

## **Text to Accompany Strategic Planning Worksheet**

### **Research Strategic Plan for UTSA**

#### **The Goal:**

UTSA has set itself the ambitious goal of becoming a Tier-1, Doctoral Research University by 2016. This will require fostering a vibrant research culture that would enable quadrupling the current research expenditures and dramatically increasing the levels of scholarship and creative activity. This goal will be achievable only through an exceptional blend of creative thinking, entrepreneurial attitude, and strategic action. Of special consideration is the three-campus structure of UTSA. The UTSA community has identified the following objectives, strategies and metrics for expeditious implementation.

#### **Objectives:**

1. Reach \$100M+ in research expenditures per year. This level of research expenditures is considered the minimum for any Tier – 1 Research University.
2. Create a vibrant research culture. The culture at UTSA must shift from a primary emphasis on teaching to a shared emphasis on research and teaching. A vibrant research environment is necessary to attract the top faculty, post-docs and graduate students required at a Tier – 1 University.
3. Graduate 228 Doctoral students per year. Typically, top research university graduate 2.28 or more Doctoral students per \$1m in research expenditures. At the \$100m point, UTSA should graduate at least 228 Doctoral Students.
4. Develop 28 additional Doctoral programs. Doctoral programs at Tier – 1 Universities graduate about 5 students per year or more. With this graduate rate, UTSA would need 28 additional Doctoral Programs to graduate 228 Doctoral Students.
5. Create an Undergraduate Research Program. Through providing a solid background in research at the undergraduate level, UTSA's overall research program will achieve two benefits. First, high caliber undergraduates can enter UTSA's graduate programs with a jump start on their doctoral research projects. Second, the immediate performance of top UTSA undergraduates going to other university's graduate programs will highlight our own excellence.

### **Strategies:**

1. Attract and retain "top notch" research faculty in key areas through targeted recruitment that leverages STARS program, locational advantages, and other benefits.
2. Enlist top graduate, doctoral and post doctoral students through aggressive recruitment programs, scholarships, and competitive offers. A stream of highly competent upper echelon students will be essential to achieve research intensity.
3. Develop a virtual research collective, an infrastructure where researchers could get information, post questions, discuss issues, develop cross-disciplinary contacts, and be in tune with the research pulse of the university. The research collective, an intranet, will act as the central communication mechanism and archive. This system would conjoin the researchers on 1604 and downtown campuses.
4. Offer competitive financial support and targeted incentives for research so spur creative and entrepreneurial approaches to new research, and to ensure uninterrupted ongoing research activity.
5. Recognize and publicize research and accomplishments internally and externally. This will include establishment of a prestigious international research awards program to promote UTSA research brand that targets research communities, sponsors, general public, and prospective students.
6. Form interdisciplinary and global research alliances that would enable outside-the-box approaches and lead to cross-disciplinary applications of research. Multi-university collaborative partnerships would maximize the reach, capacity, and effectiveness of UTSA researches.
7. Provide one-stop grant development, and management support through nimble research administrative structure and staffing.
8. Form a technology transfer and incubation capability to facilitate transfer of research results, to form spin-off companies, and to increase revenue streams from commercialization of research results.
9. Augment research capacity through strategic capacity-building research infrastructure initiatives. Leverage San Antonio area research infrastructure.
10. Evolve and implement an interactive digital map of key research areas database that can be accessed online and continually updated. This map would graphically visualize the relationships, collaborations, research areas, and researchers in all disciplines.
11. Prioritize research, scholarship, and creative work in performance evaluations. Implement more stringent productivity expectations in recruitment, tenure and promotion processes.
12. Entice and encourage undergraduate students who want to pursue research careers through mandatory integration of multi-disciplinary research and education. This would enrich undergraduate experience and stimulate student interest in research.

### **Research Metrics:**

1. **Research expenditures**
2. Number of **doctoral programs**
3. Number of **doctoral graduates**
4. Number of **grant applications**
5. Number of **awarded grants**
6. Number and amount of **federal grants**
7. Number of **refereed publications**, creative works & citations in top tier journals
8. Number of published **books**
9. Number of **faculty members on national academies**
10. Number and percentage of **interdisciplinary research projects**
11. Number of **interdisciplinary research degrees**
12. Number of **global research alliances**, consortia, and partnerships
13. Number and percentage of undergraduate **students who enter undergraduate research programs**
14. Amount of **graduates scholarships**
15. Number and diversity of **funding sources**
16. Number of **patents and inventions disclosures**
17. Amount of **revenue from licensing**
18. Number of **international events hosted**
19. **Rank in NSF survey**
20. Number of research **prizes and honors won by faculty members**