3. How do we decide in which research areas and investigators to invest?

Information gathering – internal and external data to understand ourselves, our institution and our location.

Institutions define metrics for success - Considering different measures of success depending on discipline, e.g., STEM vs. humanities; it can’t all be research dollars, publications and citations

Considering timing, who could be involved, building the right team to go after strategic initiatives

Diverse portfolio – not all eggs in one basket

Intervening at strategic moments to provide training and insight… e.g, writing competitive white papers, providing incentives to the right group of faculty for an opportunity,

Building strategic research areas is a process that takes time, must manage expectations and take the long view

Sometimes there will be a top down decision about what to invest in from a dean, VP, President, etc. Institutional-level research opportunities must have this buy-in

* Being nimble, ready to act when opportunities present themselves at all levels, e.g., state investment