
Strengths of the Research Office
1) **RO leadership** – New leadership has the energy and motivation to reconsider how research business is done.
2) **RO staff** – Committed and professional staff solves complex problems with speed and authority.
3) **Service to community** – Service-focused perspective is evolving throughout the Research Office.
4) **Ethos** – Office environment fosters transparency, innovation and collaboration.

Strengths of the Research Community
1) **Expertise** – Broad and deep research expertise.
2) **Collaboration** – Collaboration across disciplines distinguishes the OSU research environment.
3) **Research Ethic** – The OSU research community has been productive despite a seriously under-resourced research environment.
4) **Research Ethos** – OSU scientists and engineers are known for their research integrity and trustworthiness.
5) **Natural Resources** – OSU researchers have ready access to abundant natural resources.

Weaknesses of the Research Office
1) **Morale** – Morale among RO staff is varied.
2) **Communication** – Research news and RO-led initiatives is communicated effectively to neither internally nor to the research community.
3) **Leadership** – The RO has struggled to manage internal conflict.
4) **Resources** – Resources dedicated to the RO are limited and structures are dated.
5) **Staff and Staffing** – Staff turnover and heavy workload prevent office from responding to evolving needs of faculty researchers.
6) **Administration of Centers, Institutes and Core Facilities** – Administration of CIPS is unstructured.
7) **Research leadership** – Lack of a coordinated research agenda.
8) **Leadership succession** – Internally, there is limited planning for leadership succession.

Weaknesses of the Research Community
1) **University administration** – Strong governance from the colleges creates barriers to transdisciplinary research and threatens sustainability of university-wide CIPs.
2) **Advocacy from central administration** – The value of research is rarely communicated by university leadership.
3) **Reputation** – There is limited awareness nationally of OSU or OSU research.
4) **Infrastructure** – Research facilities are insufficient and labs are under-resourced to support growth of the research enterprise.
5) **Faculty retention** – OSU faces an ongoing threat of losing key faculty.
6) **Infrastructure** – Further investments in research space must incorporate ongoing O&M support.
7) **Perceived or relative lack of support for research by faculty.** Often cited are heterogeneous support for proposal development, inadequate infrastructure, expensive graduate student and post-doc costs, etc. Faculty do not believe that the university and the public that supports it care much about research.

Opportunities for the Research Office
1) **Leadership** – New leadership centrally and within colleges brings new perspective and vision to OSU research.
2) **RO process** – Electronic research administration tools and greater partnership with Business Centers promise improvements in RO process and procedures.

3) **New Revenue** – Upcoming capital campaign and F&A negotiation could generate new revenue for OSU research.

4) **Communications** – Collaboration with URM offers the ability for effective and focused internal and external communications.

Opportunities for the Research Community

1) **Leadership** – Emergence of new leaders represents an opportunity to raise the profile of research within the university.

2) **Faculty** – Cluster hires may drive industry partnerships.

3) **New areas of research/funding** – OSU is diversifying its research portfolio by growing research support from NIH, DOE, and DoD; in partnership with foundations, industry, and national labs; and through international engagement.

4) **Innovation and commercialization** – An innovation campus is an essential part of a modern campus and is in development.

5) **The Boulder project** – Corvallis may one day be hip.

Threats to the Research Office

1) **Strategy** – Current gaps in the funding and innovation portfolios results in lower research productivity across campus.

2) **Staffing** – It is difficult to recruit experienced staff to a small, rural community.

3) **Funding** – Current RO funding model is not sustainable There is currently no mechanism to increase the budget as demands of research administration grow with research revenue.

4) **Reputation** – RO has reputation of providing declining and insufficient financial and infrastructure support for research; parts of RO have reputation, possibly undeserved, for being obstructionist.

Threats to the Research Community

1) **Funding/cost of research** – Sustaining a competitive research program is challenging in an uncertain fiscal environment.

2) **Infrastructure** – Research infrastructure depreciates further as replacement, renovation and operational costs rise.

3) **Compliance** – The federal regulatory environment and costs of compliance are significant threats to continued operations.

4) **Natural disasters** – Climate change and seismic upgrades impose significant added costs to research operations.

5) **Changing nature of funded research** – Federal agencies, most notably NSF, are shifting funding priorities to “outcome-based” research, reducing the amount of funding available for foundational research.

6) **Leadership succession** – National leadership changes could have significant impacts on research.

7) **Staffing** – It is difficult to recruit experienced staff to a small, rural community.