment.

**Indicators of Success:**

**Objective 2. Engage Students as Researchers and Scholars**

**Strategies**

- Create a formal agenda for graduate and undergraduate research at EWU.

- Modify student aid programs to be more research-friendly and seek effective matches between student interests and research-associated work-study jobs.

- Provide additional undergraduate and graduate research assistant positions for students.
  
  A. Whenever possible, include student assistants in grant budgets as a matter of policy.

- Develop opportunities for students to engage as apprentices in publishing and other creative activities on campus.
• Improve the opportunities for meaningful research in research and theory courses, including faculty mentoring and developing opportunities for presentation and publication.

• Provide training in academic programs and/or through Graduate and Undergraduate Studies to formally address responsible conduct research with students.

• Identify external funding opportunities and assist students in applying for research funds.

Indicators of Success:

Objective 3. Publicize Research, Scholarship and Creative Activities On and Off Campus

Strategies
• Stop indicating, "We are not a research institution." (EWU will soon be a Research Intensive Institution per the Carnegie Classification System and we need to establish ourselves as such.)

• Create “Institutes” in specialty areas to provide a formal venue for the conduct of research and scholarship activities at EWU and attract funders and collaborators.

• Develop a forum on campus for faculty to present and hold discussions on their research and scholarly activities.

• Establish faculty awards for research and scholarship excellence and recognize them at university events and with a cash award.

• The university administration needs to formally acknowledge that faculty research is an important part of the life of Eastern. Consequently, a formal statement on why scholarship matters to the university should be drafted, adopted and promoted. (Use the Faculty Value Statement clause on scholarship as a starting point?) (THE COLLECTIVE BARGAINING AGREEMENT DOES THIS.)

• The university must gain both intrinsic and financial support from the legislature to that it understands that quality higher education requires schools that meet accreditation standards, faculty who are at the cutting edge of their discipline, and opportunities for students to understand how inquiry and discovery works through engagement in the research process.

• Collect and use information on (a) past faculty accomplishments, and (b) current faculty scholarship.
  A. Create a searchable webpage on faculty and student research, scholarship and creative activities.
  B. Identify publicity “gaps” and attempt to correct them by calling attention to our achievements. (This is may be a huge issue – we want to be sure that it isn’t forgotten as a little point at the end of the document.)

Indicators of Success:

Parameters: Internal support and resources, external funding through grants and contracts, workload adjustments, recognition of the university’s right and requirement to participate in research and scholarship, publicizing and promoting of research and scholarship to the wider community, faculty and student research and scholarship opportunities, university acknowledgement.