

**Humanities, Arts, Social Sciences, Law, Business, and Education:  
The Next 10 Years**

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The rapidly changing pace and complexity of society challenges the University of Cincinnati as it formulates a ten-year plan. The problems facing society are frequently multifactoral, intractable, and constantly morphing. We have only to consider issues of societal inequality, poverty, government and corporate accountability, religious strife, access to education, safety and security issues, lack of economic opportunity, and safe food and water sources, among others. As researchers in the humanities, arts, social sciences, law, business, and education, we well understand that the human side of the equation is often the most difficult factor in seeking solutions to these problems. Technological and scientific advances continue apace, but remaining constant are human beings and the struggle to develop civil societies—communities linked by common interests and an indefatigable need for collaboration amidst the forces seeking to pull them apart. In light of this scenario, several trends stand out for the aforementioned areas of study.

First and foremost, the University of Cincinnati must renew its commitment to research by seeking to *gain entry into the American Association of Universities (AAU)*, a select group of approximately 60 comprehensive research institutions in the United States and Canada, distinguished by the breadth and quality of their research. Such research is the platform for excellence in programs in graduate, undergraduate, and professional education. Gaining access requires UC's colleges and departments to hire faculty who can meet the challenge of contributing to a comprehensive research institution with a community-serving focus. It also requires UC's administration to stem the tide of hiring Educators and Adjuncts to replace, not supplement, tenure track faculty. Only when faculty research is supported can the AAU's requirements be met: to seek federally funded research, gain membership in the National Academy in greater numbers, and amass faculty awards, memberships, fellowships, and citations.

Second, we must continue to ensure that *basic research creates an impact* for the communities we study and serve, whether local, disciplinary, or global. Consequently, we expect more: **a) collaborative research and development work with partner agencies and organizations**, much like The Cincinnati Project in A&S; CSO/CCM Diversity Fellowship;

CECH programs in educational access; and various types of industry-sponsored research in COB, A&S, or CECH; and **b) *interdisciplinary collaborations between all of the above areas, as well as the STEM disciplines*** (e.g., COL collaborations with social scientists on the role of public defenders in the criminal justice system; A&S health communication researchers' collaborations with UC's Medical School on health campaigns, social stigma, and doctor-patient communication; CCM's work with East Campus on music and cognition, music therapy, and designing instruments for those with physical impairments).

Third, the problem of ***bringing community together*** is instrumental in fostering collaboration, celebrating culture, working through difference, creating spaces for inclusion, and assuring social justice. There is and will be an enduring need to ***work with diverse publics*** and address their interests through ***social innovation*** (e.g., DAAP's focus on humans and the physical environment, including sustainability, healthier cities, and wellness designs). Existing efforts also include the ***public humanities*** within A&S, as well as the creative researchers and artists within CCM and DAAP, who have long pursued interaction with diverse publics in exploring and devoting wider attention to salient questions of heritage, culture, aesthetics, and history (e.g., nonprofits such as Wordplay, the Museum Center, the Art Museum, ArtsWave, the CSO, the Cincinnati Ballet). Their goal to ***strengthen civic and cultural life*** is likewise shared by COL, whose outreach (e.g., the Innocence Project) will continue to inform debates around ***social justice*** and the deep political divides in this country. Finally, research done by A&S, COB, CECH, DAAP, and CCM researchers helps solve both the ***unique and common problems of global communities***, especially those involving economic, political, humanitarian, social, and environmental problems and crises. They must continue using their advanced skills in dialogue and organizational development to ***foster community learning*** through reflective practice, especially around issues of inclusivity.

We extol the ongoing efforts of the Humanities, Arts, Social Sciences, Law, Business, and Education not to self-congratulate or endorse status quo thinking, but to suggest that these examples of “engaged research” are paying dividends. They foster communication across boundaries, diverse collaborations, meaningful dialogue, and healthy conflict resolution—and will continue to do so in the future. Unfortunately, the value associated with these activities is easily underestimated as involving “soft skills”, aesthetic experiences, or outcomes too difficult to measure. Researchers in these disciplines and their advocates must work harder to explain

their work's value and articulate its impact. These activities not only fit squarely within the humanistic foundation of any university, but also undergird the aims of the Urban Futures mission of Next Lives Here. Finally, they are central to reinforcing UC's identity as a stalwart, visionary member of the Cincinnati and world community.

The *future of technology and work* is a fourth major area for organizational planning. UC must stay current with trends in big data analytics, artificial intelligence, high-speed computing, digitization, cyber security, robotics, and the Internet of Things, among others. The Digital Media Collaborative and SOIT's new doctoral program are good steps in this direction, although staying current in new technologies requires enormous investment to support the research mission and foster media and technology skill development in students. The popularity of video games, playable media, and the medium of virtual reality will only continue, while the ethical and practical questions that such human-media interfaces pose will multiply. In essence, this suggests a triple impact on the changing nature of education, work and—by extension—research. For example, the rapid advancement of AI impacts how and where we conduct research. We cannot afford to fall behind on this critical front. Information, resources, and systematic processes must be addressed now for the future.

Fifth, *UC's bureaucracy must be made to work more effectively*. Several things need to occur, including: a) an investment in programs that are producing excellent, rigorous research, not just funded research (e.g., the hiring of tenure track and research professors over educators and adjuncts); b) finding better ways to foster interdisciplinary collaborations (e.g., creation of centers and institutes that are tied to multiple departments and/or colleges, yet have some independence) and reward them, especially in the RPT process; c) understanding the diversity in research products in the future and devising ways to incentivize and reward them (e.g., interactive materials and training that can more easily be scaled); d) develop a desperately needed "fast track" process for IRB as well as contract initiation and compliance; e) enhancing the experience of graduate students (e.g., provide them with the opportunity to be part of research teams that cut across disciplines; increase diversity of graduate students, especially those more interested in social issues; increase student stipends to remain competitive; and move toward a "multiple" mentor approach that straddles departments); and f) the adoption of budgetary systems that encourage, rather than stifle, innovation (e.g., the hiring of budget and

finance officers who understand UC's diverse research mission and more direct lines of reward for departmental innovation and interdisciplinary efforts).

Finally, the anticipated impact of moving in the aforementioned directions would directly reinforce the University of Cincinnati's unique mission as a Carnegie Division One research institution with an urban focus. Few schools in this country have such a combined mission to be a comprehensive research and community-serving institution. Fortunately, research faculty in the humanities, creative arts, social sciences, law, business, and education at UC do not see this as yet another unfortunate binary, but as an opportunity to creative manage and from which to draw energy.

The following documents describe how the various constituent groups referenced herein might identify and address large trends.

## Research Directions in the Next 10 years: Social Sciences (Communication, Sociology, Anthropology, Political Science)

— Gail Fairhurst (Communication)

***Social Innovation:*** In the next 10 years, we will see a continued push to develop social practices in community, health, educational, and corporate environments with solutions committed to developing civil societies. New solutions to old or intractable problems would ideally help transform the social institutions sourcing these problems in the process.

***How to get there:*** The innovation process will continue to evolve, such as with design thinking, open sourcing, big data analytics, and so on. Also, innovations that have a social purpose will be a key focus. In the recent past, microcredit, distance learning, on-line volunteering, and social media use in social movements have emerged. However, researcher and community partnerships are also evolving not only to generate more policy work, advocacy, and organizational development than in the past, but true community partnerships with inclusive idea-generation and collaborative inquiry.

***Anticipated Impact:*** There will be continued pressures on universities to balance “knowledge for knowledge sake” with knowledge that is translational and impactful for the communities they study and serve. Students will benefit by seeing the faculty’s broad knowledge base turn into transferable skills and a commitment to civic engagement at local levels with global implications. There will also be new pressures on RPT structures to recognize community and development work above and beyond research and publication.

***Bridging Divides (I):*** In the next 10 years, issues of social inclusion and social justice will continue to loom large. For social inclusion, this includes a deeper understanding of the challenges of race, ethnicity, gender, class, age, religion, and so on; dealing with the backlash against globalization in favor of nationalism; transcending politically divisive rhetoric and media platforms, among others. For social justice, this includes combatting the decline in civil societies as a result of increasing income divides and wage gaps, inequality in opportunities, social privileges, and resources (e.g., clean water) for marginalized populations.

***How to get there:*** The preservation of tenure that enables a dispassionate analysis and critique of power structures throughout society is critical to maintain. Also necessary are researcher and community partnerships dedicated to social innovation, including a commitment to dialogue in skill development, and new programs and practices with strong ethical foundations.

***Anticipated Impact:*** Universities and individual researchers will increasingly be accountable for the democratically informed debate they foster and solutions they enable within the local, national, and global communities in which they reside. Researchers in the social sciences will frequently partner with colleagues in the STEM disciplines to address complex environmental issues within communities, and students will see the necessity for dialogue, the risks involved, and skills necessary to address conflicts constructively.

***Bridging Divides (2):*** In the next ten years, social scientists must do more to unite the split between “science” and “the human”. As this report makes clear, it is an unfortunate binary that not only pervades the university (e.g., “STEM” versus “non-STEM” departments), but also larger discourses about public topics like objectivity/evidence/ways of knowing, the value of creativity and the arts, and inclusivity in assessment, among others.

***How to get there:*** Starting with the university, more interdisciplinary efforts are needed. University structures (e.g., budget systems, RPT process, IRB) must be made more amenable to fostering interdisciplinary innovation over the construction of unit silos. In addition, work products that emphasize translational knowledge and creative efforts to bring communities together must be given more weight in the RPT process.

***Anticipated impact:*** A comprehensive research institution is only as strong as its weakest elements. Given the inextricable interdependencies between the “scientific” and “human,” emphasis on the former to the neglect of the latter risks tunnel vision and long-term survivability.

***Organizational and Technological Futures:*** The rapid transformation of the future of work, the organizational form as a result of new technologies, data/information themselves, and the forces of globalization and markets are expected to continue. However, the negative and unintended consequences of these transformations will also require study, including alienation, workplace violence, security issues (e.g., data breaches, identity theft, surveillance), discrimination, and other abuses of power.

***How to get there:*** Research methods and partnerships that foster immersion into organizations and governmental offices to discern the often-contradictory performance metrics around which they organize, creating confounding experiences for those who work or are served by them.

***Anticipated Impact:*** Governmental and corporate partners want answers to the increasingly difficult problems they face and will look to universities to help supply them. It may also become a condition of the basic research they sponsor.

## Research Direction in the Next 10 years: CECH

— Ed Latessa (Criminal Justice)

### Managing increased complexity

*Next ten years* — we will continue to see more collaborative and interdisciplinary research. Funding sources are requiring more of it, and big data, the use of artificial intelligence and data analytics combined with substantive expertise, will be required in order to be competitive in securing external funding.

*How to get there* — Initiatives such as Digital Futures will help, as will the creation of inter- and intra-college centers and institutes.

*Anticipated impact* — Changes in hiring practices, increased demands for high speed computing, and more investment in technology. In order to deal with the bureaucracy we will need to develop a “fast track” process for IRB as well as contract initiation and compliance.

### Different kinds of research products and incentive and reward systems

*Next ten years* — research “products” will be much more interactive and should have practical application. For example, translating research into practice may include creating interactive materials and training that can more easily go to scale.

*How to get there* — we will need to bring together technology, design, and practicality to the research product if we expect it to have relevancy. We will also need to expand our research teams to include expertise in all of the above.

*Anticipated impact* — will include reaching a larger audience, filling niche markets for our research, and increased need to partner with the private sector.

### More partnerships with agencies and organizations

*Next ten years* — this is already underway and will only continue in the future. Research-practitioner partnerships where researchers spend part of their time embedded in an agency, collaboration on proposals, and conducting more applied research are all happening now and will continue into the future.

*How to get there* — this will require researchers to leave the ivory tower, propose studies that have a practical application, and help agencies and organizations problem-solve.

*Anticipated impact* — will include a better understanding of how research can be put into practice, more opportunities for our students to become engaged in the process, and a pipeline of new funding opportunities from more diverse sources.

### New organizational structures

*Next ten years* — creation of centers and institutes that are tied to multiple departments, yet have some independence, and hiring of more research associates and research professors that have specific roles in seeking and managing projects.

*How to get there* — this will require some start-up funds, rethinking traditional faculty roles, space, and the adjustment of reporting structures.

*Anticipated impact* — more flexibility and quicker responses to funding opportunities, more interdisciplinary projects, and increase external funding.

### Enhancing the experience of graduate students

*Next ten years* — many students today want to do work that is relevant and “makes a difference.” This means we will need to move toward more applied research.

*How to get there* — provide them with the opportunity to be part of research teams that cut across disciplines, increase diversity of graduate students, especially those more interested in social issues, increase stipends so that we do not lose the best students, and move toward a “multiple” mentor approach.

*Anticipated impact* — it will enhance their learning experience and expertise, attract a more diverse group of students, and position UC as a center of excellence in urban research and education.

**Research Direction in the Next 10 years: Humanities****— Russel Durst (English)**

Research in the humanities disciplines currently represented at UC includes scholarship in such diverse areas as classics, drama and performance, fine arts, history, languages and linguistics, literary and cultural studies, musicology and music theory, philosophy, and rhetoric and composition. Each of these scholarly fields contains its own sub-areas, and the humanities as a whole employ a vast array of theoretical and methodological frameworks. Most of the abovementioned disciplines offer doctoral instruction at UC. The field of creative writing, while not a scholarly area, is also a strength of humanities programs at UC in terms of faculty and student productivity as well as Ph.D. job placement. Areas of institutional strength in the humanities include archeology, creative writing, philosophy of science, written composition, and urban/public history, among others.

Over the next decade, humanities scholarship will make greater use of digital technologies and newer methods of information gathering and analysis, including the compilation and examination of “big data” sets across fields. In addition, research-worthy topics in humanities fields such as gaming, film, graphic novel, television, and social media using new forms of cultural and textual analysis will expand. While such research will be less dependent on external funding than many STEM fields, quality scholarship nevertheless will require substantial investment of time to learn new methods and to research and compose the results of studies.

UC’s recently established digital humanities center, funded by a \$900,000 Mellon Foundation Grant, is already helping faculty and students incorporate these innovative methods into their research, but only a small percentage of our faculty and students are presently accessing this valuable resource. Creative programming, incentives, and a relatively small amount of funding (say \$100,000 to begin) to reduce for a semester or a year the teaching requirement of productive faculty would substantially improve faculty and student mastery of digital approaches and, hence, increase the quality and visibility of humanities research at UC.

Similarly, public humanities is an emerging field in which faculty and students interact with diverse publics in exploring and bringing to wider attention salient questions of heritage, culture, and history. Locally, UC faculty and students use humanities scholarship and expertise to strengthen civic and cultural life by engaging with area nonprofits, such as Wordplay, the Museum Center, and the Art Museum. Public humanities thus makes academic inquiry relevant and visible to a wider population. Again, a small funding outlay, such as summer fellowship support for faculty and students pursuing worthy projects, could incentivize and facilitate greater community involvement and impact.

## Research Direction in the Next 10 years: Media, Film, and Technology

— Nancy Jennings (Communication, Journalism, and Film & Media Studies)

*Where are we headed in the next 10 years?*

The importance of media and technology has grown over the years, and the role of media in society and politics has reached new heights. As such, the importance of media scholarship has grown, and there is more media research now than ever before. Evidence of this can be found in the growth in media-related academic programs, both in size and number, and a rise in media-related publication outlets and journals.

Media scholarship has been leaning towards more of a theoretical approach and more humanities focus rather than applied, although there is certainly applied research being conducted as well. There has also been expansion within the field to match the broadening interests and impact of media in the field such as social justice, game studies, popular culture, and social activism.

Some pressing concerns regarding media research:

- Screen media will be able to be searched via algorithms BUT actual access to — and deterioration of — the physical recordings will become a huge stumbling block for media scholars. Both digital and non-digital archives will be affected. As a result, scholars will continue to have to use gray-area means of finding and archiving their own film and media history, even as hardware becomes harder and harder to use for gray-area academic-free-use areas.
- Video games and playable media will be much more normalized as objects of study within the academy BUT there will be an established "canon" of high-culture games vs. low-culture games, with clear preferences at the academy for the former. Non-digital games will ascend in cultural importance, both as broadcast via streaming as well as private, off-line play. These games in turn will have a definite impact on digital game design.
- VR will \*continue\* to be looked at as the medium of the future, despite its large and expensive equipment rapidly going obsolete BUT mobile platforms and large-scale Internet distribution of corporate content will create new opportunities for simultaneous "virtual reality" moments for billions across the globe.
- Film and media studies scholarship will turn its attention to monetization, labor, and distribution platforms over the old standards of genre, auteurs, and historical periods.
- Questions of how humans interact with media both in practical and ethical terms will become increasingly urgent and prominent.

*How might we get there?*

UC needs to plant its flag in media research. While the Digital Scholarship Center has been a good start for digital research, digital research methods and projects are not necessarily media specific. Moreover, the Digital Media Collaborative has raised awareness among faculty of the multiple locations and scholars on campus that do media research; however, with the DMC's current focus on program and curriculum building, little energy and resources have been available for media research support and promotion.

UC needs a Media Research Center where media research can stand out. There are mixed sentiments about how to go about doing it. Some faculty would argue for a restructuring of existing programs to establish a School currently housed in Arts & Sciences. The Film and Media Studies program and the Department of Communication are currently in discussions about such a structure. Other faculty would suggest that a formal structure/unit is not required, but a Center across units perhaps similar to the Taft Research Center could provide the support necessary to forward media research on UC's campus.

We may also get there by disseminating research findings that take advantage of new (and not so new) platforms and reach new audiences, including non-academic audiences of leaders and citizens. Moreover, there has been a rise in organizations consulting with media scholars as experts in the field for news stories about media practices, and in the industry itself for design of media content. These efforts can further support the reputation of UC as a leader in media research.

Media scholarship has both practical implications for the industry and theoretical implications within the academy. Teacher-scholars at UC look to address both of these and can find inspiration from the intersection of these areas. A Center could allow a virtual and physical space to allow opportunities to happen for richer scholarship through an integration of practice and theory.

*What is the anticipated impact?*

There is a growing need in society to understand and keep pace with media and technology innovations and trends. As teacher-scholars, we have the potential to impact media practices and encourage critical thinking about media and technology through our teaching as we train future animators, film makers, journalists, media professionals, and global citizens (in general) but also on larger non-academic audiences as well through dissemination of research findings and consulting. It is important, therefore, to weave media and technology skill development into analysis, synthesis, and evaluation of media content and messages. In addition, our research can impact the interdisciplinary center of media research at large in the academic arena. As such, the anticipated impact reaches beyond the classroom and, at UC, there seems to be a passion to foster critical thinking of and about media and technology for UC students AND a larger non-academic audience.

**Research Directions for the Next 10 Years: College of Law**

— Michael E. Solimine and Joseph P. Tomain (Law)

*Next Ten Years:* The practice of law is becoming increasingly complex. Such issues as technology and privacy, climate change and the environment, the energy transition from fossil fuels to renewable resources and efficiency, sustainability, the nature of corporate behavior through networks such as Google, Amazon and Facebook, and the increasing significance of globalization are some of the issues that present what is sometimes referred to as “wicked problems.” These problems not only affect contemporary rules of law, but the contemporary institutions of government and politics as well as markets and the economy. College of Law faculty address these topics in their research, as well as other topics such as, to mention only a few, traditional doctrinal analysis of court decisions, and a variety of institutional issues involving the federal courts, criminal justice reform, and the immigration laws.

Law faculty publish their research in a variety of fora, including scholarly monographs, casebooks and textbooks, law reviews, and peer-reviewed journals. Regarding future research activities, the College of Law has several research centers and institutes (RC&I) all of which perform collaboratively between faculty and students. Those RC&I, largely, but not exclusively, help define our future scholarly agendas.

*How to Get There:* In the next ten years and, to address the issues outlined above, the College’s RC&I must have the financial stability necessary to support additionally, they must also engage in the following types of activities: (1) collaboration with other departments at the University; (2) collaboration with like institutes and other law schools and universities throughout the country; (3) continued outreach by hosting conferences and participating in conferences and other institutions here and abroad; (4) dissemination of scholarly work to traditional publications as well as electronic outlets.

In addition to enhancing our RC&I, individual faculty have their own research interests that must be supported. As to substantive areas of research, it is been our experience that hiring new tenure-track faculty shapes that future. The substantive topics addressed above will continue to engage our faculty, but we must remain nimble and open to new areas of scholarly and academic inquiry in those areas can be addressed through hiring tenure-track faculty and, where necessary, designing new research centers and institutes to accommodate their work.

*Anticipated Impact:* Most (though not all) of research at the College of Law is not grant-driven, but rather depends on institutional fund-raising. Law faculty will focus on both traditional and nontraditional areas of research, and will involve law students, non-law faculty, and other members of the legal community in this research. Greater focus on, and more resources devoted to, research and scholarship will also impact scholarly ranking metrics for law schools, which in turn will impact admissions and faculty recruitment.

## Research Directions for the Next 10 Years: DAAP

— Kim Burleigh (Art)

Scholarly and creative researchers in the College of Design, Architecture and Interior Design, Art and Planning are actively advancing their research agendas towards the future. In the School of Design, Architecture and Interior Design and Urban Planning; research is largely moving towards a combination of problem solving and pure research, aiming towards a more wholistic approach. Researchers are mindful of contemporary and probable future issues and seek to address these in their investigations and design projects. These issues are largely centered around the interaction between humans and their physical environment and include, among others; sustainability, healthier cities, wellness design, etc. In the School of Art, scholarly and creative research is in line with the university's definition of research: "Research includes not only intellectual activity designed to expand knowledge and understanding of people and their environment but also activities in the creative and performing arts aimed at interpreting and enhancing that environment." Creative researchers (artists) are increasingly engaged in more community-based projects and issues surrounding inclusivity, social justice and the environment. Researches in DAAP are also developing and employing current high-end and new technologies such as Computer Animation, Carbon Nanotube Textile Hybrid Materials, Artificial Intelligence and Augmented Reality in the execution of their projects.

What is needed to go forward

In order to promote our research efforts in the College of DAAP, support will be needed for: travel (e.g., to conferences, exhibition sites, and to observe innovative practices in other cities), seed money, research assistantships, grant searching and writing, facilities, materials, exhibition costs, time release for research, specialized software and equipment, and promotion and recognition of research products.

Impact

The School of Planning researchers will continue to work directly with communities to identify problems and develop solutions at local, regional, national and international levels. Artists, Architects, Interior Designers and Designers will continue to make an impact on the City of Cincinnati, the region, the country and internationally with such endeavors as building projects; murals; exhibitions in art centers, galleries and public spaces; and design projects. The government agency National Endowment for the Arts reports on the economic impact of creative researchers like us (this includes artists, architects and designers). "In 2016 (when the latest statistics were available), production of arts and cultural commodities (i.e., goods and services) in the United States contributed **\$804.2 billion, or 4.3 percent**, directly to the nation's GDP—up from 4.2 percent in 2015. Also, in 2016 **over 5 million wage-and-salary workers** were employed to produce arts and cultural goods and services. Those workers were compensated \$386 billion in 2016. The arts contribute more to the U.S. economy than do construction, transportation and warehousing, or agriculture (among other sectors), and they generate a widening trade surplus. From 2006 to 2016, this surplus grew 12-fold, to nearly \$25 billion." <https://www.arts.gov/news/2019/latest-data-shows-increase-us-economy-arts-and-cultural-sector>



## Research Directions for the Next 10 Years: College of Business

— Charles H. Matthews (Management)

### Abstract

While it is not entirely possible to predict the future, it is possible gain an understanding of its direction from current and proposed practice. That is, while we cannot predict the future, we can work toward creating it. So it is with the ever evolving and changing nature of research in general and social science research in particular. Of course, this gives rise to the question, **where are we headed in the next 10 years?** To answer that question, one must explore **three aspects of the changing nature of social research simultaneously**: The **context** or setting and discipline in which that research is conducted; the **nature of the research itself**; and the **tolerance for change** across the first two. Which in turn raised the question, **how might we get there?** The straightforward answer is **carefully and strategically**. Finally, the question that looms from the first two is **what is the anticipated impact?** Naturally, that is a question not easily answered. Broadly speaking, the impact across a Carnegie Division One research institution is multi-faceted. If institutional and individual goals and processes are aligned, progress ensues. If the two are misaligned, progress is stymied. Ultimately, to achieve the highest possible positive impact, working toward institutional and individual alignment of goals is needed.

### Introduction

While it is not entirely possible to predict the future, it is possible gain an understanding of direction from current and proposed practice. That is, while we cannot predict the future, we can work toward creating it. So it is with the ever evolving and changing nature of research in general and social science research in particular. To understand where we are headed, we must first understand where we have been and currently are. In a word, the past and present of social science research can be described as eclectic. That is, the social sciences by nature are broad based, comprehensive, broad-ranging, varied, diverse, cross-disciplinary, interdisciplinary, multidisciplinary, at times all-embracing, simultaneously nonexclusive, yet inclusive, and more. Discipline specific, yet broadly categorized as Social Science.

### Where are we headed in the next 10 years?

Of course, this gives rise to the question, **where are we headed in the next 10 years?** To answer that question, one must explore **three aspects of the changing nature of social research simultaneously**: The **context** or setting and discipline in which that research is conducted; the **nature of the research itself**; and the **tolerance for change** across the first two. Using the context of both theoretical and applied research in a university setting, one can reasonably posit that change is challenging. Taking the premise that research seeks to answer the unknown or that which is desirable to know to advance science and civilization, how it is tied to risk, reward, incentives, and tolerance for failure become increasingly important. Moreover, the changing nature of conducting research itself is changing. For example, artificial intelligence (AI), digitization (e.g., digital health records) of disciplines, and the Internet of Things (IoT), as well

as the Industrial Internet of Things (IIoT) all are and will continue to impact research from conceptualization, formulation, execution, interpretation, and application. Ultimately, embracing the resulting change becomes the highest hurdle. For example, that is the way we have always done it, creates a barrier to change, yet the scientific model requires a certain procedure or process of rigor.

### **How might we get there?**

Which in turn raised the question, **how might we get there?** The straightforward answer is **carefully and strategically**. Of course, that is easier said than done. If there is one work that describes how we might get there it is **alignment**. In order to achieve the highest return on social science research, the proverbial “stars” must be aligned. Metrics, incentive, and rewards must reflect multiple aspects of the research process. Most notably, the question arises, how can rigor be maintained, while simultaneously encouraging exploring the boundaries of disciplinary specific research? Ultimately, to achieve progress toward paradigmatic change, there must be institutional alignment with the risk, reward, advancement and the inevitable failure that come with the pursuit.

### **What is the anticipated impact?**

Finally, the question that looms from the first two is **what is the anticipated impact?** Naturally, that is a question not easily answered. Broadly speaking, the impact across a Carnegie Division One research institution is multi-faceted. Institutionally, budget, process, and change. For the individual researcher, the impact is both professional and personal: quest, risk, dealing with the institutional procedures, and tolerance for rejection, reputation, and career advancement. If the two are aligned, progress ensues. If the two are misaligned, progress is stymied. Ultimately, to achieve the highest possible positive impact, working toward institutional and individual alignment of goals is needed.

## Research Directions for the Next 10 Years: CCM

— Jonathan Kregor (CCM)

The College-Conservatory of Music produces over 1,000 productions per year in the performing and media arts. Designated as an Ohio Center of Excellence for its music and theatre arts programs, CCM continues to innovate on the stage, in the classroom, and throughout the community. Creative researchers within CCM compose, perform, conduct, tour, give masterclasses, and produce radio, TV, and internet broadcasts, among other activities, while humanities researchers in musicology, music theory, and music education author scholarly books and articles and maintain an active profile at conferences and other scholarly gatherings domestically and abroad. In short, CCM is a community in which the arts are created, practiced, and studied with innovation, rigor, and respect. In the next ten years, CCM will:

- Broaden its footprint in the *Cincinnati community* by establishing or deepening partnerships with the Cincinnati Symphony Orchestra, the Cincinnati Ballet, Cincinnati Public Schools, and Artswave, among others. CCM’s creative researchers will connect to performers within these groups, while musicologists, music theorists, and music educators will engage in public humanities by presenting pre-concert lectures, writing program notes, and working in the K-12 classroom.
- Such connections will also allow CCM to *broaden its research footprint beyond Western classical music* by surveying underrepresented local and regional repertoires. For instance, research on King Records, Appalachian string band music, and music in nineteenth-century Cincinnati will allow faculty and students to practice philology, critical reading, fieldwork, media creation and dissemination, among other skills; in doing so, they will naturally connect to researchers in other disciplines, such as art history, history, sociology, journalism, law, and media.
- *Collaborate* with groups around UC on a wide range of interdisciplinary research topics, including music and video games (Digital Media Collaborative), music and the brain (Medicine), music therapy (Cincinnati Children’s), music and architecture (DAAP), digital media (DMC, Libraries).
- Work to *improve access* to the performing and media arts on and off campus.

Historically, CCM has not been competitive in securing external research support—but this need not remain the case. Indeed, the next ten years could see CCM reaching a much higher level of creative and scholarly research productivity in the performing and media arts if faculty are adequately supported to develop new courses, foster new collaborations, and pursue new modes of inquiry. Beyond being better positioned to receive external research support, other benefits of such an investment include: improved community engagement and learning, more impactful research outcomes, and a stronger engagement with media and other emerging technologies.