



OHSU

Oregon Health & Science University

**Research Development
& Administration (RDA)**

**Strategic Plan
2005-2010**

TO THE OHSU RESEARCH COMMUNITY

During the past decade, Oregon Health & Science University has grown into Oregon's flagship research institution with more than \$270 million in annual sponsored project awards, over 700 principal investigators and more than 1600 sponsored research projects.

Given these accomplishments and the dynamic nature of the research endeavor at OHSU, the Vice President for Research challenged his management team, embodied within Research Development and Administration (RDA), to conduct an analysis of the unit's strengths and weaknesses and develop a strategic plan that would support OHSU's research engine.

With the participation of more than 100 employees, RDA conducted its planning process throughout 2005. The mission, values and goals outlined in this document grew out of this effort and emphasize a commitment to teamwork and service as advocates for the OHSU research community.

The strategic plan is formatted and organized to provide a brief overview of RDA goals and strategies. More than 160 specific tactics or action items have been identified in a detailed "working" document to guide how the unit will carry out the strategies and goals. It is worthy to note that many of the strategies and tactics have already been implemented; others will follow in 2006 and carried out through 2010.

If you have any questions about RDA's Strategic Plan, or if you would like to review a copy of the supplemental tactics working document, please contact research@ohsu.edu

Research Development & Administration (RDA)

Strategic Intent

RDA Vision

Research Development & Administration will guide OHSU's development as a premier research powerhouse for the benefit of the public, facilitate the integration of research discoveries with healing and teaching, and engage in economic and business development.

RDA Mission

The mission of RDA is to promote world-class research within the OHSU community by fostering:

- Collaborative partnerships --
- Responsible stewardship of resources --
- Judicious policies & procedures --
- Effective education & skill-focused training --

RDA Values

A commitment to integrity and ethics

We act in a manner that merits trust, confidence, and respect, by managing research endeavors in harmony with policies and ethical principles.

Being advocates for the OHSU research community

We provide continual support as champions for OHSU's research endeavors while balancing both internal and external obligations and interests.

Providing high quality efficient service

We facilitate our clients' success by providing quality services with professionalism, accountability, and creativity in a highly responsive manner.

Acquiring and sharing expertise and knowledge

We strive to acquire and disseminate accurate information using innovation and technology.

GOAL ONE: Teamwork

RDA will work as a collegial team across units to ensure outstanding services for the benefit of our clients.

STRATEGIES

1. Optimize opportunities for individuals across RDA units to work collaboratively on projects.
2. Define and communicate roles and responsibilities within and across RDA units.
3. Develop RDA leadership to promote and support teamwork.

GOAL TWO: Service

RDA will provide efficient, accurate, and professional services for our clients.

STRATEGIES

1. Increase RDA staff awareness of the needs and perspectives of our clients.
2. Cultivate a culture of trust among RDA units.
3. Ensure that RDA staff develop and maintain skill levels to effectively help our clients.
4. Leverage existing and/or new information technologies to improve services.
5. Optimize opportunities for RDA staff to encourage innovative and creative ways to improve service levels, business systems, and problem solving techniques and abilities.

GOAL THREE: Communication

RDA will provide appropriate and effective communication within RDA and to our clients to ensure understanding of information.

STRATEGIES

1. Optimize opportunities for RDA staff to engage in effective communications with our clients.
2. Develop and implement effective mechanisms to communicate to our clients.
3. Develop and implement effective mechanisms to communicate within and across RDA units.
4. Enhance and maintain all RDA websites to ensure our websites are unified, visually appealing, well organized, and user-friendly.

GOAL FOUR: Image

RDA will foster a positive image and our clients will perceive us as a resource.

STRATEGIES

1. Ensure that our name “Research Development & Administration” accurately describes our services.
2. Serve as a convenient resource for the OHSU research community.
3. Conduct our activities in a seamless and transparent manner.
4. Provide periodic objective performance data to the OHSU community and external constituencies.

GOAL FIVE: Resources

RDA will efficiently use its resources and explore opportunities for new resources to optimally support RDA staff and serve our clients.

STRATEGIES

1. Optimally utilize available resources to implement our strategic plan goals.
2. Advocate for RDA staff to be equipped with the resources necessary to be efficient and meet our strategic plan goals.
3. Advocate for the optimum geographic location for the best client service delivery.

GOAL SIX: Organization

RDA will create a business model to ensure RDA units are working effectively to better serve our clients.

STRATEGIES

1. Emphasize the OHSU investigators as the primary client.
2. Optimize business workflow and processes within and across RDA units.
3. Create a community environment to foster effective collaboration within RDA.
4. Develop and implement RDA staff annual performance evaluations that include the RDA values and goals as core competencies.
5. Develop a plan to ensure that we recruit and retain quality personnel with service-oriented traits, skills, and experience.
6. Objectively measure our progress in fulfilling the strategic plan.

GOAL SEVEN: Leadership

RDA leaders will create an environment of mutual respect and accountability, serve as effective role models, and strategically plan to advance OHSU's research mission.

STRATEGIES

1. Increase leadership visibility within RDA, the OHSU community, and external constituencies.
2. Create a proactive environment of partnership and mutually respectful communications.
3. Foster leadership development at all levels of RDA.
4. Recognize and reward employees for their contributions to the success of RDA.
5. Systematically develop and implement RDA unit strategic plans to account for research growth, new technology, and budget realities.