

# NC Office of Strategic Partnerships (OSP)

## Guide to Identifying Potential Partners for Government-Research Partnerships

March 2023

This document is intended to help guide new staff/interns on how to look for potential research partners for a research partnership opportunity (see sample partnership opportunities in [Appendix 1](#), [Appendix 2](#), and on the [North Carolina Project Portal](#)).

**After confirming a state agency's research partnership opportunity, OSP builds a list of researchers with whom to share the opportunity. This document outlines the process of building those outreach lists.** The agency contributes as many suggested researchers as possible. OSP invites all identified potential research partners to a research partnership interest meeting. Each cohort of researchers that OSP reaches out to is unique/individualized to the needs of each project.

### Building a Researcher Outreach List for Partnership Opportunities

**Step 1: Create an excel spreadsheet ([see template](#)) within the OSP SharePoint folder for the specific partnership project.** For example, the [individualized outreach list](#) for the [NCDPS Teen Court Project](#) can be located following this file path: Documents > Research Partnerships > Agency Folders > NC Dept of Public Safety (NCDPS) > Teen court programs (2022).

**Step 2: Search for researchers that may have expertise relevant to the research partnership opportunity topic.** OSP staff look for researchers in multiple ways, including running a google search indicating a certain academic institution along with a keyword/keywords, running a google scholar search, utilizing [Web of Science](#), searching college/university department faculty pages, etc.

As an example, the Teen Court project shared in Appendix 1 focused on better understanding the North Carolina Teen Court model. Examples of keywords search topics used were: Juvenile Justice, Criminal Justice, and Social Work.

A few things to consider when conducting a search:

- Search for researchers **across all** [NC Universities and Colleges](#). It is likely to be more valuable to have a list of 30 individuals from 10 different colleges/universities compared to 50 individuals from 3 different colleges/universities. OSP is intentional about sharing research opportunities as widely as possible, including with state partners, representatives from philanthropy, and researchers at public and private colleges and universities, historically black colleges and universities, minority-serving institutions, community colleges, and other institutions with research expertise. Note that you may not be able to find a researcher at every college or university (especially if it is a niche topic) but you should strive to conduct your search across NC universities and colleges as thoroughly as possible.
- Researchers are likely to share research partnership opportunities with colleagues, so do not be concerned with finding every individual from each institution that could potentially pursue the opportunity (but it is helpful to find a couple of individuals from each institution). One option is to include department heads who can share the opportunity with their department faculty.
- The search does not need to be limited to academic institutions; you could also look for nonprofit research organizations (such as RTI). OSP does not actively search for researchers outside of NC (one exception is the work with USEPA) but if a researcher from a non-NC entity joins the interest call and/or if the agency partner requests/invites potential research partners based outside of NC, they are

welcome. If there are no identifiable researchers within NC, OSP may proactively seek potential partners who are based outside of NC.

- You may want to skim through researchers' bios to confirm whether they have relevant expertise/research interests.

**Step 3: Add researchers to the project outreach spreadsheet.** When adding researchers to the list, fill in as much information in the template as possible. If you can, include a link to the individual's bio.

As you can see in the image below for the Teen Court project (described in Appendix 1), OSP identified potential research partners from across a range of different institutions and focus areas and included as much information for them as possible.

	A	B	C	D	E	F	G
1	Name	Email	Job Title	Department	Organization	Notes	Website
2	Paul Smokowski	<a href="mailto:smokowski@icloud.com">smokowski@icloud.com</a>	Director of Research		NC Youth Violence Prevention Center	This organization appears t	<a href="https://nc-yvpc.org/?page_id=265">https://nc-yvpc.org/?page_id=265</a>
3	Susan McCarter	<a href="mailto:smccarter@unc.edu">smccarter@unc.edu</a>	Associate Professor	School of Social Work	UNC Charlotte		<a href="https://pages.charlotte.edu/smccar17/">https://pages.charlotte.edu/smccar17/</a>
4	Maisha Cooper	<a href="mailto:mcoope51@unc.edu">mcoope51@unc.edu</a>	Assistant Professor	Criminal Justice and Crim	UNC Charlotte		<a href="https://criminaljustice.charlotte.edu/directory/maisha-cooper">https://criminaljustice.charlotte.edu/directory/maisha-cooper</a>
5	Ben Grunwald	<a href="mailto:grunwald@law.duke.edu">grunwald@law.duke.edu</a>	Assistant Professor	Duke Law	Duke University		<a href="https://law.duke.edu/fac/grunwald/">https://law.duke.edu/fac/grunwald/</a>
6	Kristen DeVall	<a href="mailto:devallk@uncw.edu">devallk@uncw.edu</a>		Sociology and Criminolog	UNC Wilmington		<a href="https://uncw.edu/soccr/kristendevall.html">https://uncw.edu/soccr/kristendevall.html</a>
7	Jacob Day	<a href="mailto:dayj@uncw.edu">dayj@uncw.edu</a>	Associate Professor of Ci	Sociology and Criminolog	UNC Wilmington		<a href="https://uncw.edu/soccr/jacobdaysociologyandcriminologyur">https://uncw.edu/soccr/jacobdaysociologyandcriminologyur</a>
8	Jacquelyn Greene	<a href="mailto:jgreene@sog.unc.edu">jgreene@sog.unc.edu</a>	Assistant Professor	Public Law and Governm	UNC Chapel Hill	Contact provided by DPS	
9	Jessie Smith	<a href="mailto:smithj@sog.unc.edu">smithj@sog.unc.edu</a>		School of Government	UNC Chapel Hill	Contact provided by DPS	
10	Michael O'key	<a href="mailto:mkey013@stanford.edu">mkey013@stanford.edu</a>			Stanford	Contact provided by DPS	
11	Subini Annamma	<a href="mailto:subini@stanford.edu">subini@stanford.edu</a>	Associate Professor	Learning Differences & Sp	Stanford	Contact provided by DPS	
12	Betty Liverman	<a href="mailto:betty.liverman@shawu.edu">betty.liverman@shawu.edu</a>	Assistant Professor	Elementary Ed./Coordinat	Shaw University	Contact provided by DPS	
13	Becky Mussat-Whitlow	<a href="mailto:whitlowbm@wssu.edu">whitlowbm@wssu.edu</a>	Director	Institutional Effectivene	Winston Salem State University	Contact provided by DPS	
14	Debbie Dawes	<a href="mailto:ddawes@rti.org">ddawes@rti.org</a>			RTI International	Contact provided by DPS	
15	Bill Rand	<a href="mailto:wrand@ncsu.edu">wrand@ncsu.edu</a>	Executive Director	Business Analytics Initiati	NC State University		
16	Kristin Siebenaler	<a href="mailto:krsieben@ncsu.edu">krsieben@ncsu.edu</a>	Director	Business Analytics Initiati	NC State University		
17	Jonathan Glenn	<a href="mailto:jglenn@NCCU.EDU">jglenn@NCCU.EDU</a>	Associate Project Direct	Juvenile Justice Institut	NC Central University		<a href="https://www.nccu.edu/employee/jglenn8">https://www.nccu.edu/employee/jglenn8</a>
18	Lorraine Taylor	<a href="mailto:lorraine.taylor@NCCU.EDU">lorraine.taylor@NCCU.EDU</a>	Executive Director	Juvenile Justice Institut	NC Central University		<a href="https://www.nccu.edu/employee/taylor64">https://www.nccu.edu/employee/taylor64</a>
19	Hunter Boehme	<a href="mailto:hboehme@NCCU.EDU">hboehme@NCCU.EDU</a>	Assistant Professor	Criminal Justice	NC Central University		
20	Charity Watkins	<a href="mailto:cwatkins33@NCCU.EDU">cwatkins33@NCCU.EDU</a>	Assistant Professor	Social Work	NC Central University		
21	Justin Smith	<a href="mailto:smithjm@uncw.edu">smithjm@uncw.edu</a>	Associate Professor	Criminology	UNC Wilmington		<a href="https://uncw.edu/soccr/justinsmith.html">https://uncw.edu/soccr/justinsmith.html</a>
22	Sarah Benson	<a href="mailto:sarahabenson@abtech.edu">sarahabenson@abtech.edu</a>	Chair	Criminal Justice	Asheville-Buncombe Technical Community college		
23	Catherine Cowling	<a href="mailto:cowlingc@campbell.edu">cowlingc@campbell.edu</a>	Associate Professor and	Criminal Justice	Campbell University		
24	Steve Gunkel	<a href="mailto:gunkelse@wfu.edu">gunkelse@wfu.edu</a>	Associate Teaching Profe	Sociology	Wake Forest University	On summer break until Au	<a href="https://sociology.wfu.edu/people/faculty/steve-gunkel">https://sociology.wfu.edu/people/faculty/steve-gunkel</a>
25	Angela Taylor	<a href="mailto:ataylor14@uncfsu.edu">ataylor14@uncfsu.edu</a>	Associate Professor of Ci	Criminal Justice and Crim	Fayetteville State University		<a href="https://www.uncfsu.edu/academics/colleges-schools-and-dep">https://www.uncfsu.edu/academics/colleges-schools-and-dep</a>
26	Lori Guevara	<a href="mailto:lguevara@uncfsu.edu">lguevara@uncfsu.edu</a>	Professor	Criminal Justice and Crim	Fayetteville State University		<a href="https://www.uncfsu.edu/academics/colleges-schools-and-dep">https://www.uncfsu.edu/academics/colleges-schools-and-dep</a>
27	Shannon Reid	<a href="mailto:s.reid@unc.edu">s.reid@unc.edu</a>	Assistant Professor	Criminal Justice and Crim	UNC Charlotte		<a href="https://criminaljustice.charlotte.edu/directory/shannon-reid-p">https://criminaljustice.charlotte.edu/directory/shannon-reid-p</a>
28	Stacy de Coster	<a href="mailto:smcoster@ncsu.edu">smcoster@ncsu.edu</a>	Professor	Sociology and Anthropol	NC State University		<a href="https://chass.ncsu.edu/people/smcoster/">https://chass.ncsu.edu/people/smcoster/</a>

**Step 4: Maintain an updated outreach list after OSP sends the outreach email.** Include at the top of the spreadsheet a color code for contact management. For example, you may wish to:

- Track bounce backs/undeliverable email addresses using the strikethrough feature or coloring the row text red.
- Track individuals who have asked for a calendar invite by coloring the row or text green and copying their information onto the RSVP tab of the template. (In addition to tracking RSVPs in the RSVP page of the outreach spreadsheet, OSP tracks RSVPs in each research partnership agenda; see [example](#) here).

You may have to run a second or third search for additional researchers depending on how many individuals reach out regarding the project. If you add additional researchers to the list, indicate the date on which they were added.

## **APPENDIX 1**

*\*Note: This is an illustrative example of how a project might appear on the NC Project Portal. The actual project has moved beyond this phase.*

### **How much do NC teen court programs reduce recidivism among youth under 18?**

**Department or Agency: NC Department of Public Safety, Division of Juvenile Justice and Delinquency Prevention**

#### **Project Overview**

##### **Summary**

To better understand the use of teen court programs, the Division of Juvenile Justice and Delinquency Prevention (DJJDP) at the NC Department of Public Safety is conducting qualitative and quantitative research to focus on the fidelity of the traditional teen court model in North Carolina and to understand the local impacts the model produces.

The following topics will inform this work:

1. Implementation: Are teen court programs in North Carolina operated with fidelity to the traditional teen court model?
2. Impact: To which populations of juveniles is the traditional teen court model most effective for in North Carolina? For example: Older versus younger, first-time referrals versus repeat referrals, legal status, etc.
3. Improvement: What strategies should be considered for continuation, expansion, and targeting of teen court programs?
4. Benefit-cost analysis: Assess the benefit to cost ratio and chance benefits will exceed costs akin to analysis available for NC traditional Teen Court and hybrid models.

The NC Department of Public Safety, Division of Juvenile Justice and Delinquency Prevention (DJJDP) and the NC Office of Strategic Partnerships (OSP) hosted a research partnership meeting on Monday, June 6 to discuss this project. [Click here for the meeting recording](#) and [here for DPS's presentation](#).

#### **Anticipated deliverables**

- Inventory of traditional teen court models available in North Carolina and their fidelity status, research briefs, presentations, benefit-cost analysis, and policy recommendations.

#### **Planned use of results**

Results can help DJJDP improve its comprehension of the implementation and impact of the traditional teen court model on the populations served by DJJDP. Results can also provide actionable information for continuation and expansion of the model and guide decision making for the continuum of services provided by DJJDP in North Carolina.

#### **Data**

The DJJDP will be able to support the project by providing juvenile recidivism data on program participants and the requisite comparison group.

## APPENDIX 2

*\*Note: This is an illustrative example of how a project might appear on the NC Project Portal. The actual project has moved beyond this phase. Scroll down to see the project description, outreach list, and a description of the selected research partner.*

### [What is the distribution of data literacy secondary school pathways and higher education certificate and degree programs by NC county and tier?](#)

**Project started:** May 31, 2022

**Department or Agency:** NC Department of Commerce

#### **Project Overview**

##### **Summary**

The Data Economy Committee of the [North Carolina Board of Science, Technology and Innovation](#) (BSTI) seeks to understand the distribution of data literacy pathways in Career and Technical Education (CTE) among high schools in North Carolina, as well as data-focused certificates and degree programs across community colleges, four-year colleges and universities in North Carolina. BSTI's goal is to facilitate preparation of students in North Carolina to contribute to and thrive in the Data Economy.

The Data Economy is defined as a business ecosystem predicated on the digital transformation of operations, products, and services. Data literacy is defined as competencies associated with data collection, comprehension, analysis and interpretation. Economic Modeling Specialists International (EMSI) modeling has identified data-focused certificates and degrees at institutions of higher education, and these data need to be used as inputs for a visualization tool to display as data literacy assets in the state by region and county.

The data-focused secondary school CTE pathways are not discoverable through EMSI modeling. However, the Data Economy Committee has identified CTE pathways that are available to high schools and is completing a spreadsheet with North Carolina high schools and the number of pathways offered at each high school. These data also need to be used as design inputs for a visualization tool to display data literacy assets in counties. The purpose of the tool is to understand the distribution of data literacy assets in secondary and higher education institutions across North Carolina.

The NC Department of Commerce/North Carolina Board of Science, Technology, and Innovation (BSTI) and the NC Office of Strategic Partnerships (OSP) hosted a research partnership meeting on Thursday, March 31 to discuss this project. Click here for the [meeting recording](#) and [BSTI's presentation](#).

#### **Anticipated deliverables**

- The intention is to make the tool available for public use by community and education agencies for research to facilitate equitable distribution of resources to prepare students for careers in the data economy. The final tool may also be of interest to prospective entrepreneurs and corporations.
  - Functionality should include selection of data literacy assets by county, filtering by county type (Tier 1, 2 or 3, as defined by the [NC Department of Commerce](#)), and heat mapping by density of data literacy within counties and between counties.
  - The tool should also allow pop-up data and allow ease-of-updating by updating the database that generates the interactive visualization.

### **Planned use of results**

The final tool is slated to be posted for public use and viewing by prospective entrepreneurs and corporations, as well as community and educational agencies needing to conduct research to facilitate equitable distribution of resources to prepare students for careers in the data economy.

### **Funding**

OSP, agency partners, and research partners work together to determine if a project has costs, what funding may be available, and possibilities for pursuing funding, if needed.

### **Data**

OSP and the Data Economy Committee plan to work with researchers to determine the best way to share CTE pathway data for the visualization tool.

### **Outreach list for Commerce/BSTI**

**Description of selected research partner:** As noted on his bio (<https://www.wcu.edu/faculty/sabarlowe.aspx>), “Dr. Barlowe’s research interests span a variety of areas including visualization, data mining, bioinformatics, HCI, and serious game development. His primary interest is searching for visualization techniques that aid in understanding large, multidimensional datasets. Challenges include finding an automatic analysis approach which meets user goals for revealing interesting data features and then finding methods to coherently tie the features together so that visualizations are efficient and easily interpreted. Dr. Barlowe’s dissertation work concentrated on integrating novel visualizations, interactions, and signal processing for revealing hidden features in a protein flexibility model.”

*Dr. Barlowe’s research interests overlap with that of the Data Economy Committee’s goals for the project. For instance:* Dr. Barlowe’s primary interest is “searching for visualization techniques that aid in understanding large, multidimensional datasets.” Similarly, for this project, the Data Economy Committee was trying to utilize data on CTE pathways “to be used as design inputs for a visualization tool to display data literacy assets” across counties “to understand the distribution of data literacy assets in secondary and higher education institutions across North Carolina.” Additionally, Dr. Barlowe notes that he seeks to find “methods to coherently tie the features together so that visualizations are efficient and easily interpreted.”: The Data Economy Committee was also seeking to “make the tool available for public use by community and education agencies” so that they could easily use and interpret the data “for research to facilitate equitable distribution of resources to prepare students for careers in the data economy”. The project also mentions design features to make visualization to be efficient and easily interpreted such as “Functionality should include selection of data literacy assets by county, filtering by county type (Tier 1, 2 or 3, as defined by the NC Department of Commerce), and heat mapping by density of data literacy within counties and between counties.”