

## **FY2025 Operational Review Committee Final Report**

Unit Reviewed: Office of Research  
Date: March 2025

### **Unit Presentation Requirements**

The following items are required materials for the unit presentations. The units presented to the committee and questions were encouraged. The units provided additional or supplemental information as deemed appropriate.

- General Information to “Tell Your Story”
  - How unit aligns to University goals
- Organizational Chart and Position / Staffing Information
- Opportunities and Strengths
- What is going well? What requires improvement?
- Key Performance Indicators, Benchmarks, and Surveys
- Reserves and Balances

### **Goals and Initiatives**

Dr. JoAnn Browning, Interim Vice President for Research (VPR), noted that the Office of Research’s mission is "to grow the institution's research and economic development impact through strategic resource development & support, partnerships, and enhancement of core competencies." The presenter explained that the production of knowledge through research helps the university in numerous ways, from providing new experiences and curriculum for students, to supporting new initiatives and innovations for the University. The economic and community impact of research at UTSA was also featured in the presentation, including that the University has had a \$2.5 billion impact at the state and local levels.

The Office of Research noted three broad objectives of research administration, faculty research development, and partnerships and strategic opportunities. Several initiatives related to faculty research development include the development of research interest groups (RIGS), internal seed grants, travel grants, new faculty orientations, and various workshops related to research and grant seeking. The presenter celebrated numerous faculty who had received national recognition and noted that the Office aids with proposals for international rewards, workshops and trainings, sponsoring of research groups, and more.

The presenter effectively explained both the broader academic value of research for contributing to the improvement of society, as well as the more practical value of research specifically to UTSA. Later in the presentation, the presenter identified the Office’s core principles, including developing a knowledge enterprise, nurturing a culture of research, and providing logistical support for research.

The presentation did not always differentiate well between the research culture at the university, in general, and the activities of the Office of Research, in particular. A more direct approach in explaining what, specifically, the Office contributed to the University’s research accolades and achievements would have made it easier to assess these contributions.

## Organization

Dr. Browning provided a comprehensive overview of the organizational structure of the Office of Research at UTSA. The Office of Research aligns its activities with UTSA's strategic plan and destinations. Specifically:

- **UTSA will be a model for student success:** The Office of Research fosters a culture that develops thought leaders through faculty research development, inspiring and mentoring the next generation of experts.
- **UTSA will be a great public research university:** The Office of Research aims to elevate research through strategic partnerships and initiatives to achieve excellence.
- **UTSA will be an innovative place to work, learn, and discover:** The Office of Research exemplifies service excellence in research administration, encouraging researchers to work innovatively to learn and discover.

The Office of Research's organizational chart aligns nicely with its three main priorities: Partnerships and Strategic Opportunities, Research Administration, and Faculty Research Development.

Reporting to the Interim VPR are 175 full-time employees across these areas:

- Associate VP for Research Partnerships and Strategy oversees 49 FTE. Units in this area include Strategic Proposal Development, Marketing and Communications, Federal Relations, Commercialization and Innovation, and Innovation and Economic Development.
- Senior Associate VP for Research Administration manages 82 FTE. Units in this area include the Office of Sponsored Programs, Research Integrity and Infrastructure, Research Finance and Operations, Contracts & Industry Agreements, and Research Infrastructure Support (Core Labs).
- Assistant VP for Faculty Research Development supervises 8 FTE. Units in this area include Faculty Research Program Development and Special Projects.

Additionally, the Office of Research houses various Centers and Institutes. This organizational structure ensures focused attention on strategic partnerships, efficient research administration, and robust faculty research support, aligning with the university's goals of enhancing research capabilities and fostering innovation.

## Operations

The research unit at UTSA plays a crucial role in advancing the university's mission by driving research growth, fostering innovation, and supporting faculty success. It has steadily increased research funding, strengthened interdisciplinary collaborations, and prioritized resource allocation to enhance the impact of its research. The presentation effectively conveyed the unit's history of growth and its alignment with the university's strategic goals. It provided valuable

context on the progress made and highlighted the unit's key role in advancing the institution's broader vision. The comparison of UTSA's research growth metrics with those of other relevant institutions offered a useful benchmark, allowing for a better understanding of where the university stands relative to its peers. This comparative analysis not only showcased the unit's achievements but also provided a clear framework for identifying areas for future development. Moreover, the unit demonstrated a strategic approach to resource allocation, clearly defining priorities for investment to ensure sustainable long-term growth. This proactive focus on key areas of development underscores the unit's commitment to maintaining momentum and continuing to evolve in support of the university's research goals.

The presentation did not outline a clear plan for addressing potential issues in pre-award and post-award operations. These are critical areas of the unit's function, and without a detailed strategy for improvement, the unit may struggle to maintain efficiency and effectiveness in managing research projects and funding. Challenges remain in securing federal research funding, expanding administrative support, and improving research infrastructure to accommodate growth. Addressing these issues would strengthen the unit's ability to meet its goals to strengthen its national presence, improve faculty support, and leverage the UT Health merger to expand research capabilities in clinical and bio-inspired fields.

### **Assessment**

Operational Review Committee members found several strengths in Dr. Browning's presentation on VP Research related to assessment. The presentation began with several national accolades UTSA has received. ORC members noted that the metrics and benchmarks presented showed growth in Research over the past few years, along with comparisons to Texas and national peers. Internal metrics showed increases in research spending and proposal submissions and decreases in set up and modification times. Benchmarking showed UTSA is competitive in Texas in R&D expenditures and aspiring in comparison to its peer models of excellence. UTSA is doing well in non-STEM expenditures and shows opportunity for growth in STEM expenditures. UTSA is also doing relatively well in publications and citations. The chosen metrics and highlights aligned well with Research's stated priorities.

One significant gap noted by reviewers was the absence of internal feedback mechanisms to evaluate performance and incorporate faculty input. The absence of these evaluative systems limits the unit's ability to gain insights into areas of improvement and adjust its strategies accordingly. As the federal research landscape and funding change, UTSA Research will need to continue to review its metrics and benchmarking to measure its successes.



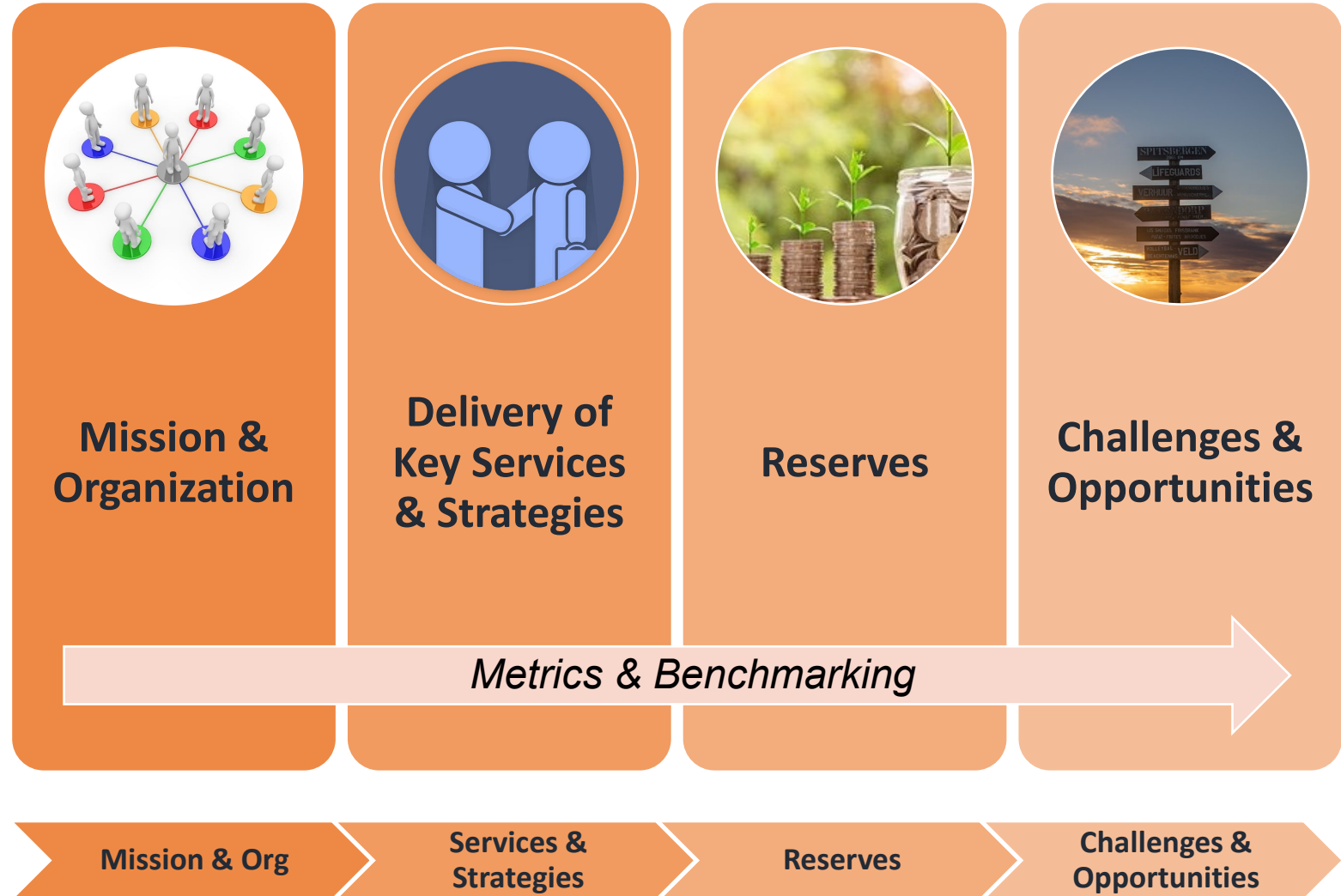
# **SHAPING THE FUTURE:**

## **Division of Research Operational Review**

JoAnn Browning, Interim VPR

March 2025

# REVIEW





# OUR MISSION

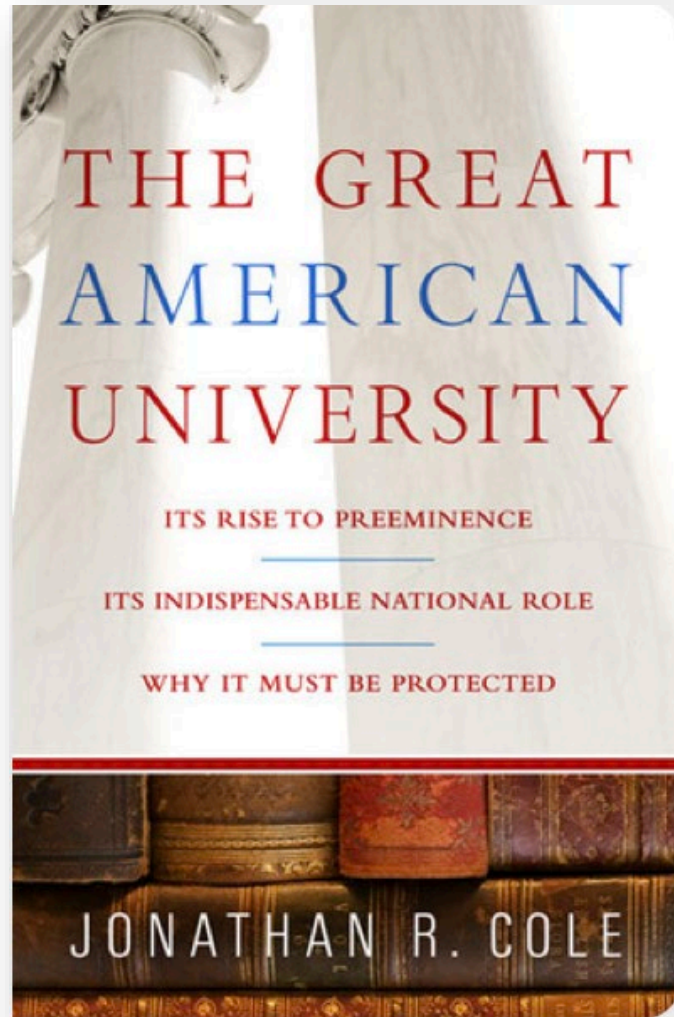
To grow the institution's research and economic development impact through strategic resource development & support, partnerships, and enhancement of core competencies.

Mission & Org

Services &  
Strategies

Reserves

Challenges &  
Opportunities



## Academy Meetings

### The Great American University

Jonathan R. Cole

1956th Stated Meeting, held in collaboration with Boston University on September 16, 2010, at Boston University



Jonathan R. Cole

Jonathan R. Cole is the John Mitchell Mason Professor of the University at Columbia University and was Provost and Dean of Faculties from 1989 to 2003. He has been a Fellow of the American Academy since 1992.

#### Presentation

When most educated Americans think about our great universities, they probably don't think about the origins of lasers, FM radio, magnetic resonance imaging, global positioning systems, barcodes, the Google algorithm, the fetal monitor, the nicotine patch, antibiotics, the Richter scale, buckyballs and nanotechnology, the discovery of the insulin gene, the invention of the computer, or the development of bioengineering through the discovery of recombinant DNA. Nor do they think about improved weather forecasting, cures for childhood leukemia, the pap smear, scientific agriculture, surveying and measuring public opinion, or the

concepts of congestion pricing, human capital, and the self-fulfilling prophecy. They almost certainly don't think about the electric toothbrush, Gatorade, the Heimlich maneuver, or Viagra. Yet all these discoveries and innovations have their origins at American research universities.

Most people think of universities in terms of undergraduate and professional education – of teaching and the transmission of knowledge – rather than in terms of the creation of knowledge. This point of view is understandable: Americans are concerned about the education of their children and grandchildren, and they base their understanding of universities on their own experiences in education. Certainly, teaching undergraduate and graduate students is critically important and an integral part of the university's mission. But what has made our universities the greatest in the world is not the quality of our undergraduate education – as important as that is – but our ability to fulfill one of the other central missions of leading universities: the production of new knowledge through the discoveries that change our lives and the world.

In *The Great American University*, I tell the story of how American universities became the greatest engine of innovation and discovery the world has perhaps ever known, how that success was achieved in a relatively short period of time, and how our universities are under threat today. On what evidence do I base the claim that our universities are the best in the world? During the past century, the United States has produced an abundance of creative scientists – more than any other nation.

In numerous surveys and rankings, 80 percent of the top 20 universities in the world are in the United States; American universities make up 75 percent of the top 50 and roughly 60 percent of the top 100. Econo-

mist Henry Rosovsky approximated these basic ratios years ago, and the numbers still hold today. There is not one German university in the top 50, nor one Russian university in the top 75 (unless they do their own rankings). By China's own accounting, there are no Chinese universities in the top 200. Furthermore, 60 percent of all Nobel Prize winners in science since World War II have been Americans or foreign nationals working at American universities. The most widely cited scientific literature is dominated by American scientists and scholars. Indeed, American universities have become the envy

*What has made our universities the greatest in the world is not the quality of our undergraduate education but the production of new knowledge through the discoveries that change our lives and the world.*

of the world. Because many of the brightest and most able young people throughout the world want to attend and work at them, our universities may collectively represent the only American industry that currently has a favorable balance of trade.

Contrary to what most people think, the American research university is amazingly young, and it is highly embedded in the dynamics of the larger American society. It did not originate in 1636, when Harvard University opened its doors, or with the founding of Yale University or Columbia University, though we tend to think of these institutions as old, great universities. In reality, the American research university dates to one hundred years after the signing of the Declaration of Independence, when Johns

Bulletin of the American Academy, Spring 2011 27

This content downloaded from  
98.50.3.126 on Sun, 10 Jul 2023 11:57:15-0400  
All use subject to <https://about.jstor.org/terms>

“

“But what has made our universities the greatest in the world is not the quality of our undergraduate education— as important as that is— but our ability to fulfill one of the central missions of leading universities: the production of new knowledge through discoveries that change our lives and the world.

”



# DESIGNATIONS OF EXCELLENCE

1 of 7  
institutions  
with all **4**



## Tier One Research Classification

Recognizes UTSA as  
one of USA's top 4%  
research institutions



## Excelencia in Education Seal of Excelencia

Recognizes UTSA's  
leadership in  
advancing Latino  
student success



## Community Engagement Classification

Highlights UTSA's  
commitment to serving  
the San Antonio region



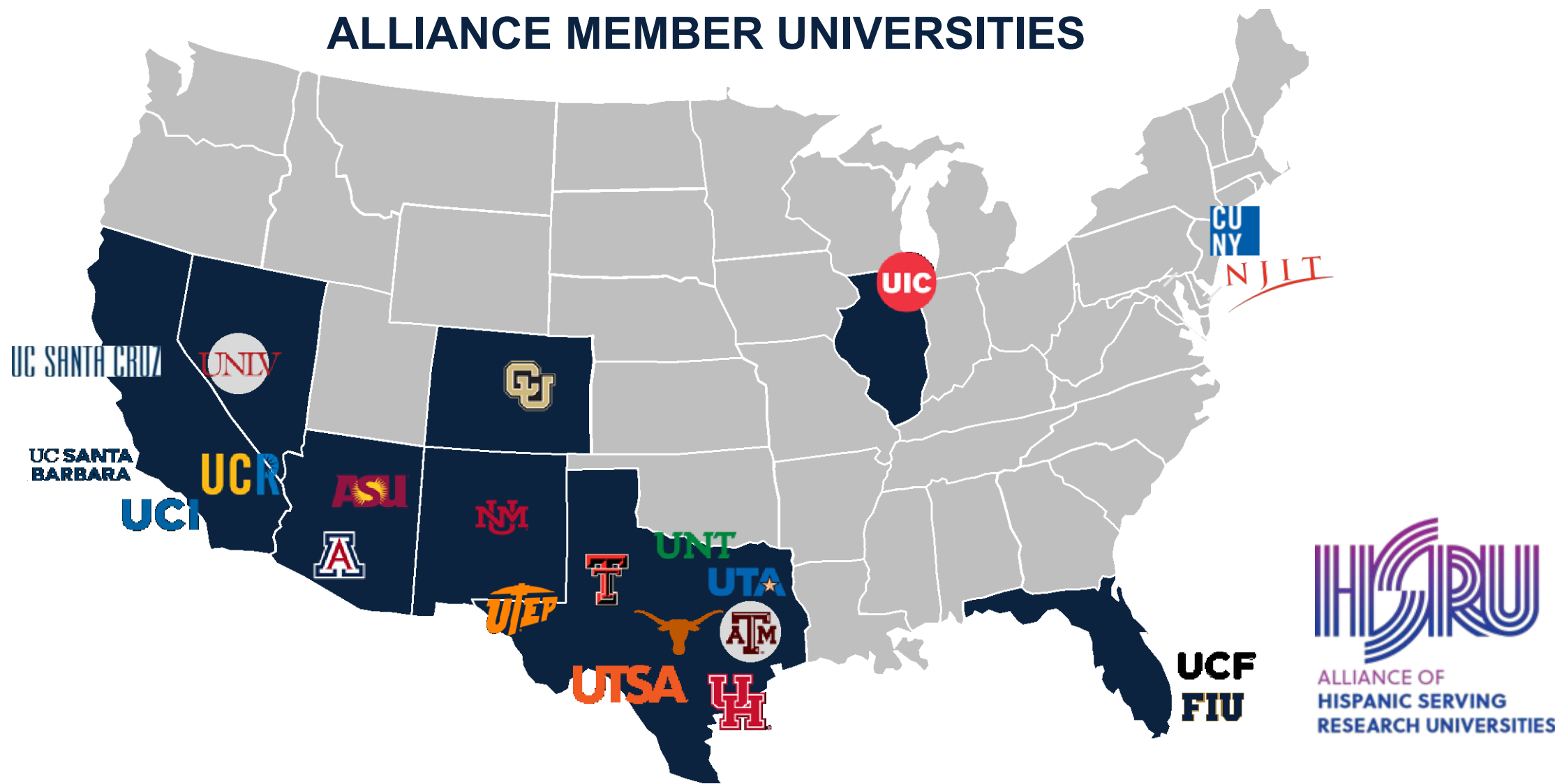
## Innovation & Economic Prosperity University

Recognizes UTSA's  
leadership in fostering  
economic growth,  
prosperity and innovation.



# HISPANIC SERVING & CARNEGIE R1

## ALLIANCE MEMBER UNIVERSITIES



# ECONOMIC & COMMUNITY IMPACT

## Economic Contributions of The University of Texas at San Antonio Fiscal Year 2021

December 2022  
Prepared by:

The University of Texas at San Antonio  
**UTSA** Center for Community & Business Research  
Institute for Economic Development

## \$2.5 Billion

Direct Economic Impact FY 2021  
(Total revenues or output)

**\$1.3 Billion**

Gross Regional Product

**17,620**

Jobs Supported in the Area

**\$814.3 Million**

Salaries and Wages to Workers

**\$33.2 Million**

State Government Revenues

**\$33.7 Million**

Local Government Revenues

# 6 NATIONAL ACADEMY MEMBERS



AMERICAN ACADEMY  
OF ARTS & SCIENCES



Rena  
Bizios



Sergio  
Alcocer



Randall  
Poston



Michael  
Yaszemski



Rena  
Bizios



Rena  
Bizios

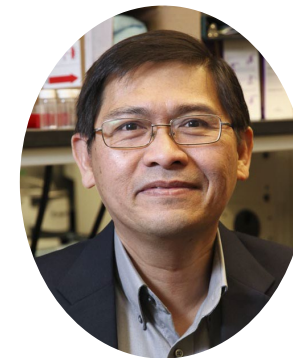
# 7 NATIONAL ACADEMY OF INVENTORS



Taylor  
Eighmy



Ravi  
Sandhu



Anson  
Ong



Michael  
Yaszemski



Stanton  
McHardy



Rena  
Bizios



David  
Akopian





Taylor  
Eighmy



Audrey  
Lamb



Rena  
Bizios



A.T.  
Chronopoulos



Aimin  
Liu



Angela  
Speck



Ravi  
Sandhu



James  
Chambers



Banglin  
Chen



Howard  
Grimes



George  
Perry



Jose  
Lopez-  
Ribot



# CAREER AWARDS

2024



2023



David  
Restrepo



Chris  
Combs



Itamar  
Lerner

2022



Chris  
Rathbone

2021



Yanmin (Emily)  
Gong



Gabriela  
Romero Uribe

2020



Murtuza  
Jadliwala

2019



Alexis  
Godet



Niko  
Gatsis



Teja  
Guda



Xiaoyin  
Wang



Bing  
Dong



Amir  
Jafari



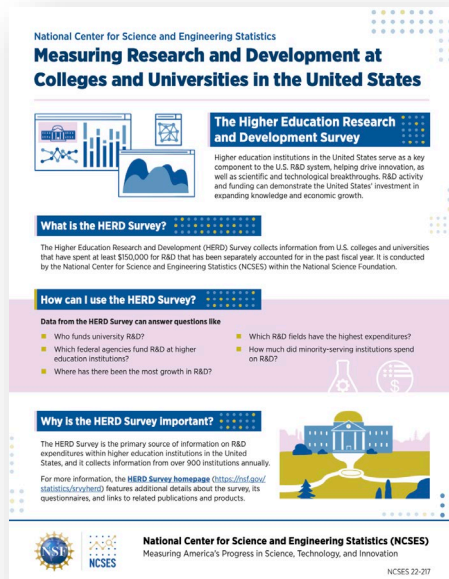
Wei  
Gao



Ahmad  
Taha

# VARIOUS MEASURES FOR RESEARCH QUALITY

## NSF HERD



National Center for Science and Engineering Statistics  
**Measuring Research and Development at Colleges and Universities in the United States**

**The Higher Education Research and Development Survey**  
Higher education institutions in the United States serve as a key component to the U.S. R&D system, helping drive innovation, as well as scientific and technological breakthroughs. R&D activity and funding can demonstrate the United States' investment in expanding knowledge and economic growth.

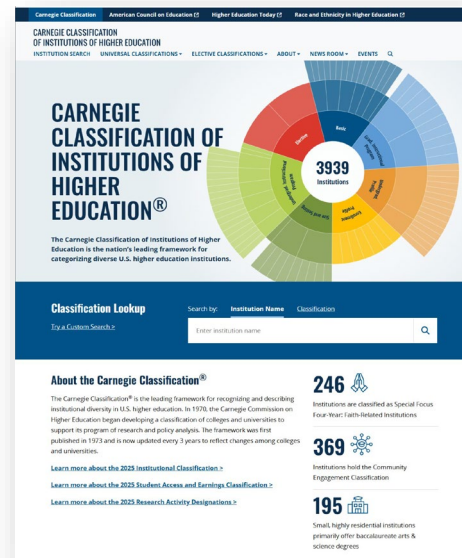
**What is the HERD Survey?**  
The Higher Education Research and Development (HERD) Survey collects information from U.S. colleges and universities that have spent at least \$50,000 for R&D that has been separately accounted for in the past fiscal year. It is conducted by the National Center for Science and Engineering Statistics (NCSES) within the National Science Foundation.

**How can I use the HERD Survey?**  
Data from the HERD Survey can answer questions like:  
 ■ Which R&D fields have the highest expenditures?  
 ■ Which federal agencies fund R&D at higher education institutions?  
 ■ How much do minority-serving institutions spend on R&D?  
 ■ Where has there been the most growth in R&D?

**Why is the HERD Survey important?**  
The HERD Survey is the primary source of information on R&D expenditures within higher education institutions in the United States, and it collects information from over 900 institutions annually. For more information, the [HERD Survey homepage \(https://herd.ncses.edu/\)](https://herd.ncses.edu/) features additional details about the survey, its questionnaires, and links to related publications and products.

National Center for Science and Engineering Statistics (NCSES)  
Measuring America's Progress in Science, Technology, and Innovation  
NCSES 22-217

## CARNEGIE R1



**CARNEGIE CLASSIFICATION OF INSTITUTIONS OF HIGHER EDUCATION®**  
The Carnegie Classification of Institutions of Higher Education is the nation's leading framework for categorizing diverse U.S. higher education institutions.

**3939 Institutions**

**Classification Lookup**  
Search by: Institution Name Classification  
Enter institution name

**About the Carnegie Classification®**  
The Carnegie Classification® is the leading framework for recognizing and describing institutional diversity in U.S. higher education. In 1970, the Carnegie Commission on Higher Education began developing a classification of colleges and universities to support its program of research and policy analysis. The framework was first published in 1973 and is now updated every 3 years to reflect changes among colleges and universities.

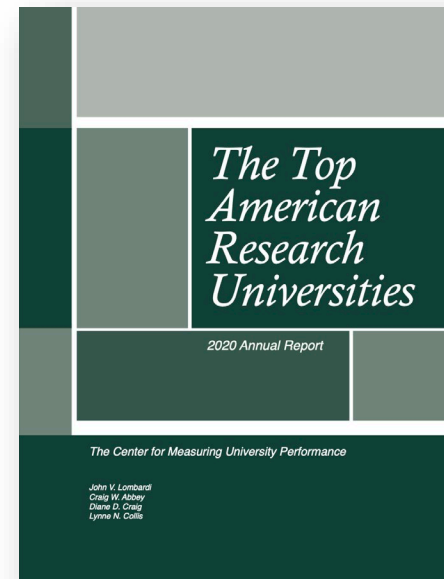
**246**  
Institutions are classified as Special Focus Four-Year/ faith-related institutions

**369**  
Institutions hold the Community Engagement Classification

**195**  
Small, highly residential institutions primarily offer baccalaureate arts & science degrees

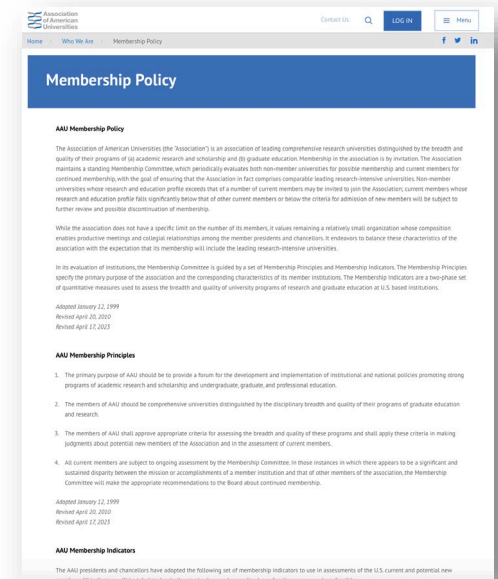
Learn more about the 2025 Institutional Classification.  
Learn more about the 2025 Student Access and Earnings Classification.  
Learn more about the 2025 Research Activity Designations.

## CMUP



**The Top American Research Universities**  
2020 Annual Report  
The Center for Measuring University Performance  
John V. Lombardi  
Craig W. Abbey  
Chang D. Craig  
Lynne N. Collie

## AAU



**Membership Policy**

**AAU Membership Policy**  
The Association of American Universities (the "Association") is an association of leading comprehensive research universities distinguished by the breadth and quality of their programs of graduate research and scholarship and by graduate education. Membership in the association is by invitation. The Association maintains a standing Membership Committee, which periodically evaluates both non-member universities for possible membership and current members for continued membership, with the goal of ensuring that the Association in fact comprises comparable leading research-intensive universities. Non-member universities whose research and education profile falls significantly below that of other current members may be invited to join the Association; current members whose research and education profile falls significantly below that of other current members or below the criteria for admission of new members will be subject to further review and possible disaffiliation of membership.

While the association does not have a specific limit on the number of its members, it values remaining a relatively small organization whose composition enables productive meetings and collegial relationships among the member presidents and chancellors. It endeavors to balance these characteristics of the association with the expectation that its membership will include the leading research-intensive universities.

In its evaluation of institutions, the Membership Committee is guided by a set of Membership Principles and Membership Indicators. The Membership Principles specify the primary purpose of the association and the corresponding characteristics of its member institutions. The Membership Indicators are a two-phase set of quantitative measures used to assess the breadth and quality of university programs of research and graduate education at U.S. based institutions.

Adopted January 12, 2009  
Revised April 26, 2020  
Revised April 12, 2023

**AAU Membership Principles**

- The primary purpose of AAU should be to provide a forum for the development and implementation of institutional and national policies promoting strong programs of academic research and scholarship in undergraduate, graduate, and professional education.
- The members of AAU should be comprehensive universities distinguished by the disciplinary breadth and quality of their programs of graduate education and research.
- The members of AAU shall approve appropriate criteria for assessing the breadth and quality of their programs and shall apply these criteria in making judgments about potential new members of the Association and in the assessment of current members.
- All current members are subject to ongoing assessment by the Membership Committee. In those instances in which there appears to be a significant and sustained disparity between the mission or accomplishments of a member institution and that of other members of the Association, the Membership Committee will make the appropriate recommendations to the Board about continued membership.

Adopted January 12, 2009  
Revised April 26, 2020  
Revised April 12, 2023

**AAU Membership Indicators**  
The AAU presidents and chancellors have adopted the following set of membership indicators to use in assessments of the U.S. current and potential new members. All indicators will be tabulated as both actual values and normalized, per-faculty measures where possible.



# NSF HERD

## METRICS:

- Total Research Expenditures
- Federal Research Expenditures
- By Major Agency (NSF, NIH, DOD, DOE, etc.)
- State and Local Expenditures
- Institutional Expenditures
- Business Expenditures
- Non-Profit Expenditures
- All Other Sources

National Center for Science and Engineering Statistics

## Measuring Research and Development at Colleges and Universities in the United States



### The Higher Education Research and Development Survey

Higher education institutions in the United States serve as a key component to the U.S. R&D system, helping drive innovation, as well as scientific and technological breakthroughs. R&D activity and funding can demonstrate the United States' investment in expanding knowledge and economic growth.

### What is the HERD Survey?

The Higher Education Research and Development (HERD) Survey collects information from U.S. colleges and universities that have spent at least \$150,000 for R&D that has been separately accounted for in the past fiscal year. It is conducted by the National Center for Science and Engineering Statistics (NCSES) within the National Science Foundation.

### How can I use the HERD Survey?

Data from the HERD Survey can answer questions like

- Who funds university R&D?
- Which federal agencies fund R&D at higher education institutions?
- Where has there been the most growth in R&D?
- Which R&D fields have the highest expenditures?
- How much did minority-serving institutions spend on R&D?

### Why is the HERD Survey important?

The HERD Survey is the primary source of information on R&D expenditures within higher education institutions in the United States, and it collects information from over 900 institutions annually.

For more information, the [HERD Survey homepage \(https://nsf.gov/statistics/srvy/herd\)](https://nsf.gov/statistics/srvy/herd) features additional details about the survey, its questionnaires, and links to related publications and products.



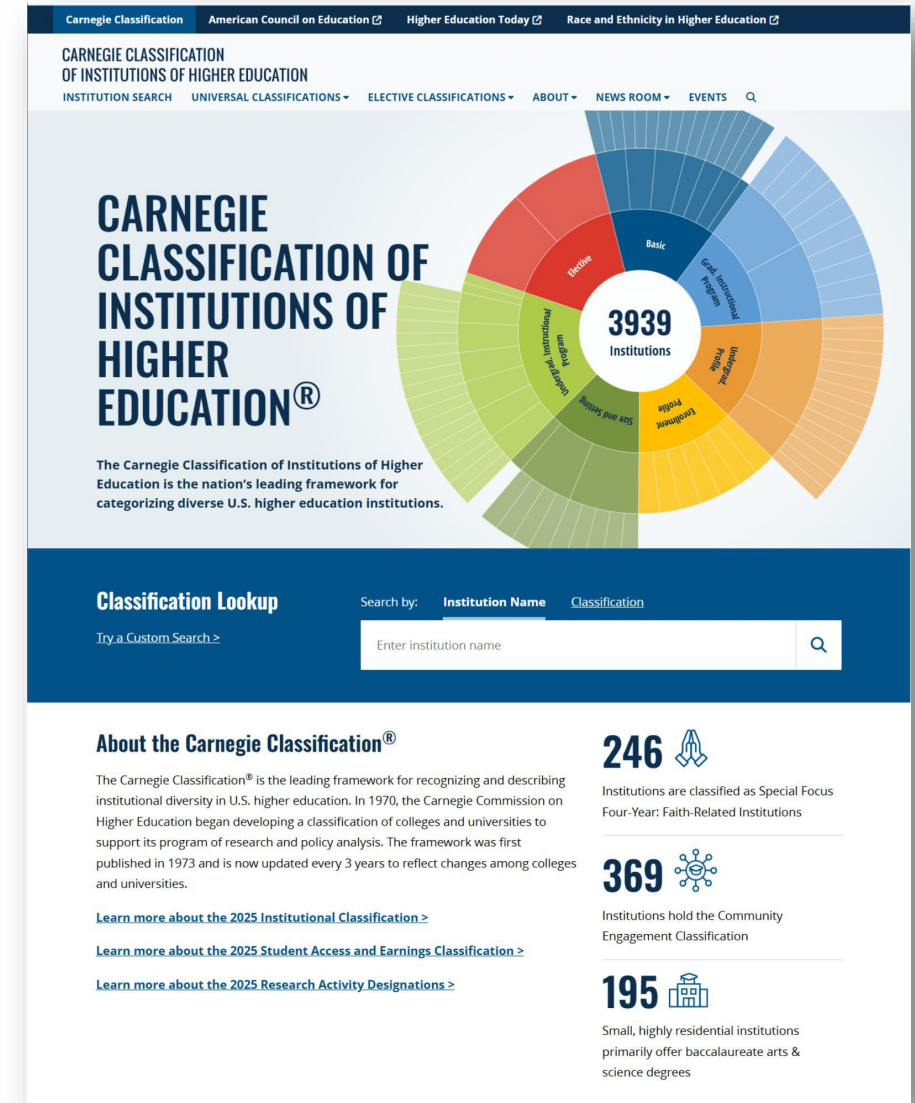
**National Center for Science and Engineering Statistics (NCSES)**  
Measuring America's Progress in Science, Technology, and Innovation

NCSES 22-217

# CARNEGIE R1

## Research 1: Very High Spending and Doctorate Production

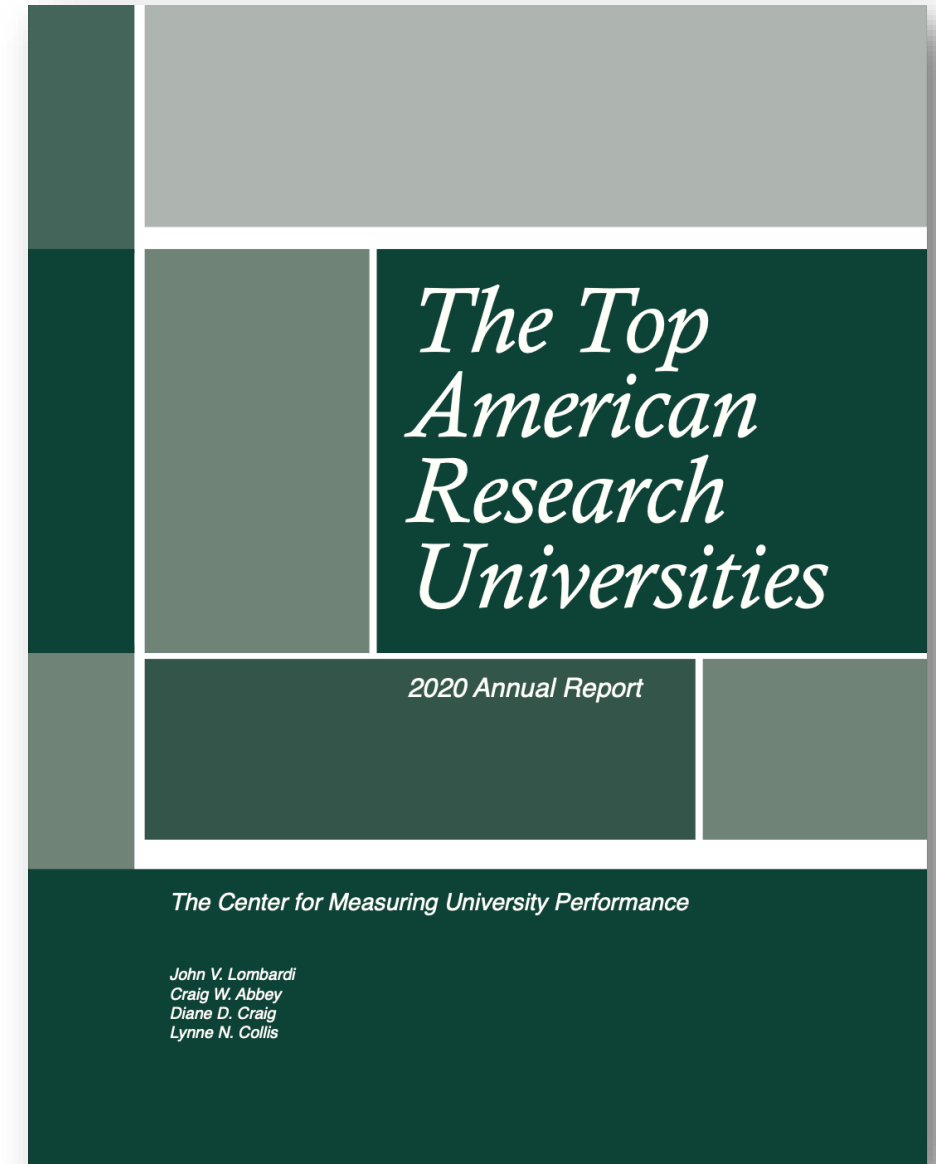
- \$50 Million in Total Research Spending; and
- 70 Research Doctorates



# CMUP

## METRICS:

- Total Research Expenditures
- Federal Research Expenditures
  - By Major Agency (NSF, NIH, DOD, DOE, etc.)
- Research by Major Discipline
- Endowment Assets
- Annual Giving
- National Academy Memberships
- Faculty Awards
- Doctorates Awarded
- Postdoctoral Appointees
- SAT Scores
- National Merit Scholars



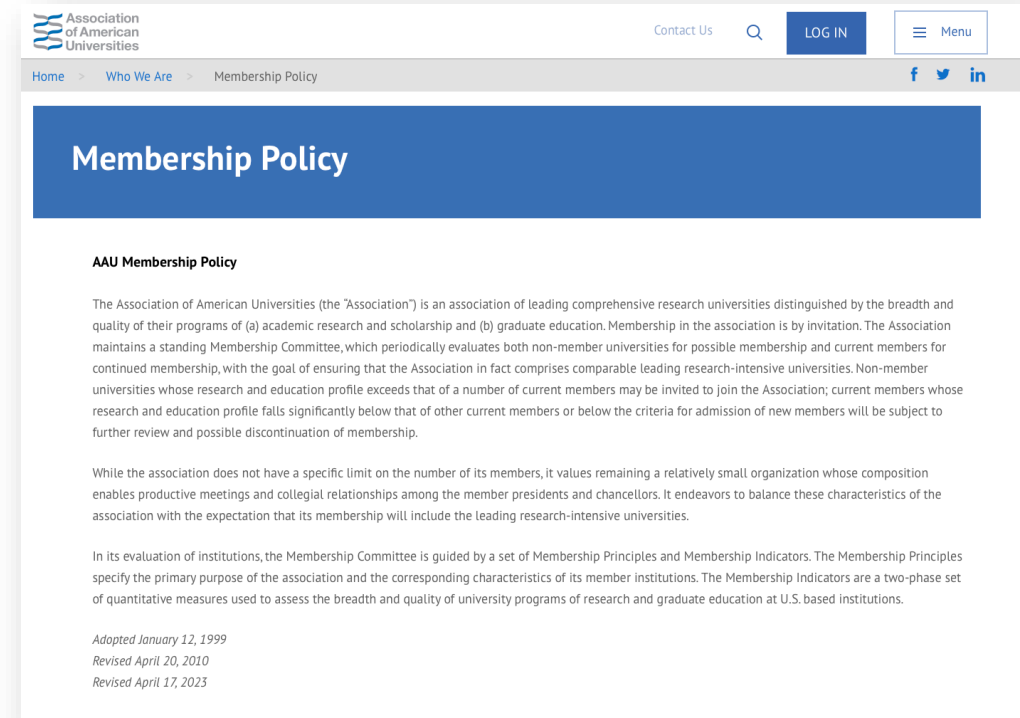


## PHASE 1 METRICS:

- Federal Research Expenditures
  - By Major Agency (NSF, NIH, DOD, DOE, etc.)
- Faculty Awards, Fellowships, Memberships including National Academies
- Thomas Reuters InCites Citations
- Books (esp Arts, Humanities, Social Sciences)

## PHASE 2 METRICS:

- USDA, State, Industrial Expenditures
- Doctorates graduated
- Postdoctoral Appointees



## OTHER CONSIDERATIONS:

- Pell
- Undergraduate Graduation Rates
- Pell Recipient Graduation Rates
- Graduation Rate Gap

# ALIGNING WITH UTSA STRATEGIC PLAN

Strategic Destinations	UTSA's R1 Culture
UTSA will be a model for student success	<i>Develop thought leaders through <u>Faculty Research Development</u> – inspiring and mentoring the next generation of experts.</i>
UTSA will be a great public research university	<i>Grow research through <u>Partnerships and Strategy</u> – to reach greatness.</i>
UTSA will be an innovative place to work, learn and discover	<i>Model service excellence in <u>Research Administration</u> – so that researchers are inspired to work innovatively to learn and discover.</i>

# OUR PRIORITIES



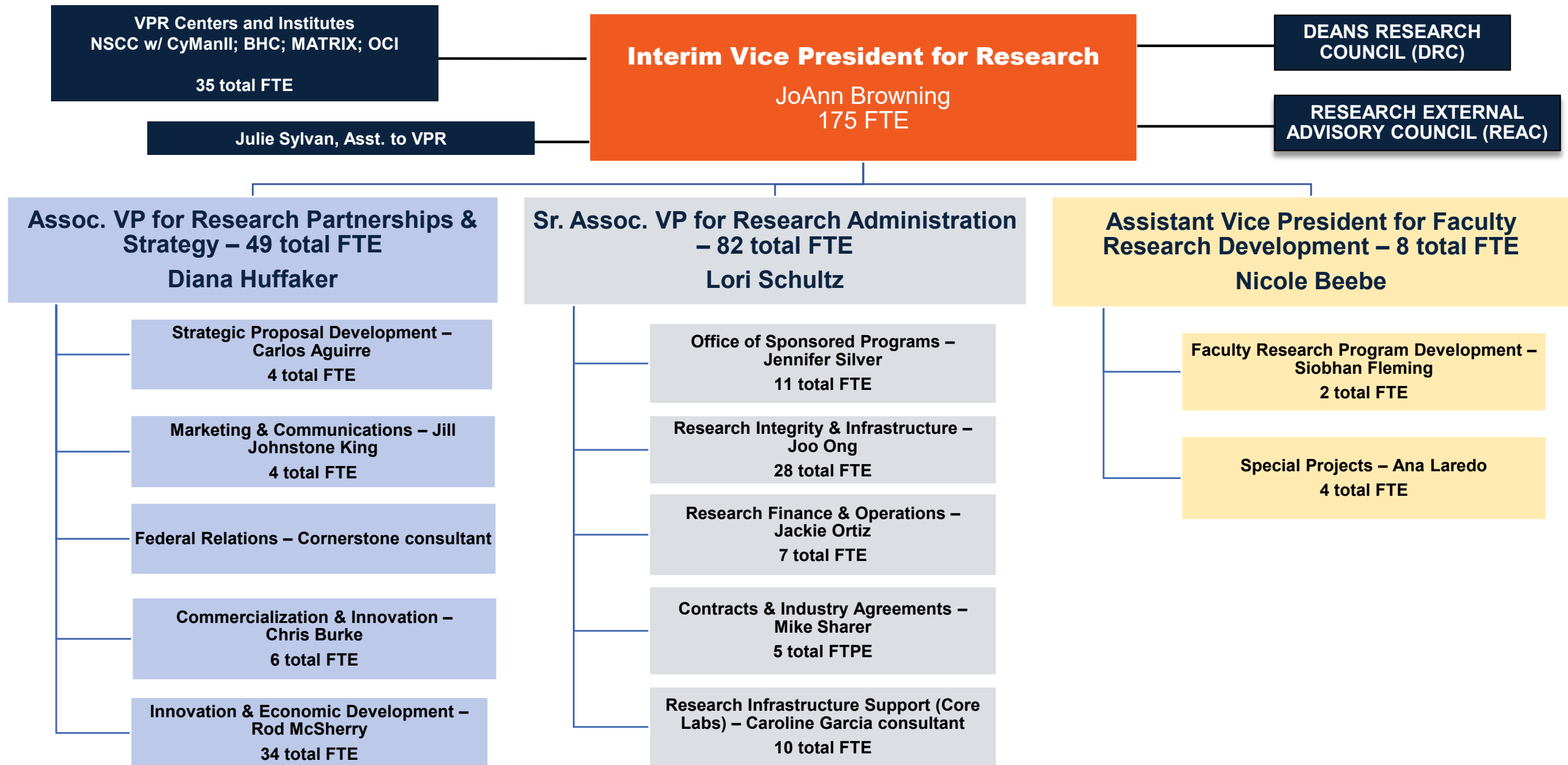
- **ENHANCE RESEARCH REPUTATION:**  
Expand UTSA's national and international research profile and rankings.
- **BROADEN RESEARCH IMPACT:**  
Address global challenges and societal issues through interdisciplinary research.
- **FOSTER INNOVATION AND ECONOMIC DEVELOPMENT:**  
Drive economic growth and create jobs through research and innovation.
- **DEVELOP HUMAN CAPITAL:**  
Invest in faculty, staff, and students to support research excellence.

Mission & Org

Services &  
Strategies

Reserves

Challenges &  
Opportunities





# CORE RESEARCH ADMINISTRATION & SERVICE PRINCIPLES

*... so that researchers are inspired to work innovatively to learn and discover*

## Assertive Development of Our Knowledge Enterprise

- Nationally & strategically aligned
- Enhanced reputation as strategic partner
- Flexible & agile to influence & respond to opportunities

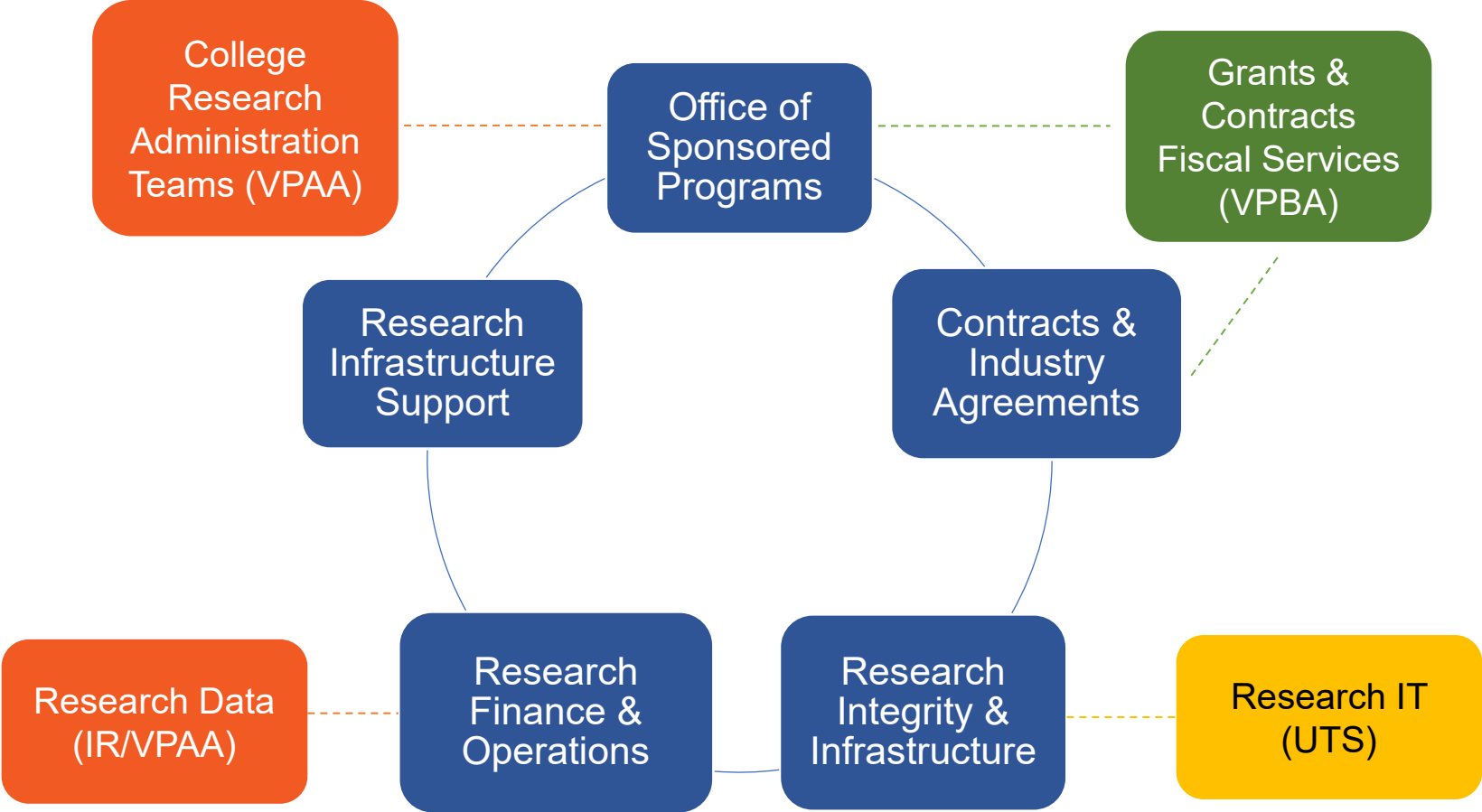
## Nurtured R1 Research Culture

- Transdisciplinary & cross-functional teams
- Structured maturation of research leaders
- Strategic resources to grow new opportunities

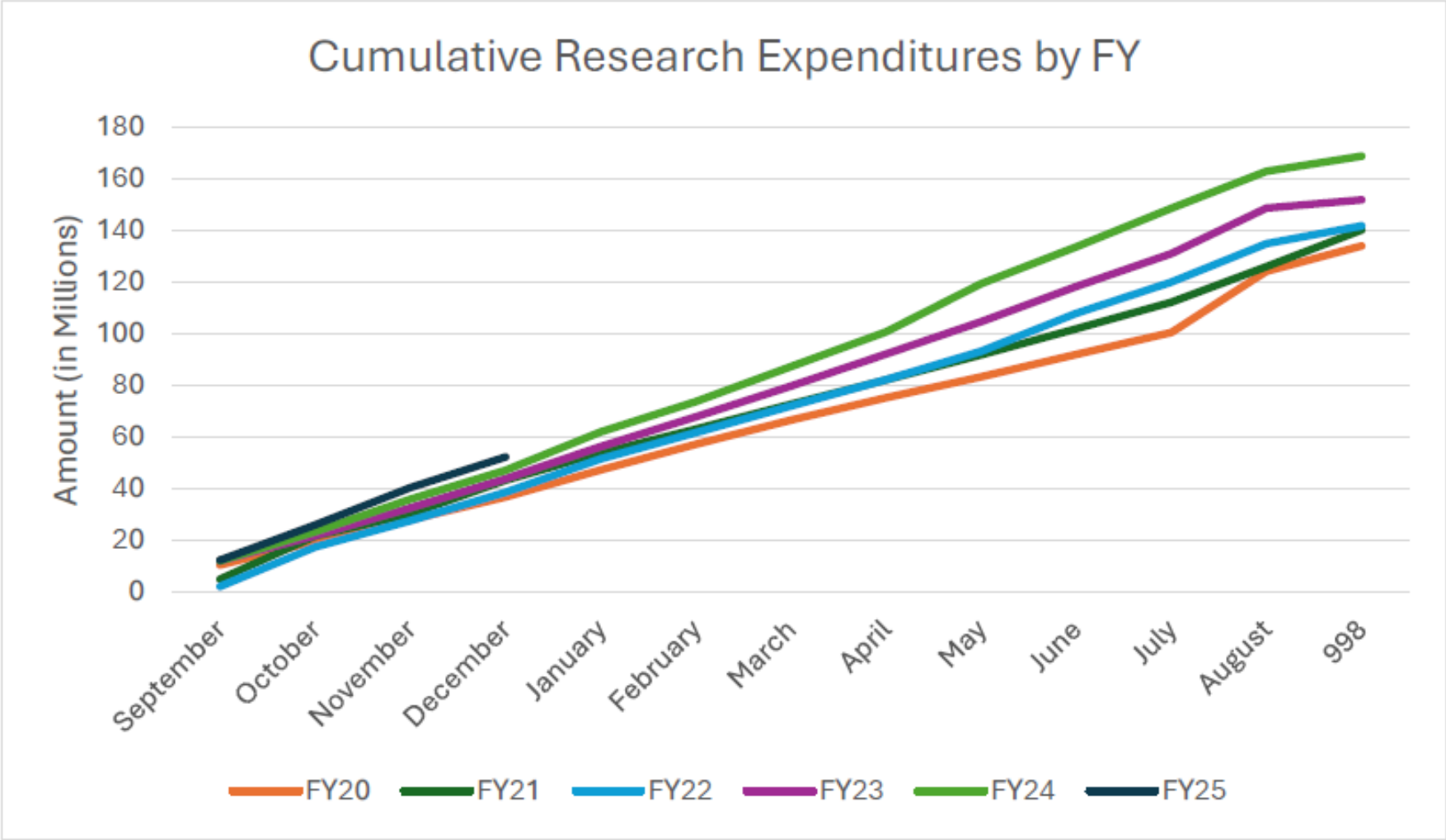
## Service-Centered Research Support

- Staff supporting lifecycle of award
- Culture of timeliness & collaboration
- Transparent processes, systems & workflows
- Data-informed & strategic measures
- Effective communication
- Knowledgeable & trained

# DELIVER CORE RESEARCH SERVICES & SUPPORT

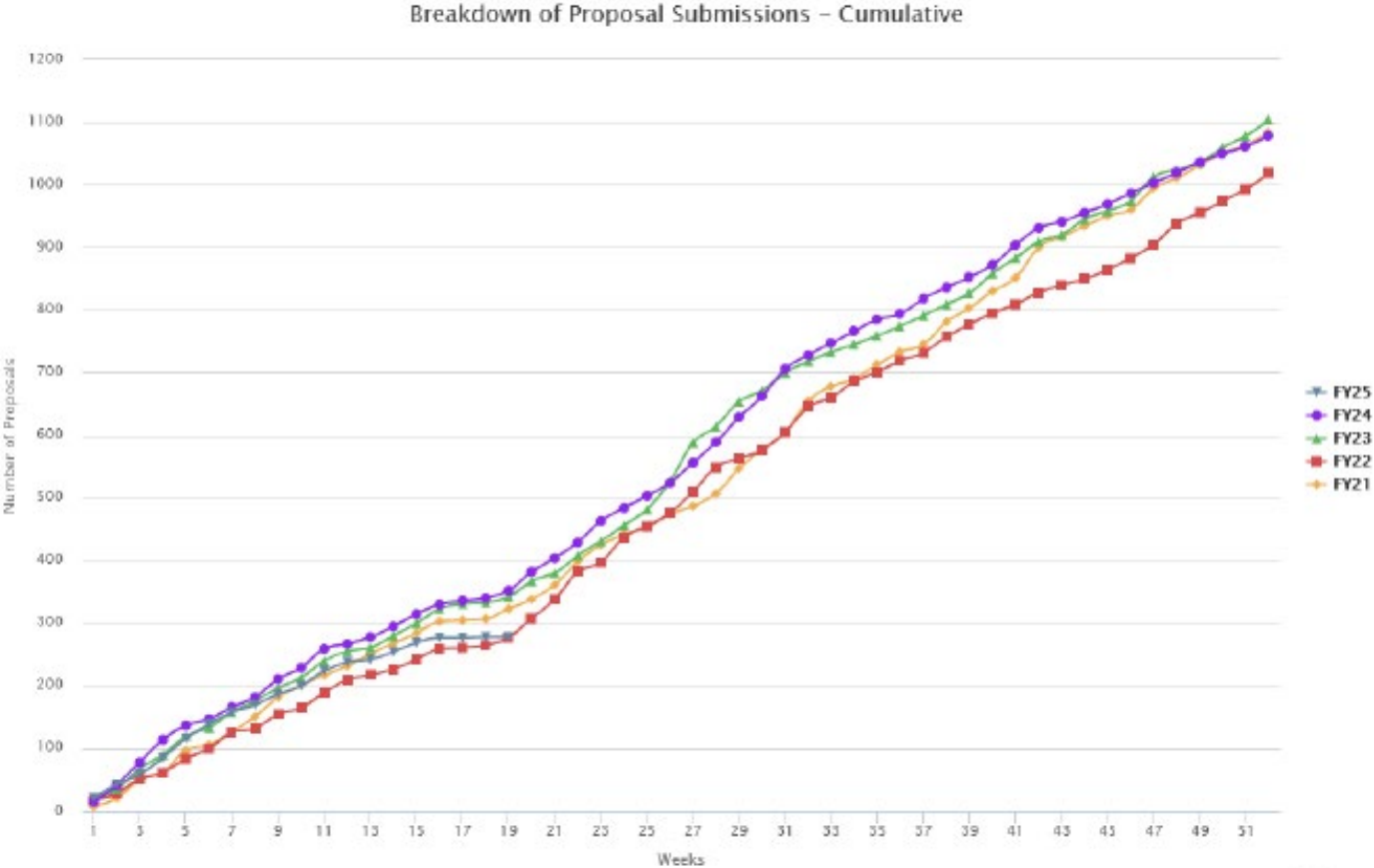


# STANDARD OF ADMINISTRATION & SERVICE METRICS



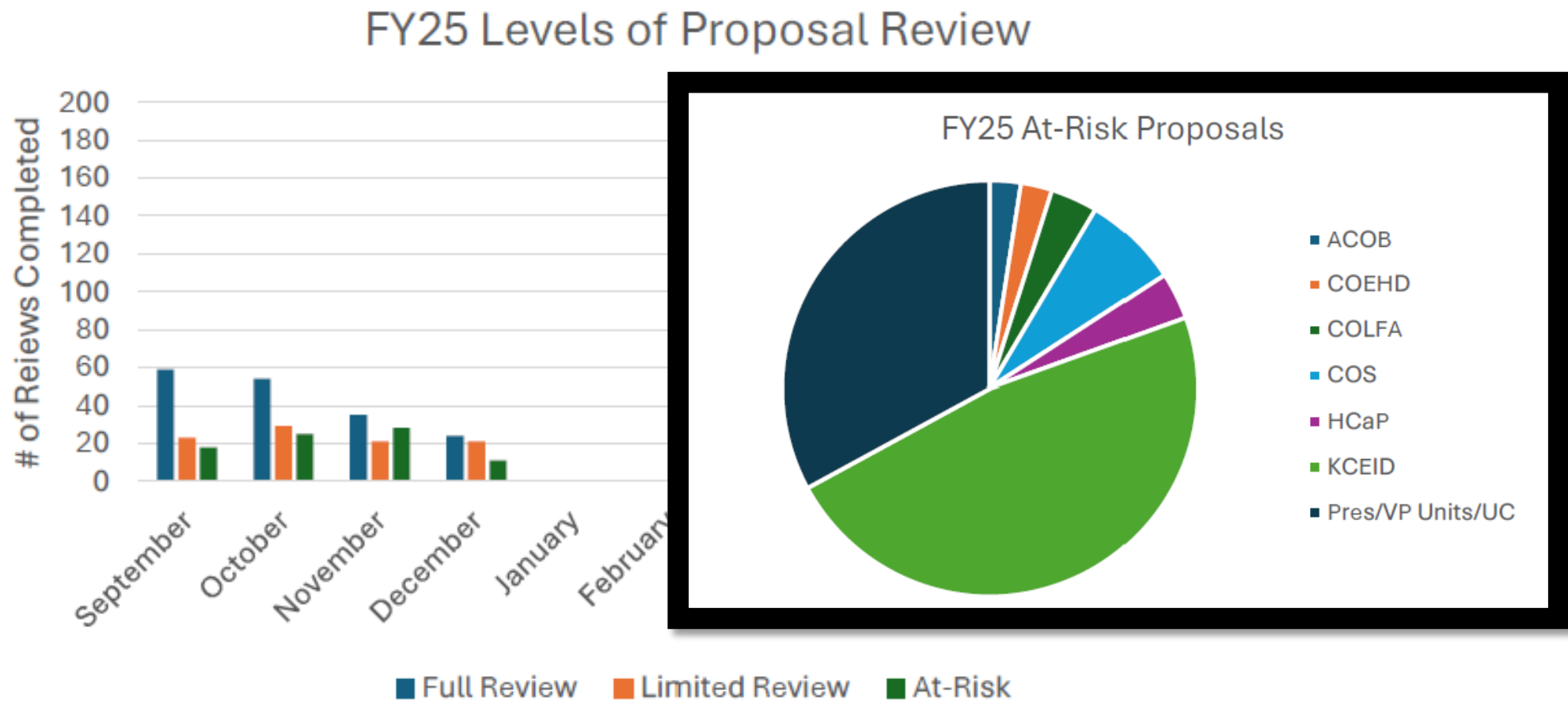
FY	Total
2024	\$167M
2023	\$152M
2022	\$141M
2021	\$140M

# STANDARD OF ADMINISTRATION & SERVICE METRICS

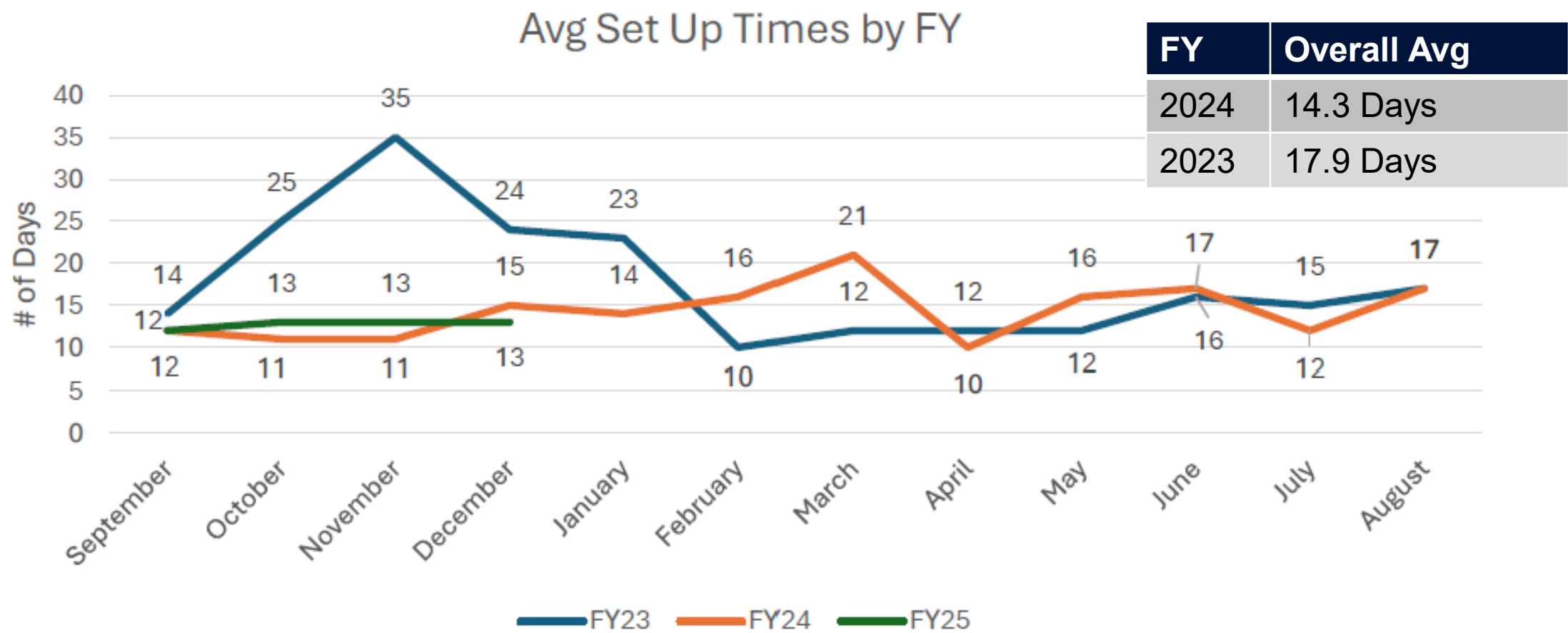


FY	Total
2024	1,082
2023	1,104
2022	1,020
2021	1,080

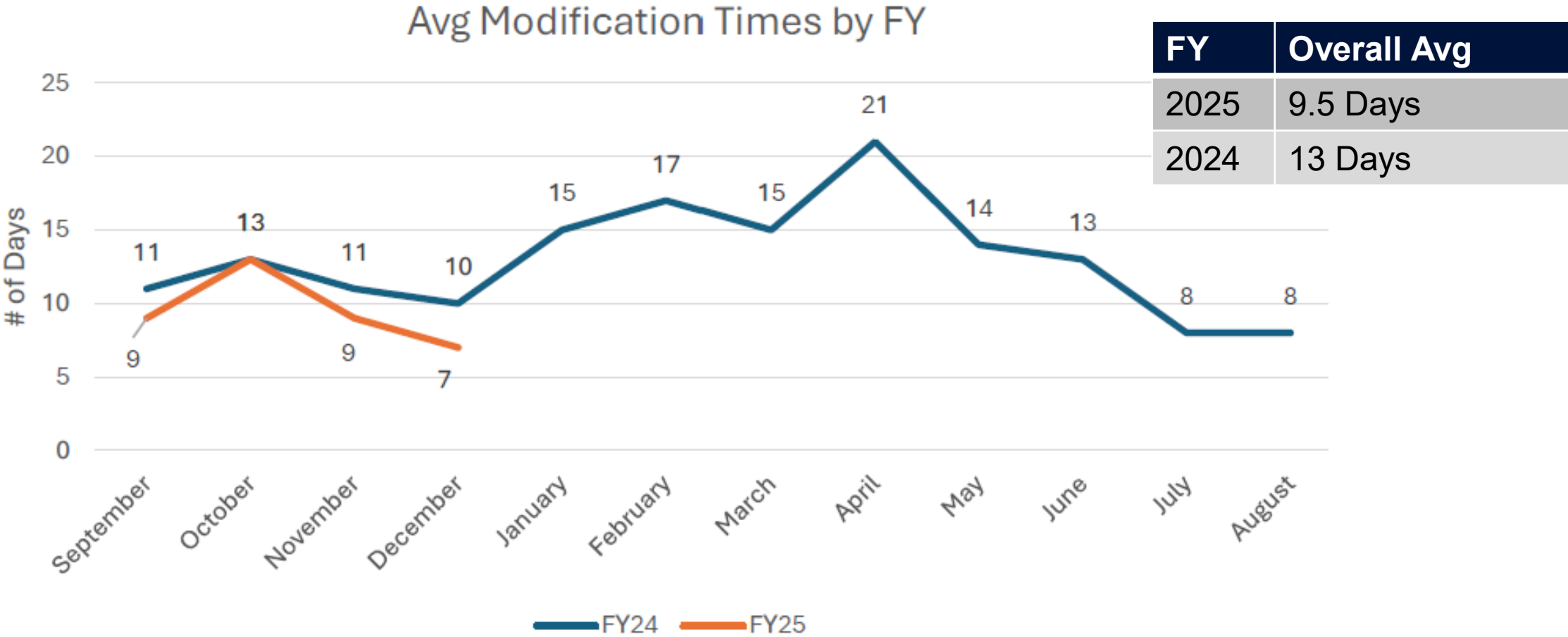
# STANDARD OF ADMINISTRATION & SERVICE METRICS



# STANDARD OF ADMINISTRATION & SERVICE METRICS



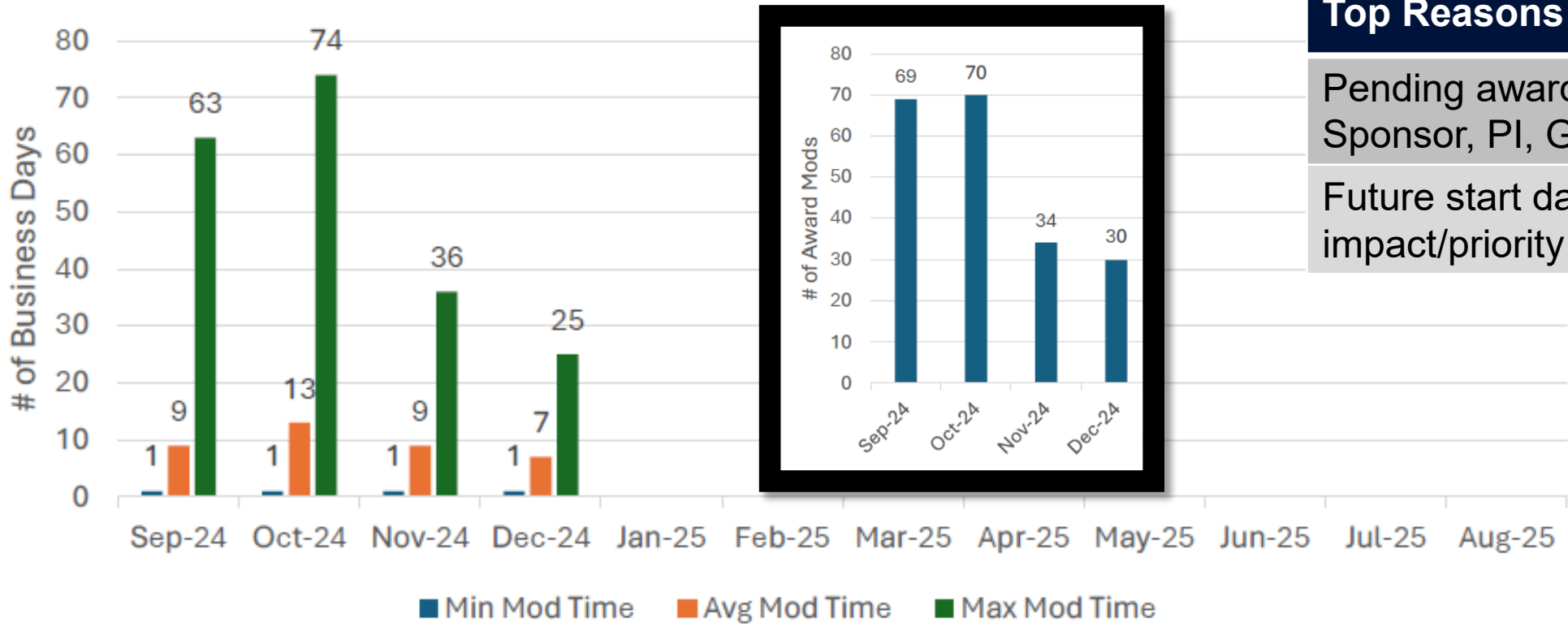
# STANDARD OF ADMINISTRATION & SERVICE METRICS





# STANDARD OF ADMINISTRATION & SERVICE METRICS

FY25 Modification Processing Times

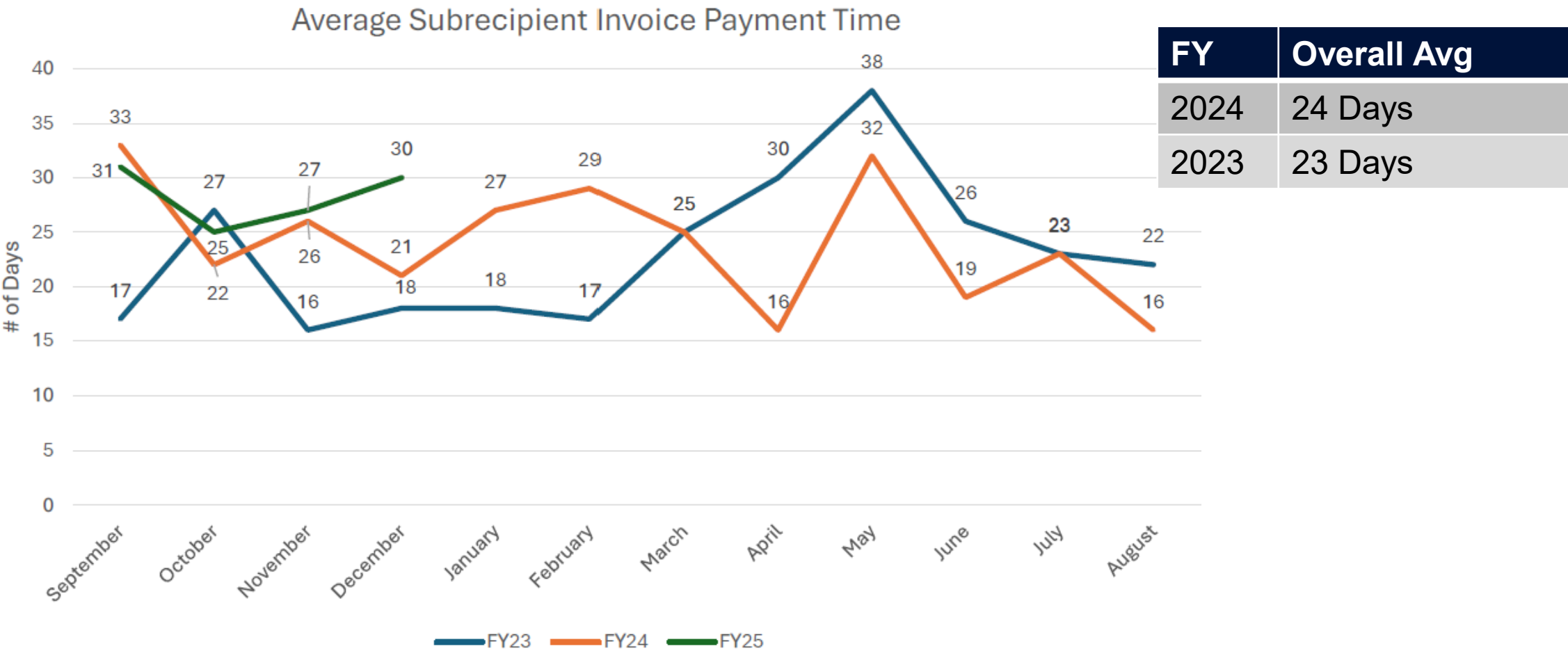


**Top Reasons for Delays**

Pending award detail:  
Sponsor, PI, GCFS, OSP, RA

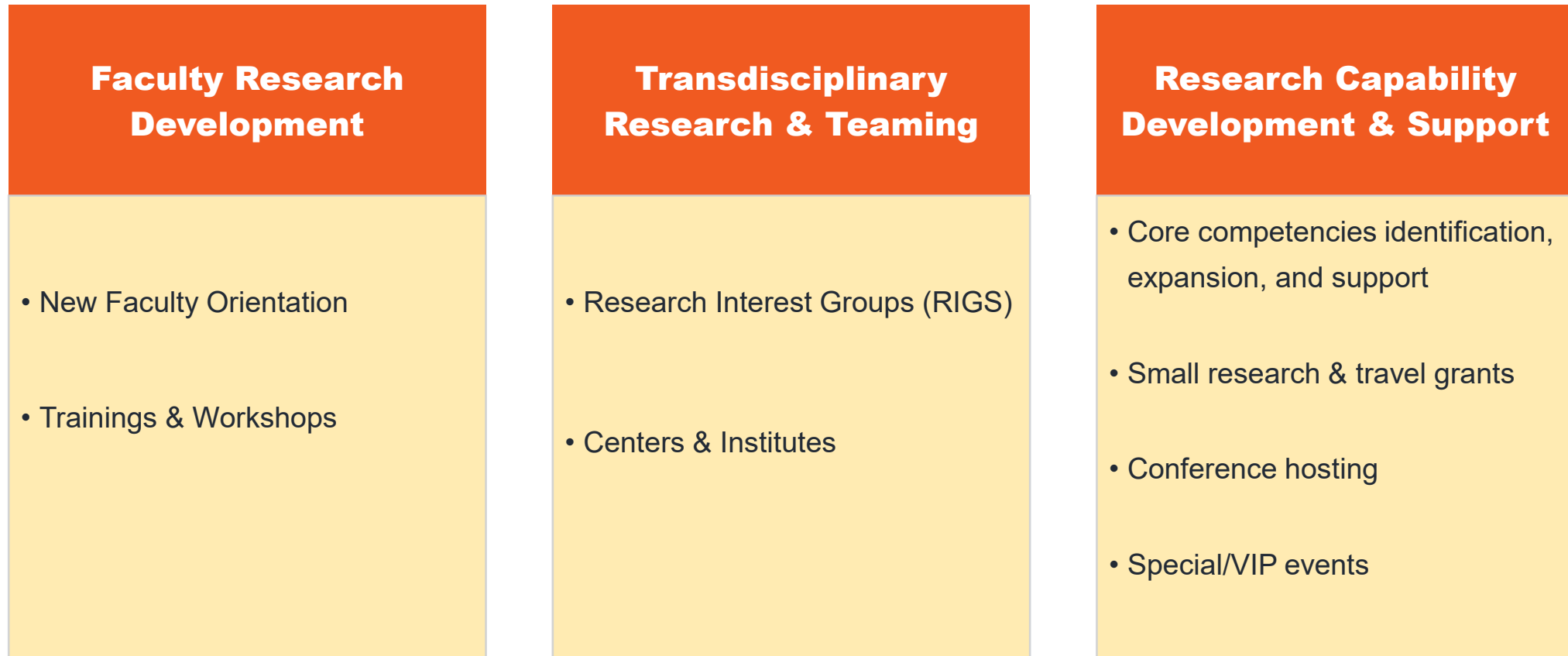
Future start dates or lower  
impact/priority

# STANDARD OF ADMINISTRATION & SERVICE METRICS



# CORE FACULTY RESEARCH DEVELOPMENT PRINCIPLES

*... to inspire & nurture next generation of experts*



# DELIVER CORE FACULTY RESEARCH DEVELOPMENT

## Research Interest Groups

The Office of Research sponsors and manages research interest groups (RIGs) to provide a forum for UTSA researchers from across disciplines and the extended research community to work collaboratively on emerging transdisciplinary fields in academia.

RIG members represent colleges and departments from all corners of UTSA and include community-based organizations and industry partners in the San Antonio region to conduct innovative research on specific topics, and to seek funding opportunities to support new ideas and investigations.

Research Interest Groups (RIGs) help connect faculty researchers to collaborate in interdisciplinary teams. RIGs meet once a month and are self-governing with management support from UTSA Research.

If you would like to join one of the current RIGs listed below, please complete [this brief survey](#)

If you would like to propose the establishment of a new RIG or would like further information on existing RIGs, please contact Dr. Siobhan Fleming, Sr. Director for Faculty Development, [Siobhan.Fleming@utsa.edu](mailto:Siobhan.Fleming@utsa.edu) in UTSA Research.

For specific information about any RIG, please feel free to reach out to the faculty leads listed below.

Climate	+
Community Solutions	+
Data Science	+
Disabilities	+
Human Performance	+
Internet of Things (IoT)	+
Quantum Information Science and Engineering (QISE)	+
Social and Environmental Challenges in Latin America	+
Space Travel, Exploration, and Planetary Science (STEPS)	+

## About Internal Funding Opportunities

The Office of Research administers many annual internal funding opportunities, also referred to as "seed grants." More information regarding internal funding opportunities, including the most recent program guidance and previous awardees, can be found below. For questions about any program listed, please contact [seedgrants@utsa.edu](mailto:seedgrants@utsa.edu).

**Note:** The NOI deadline listed below is a separate and distinct process from notification for application development and approval before submission. All submissions for Internal Funding Opportunities must meet the Office of Sponsored Project's 15/5 rule.

## Currently Open Programs

Faculty Travel Support Program	+
IIMS CTR Pilot Projects	+
Research Conference Hosting Program	+
Grant for Research Advancement and Transformation (GREAT)	+
Internal Research Awards (INTRA)	+
Transdisciplinary Teams Program (T2)	+
Connecting Researchers through Partnerships (Connect)	+

## Workshops

### Workshops

#### Generating Research

- [External Funding](#)
- [Publication & Creative Works](#)
- [Research Enablers](#)
- [Research Accelerants](#)

#### Enhancing Research

- [Methodological Advancements](#)
- [Administration & Execution](#)
- [Research Impact](#)

#### Developing Researchers

- [Visioning & Leadership](#)
- [Career Advancement](#)
- [Personal Development/Skills](#)

View more FD event information here: [Faculty Center Calendar](#) | [Research Calendar](#)

## UTSA-hosted UIDP conference explores a changing research landscape

MAY 10, 2024 — This week, UTSA hosted the spring UIDP conference entitled "Driving Research and Development through Partnerships." The conference offered a unique opportunity for research leaders and professionals in contracting, corporate-academic engagement and workforce development across all sectors to strategize and strengthen partnerships in research and commercialization.

Participants joined practical sessions led by global thought leaders, explored challenges and opportunities, and deconstructed strategies and success stories to inform the partnership journey.

The event, which drew more than 200 participants, focused on opportunities to build and strengthen partnerships in university-industry research collaboration, such as preparing early researchers for success in sponsored research, the role industry can play in curriculum development to enhance workforce education and current challenges in research security.



UTSA president Taylor Eighmy (left) and greaterSATX CEO Jenna Saucedo-Herrera were among the featured speakers at the spring UIDP conference this week at San Pedro I.

# STANDARD FACULTY RESEARCH PRODUCTIVITY METRICS

## RECENT SUCCESSES

- Developed/delivered **>60** faculty development workshops
- Over **1,400** faculty participated
- Two new RIGs (space, quantum)
- **230 faculty** from 50+ departments across 7 colleges are RIG engaged

## RECENT SUCCESSES

- **700%** ROI on seed grant investments
- Launched new seed grant in data science with Tec de Monterrey
- Launched Sigma Xi chapter
- Submitted **43** targeted scholarly award packages for faculty FY24

# CORE RESEARCH PARTNERSHIPS & STRATEGY PRINCIPLES

*... to grow as a great research university*

## Opportunity Development

- Federal relations
- Industrial partners
- Strategic partnering

## Large Grant Capture Management & Strategic Support

- Strategic teaming
- Admin support
- Enhanced proposal development
- Post-mortem analysis

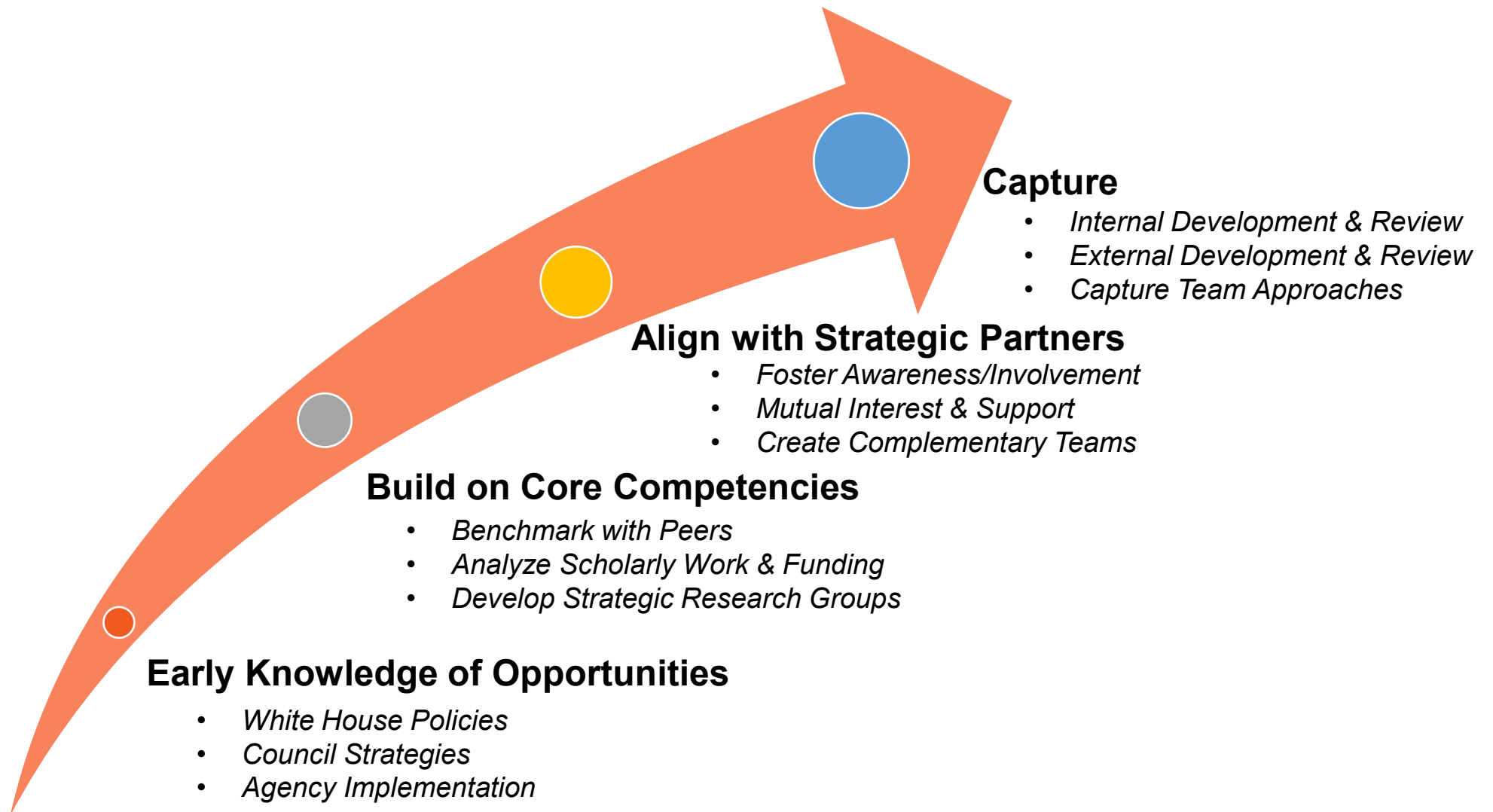
## Regional Economic Development

- Advising & training
- Regional consortia & community engagement
- Ecosystem of commercialization & industry engagement

## Marketing & Communications

- Content strategies & production
- Design & branding
- Web/IT

# DELIVER CORE RESEARCH PARTNERSHIP & STRATEGY

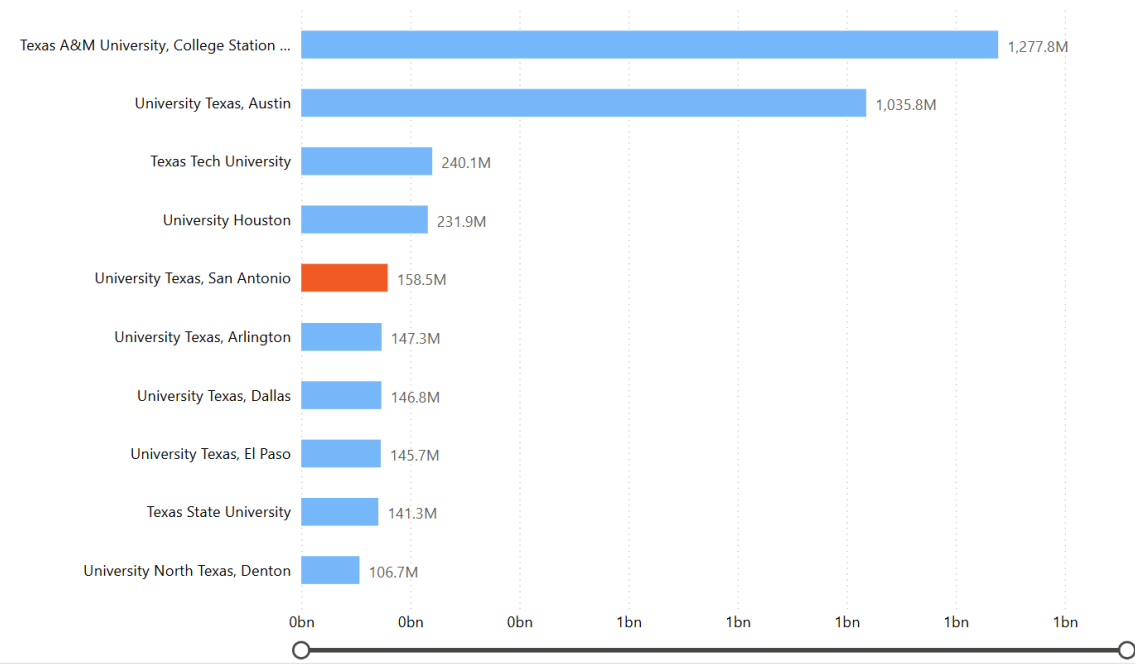




# BENCHMARKING: FY23 ALL R&D EXPENDITURES

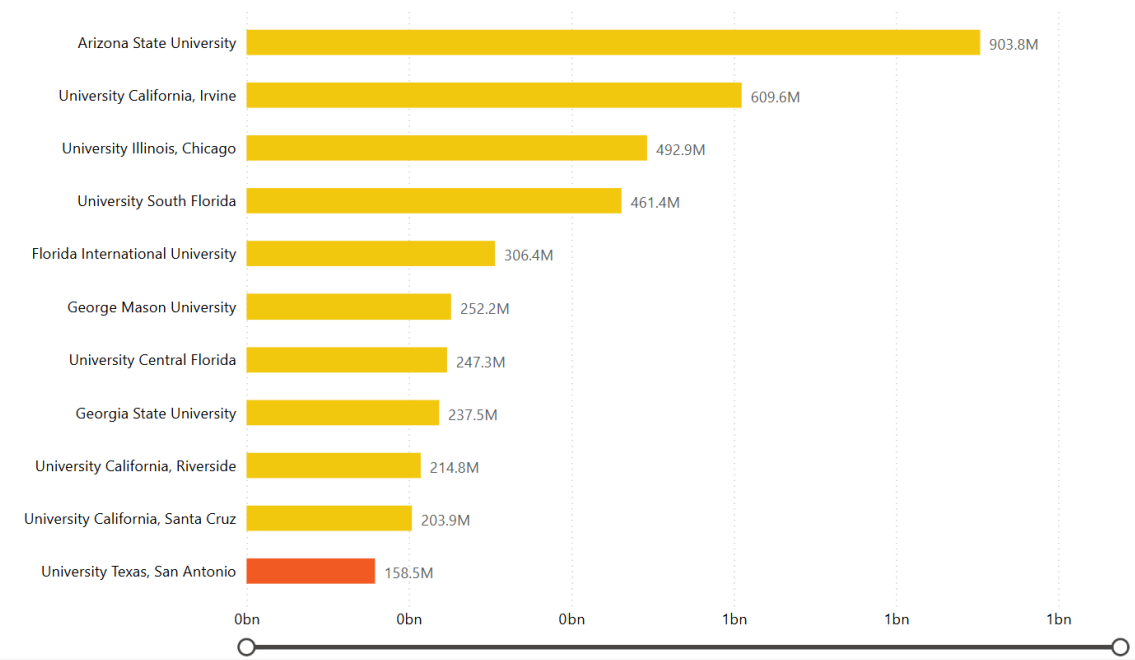
All R&D Expenditures

● Texas Research University ● UTSA



All R&D Expenditures

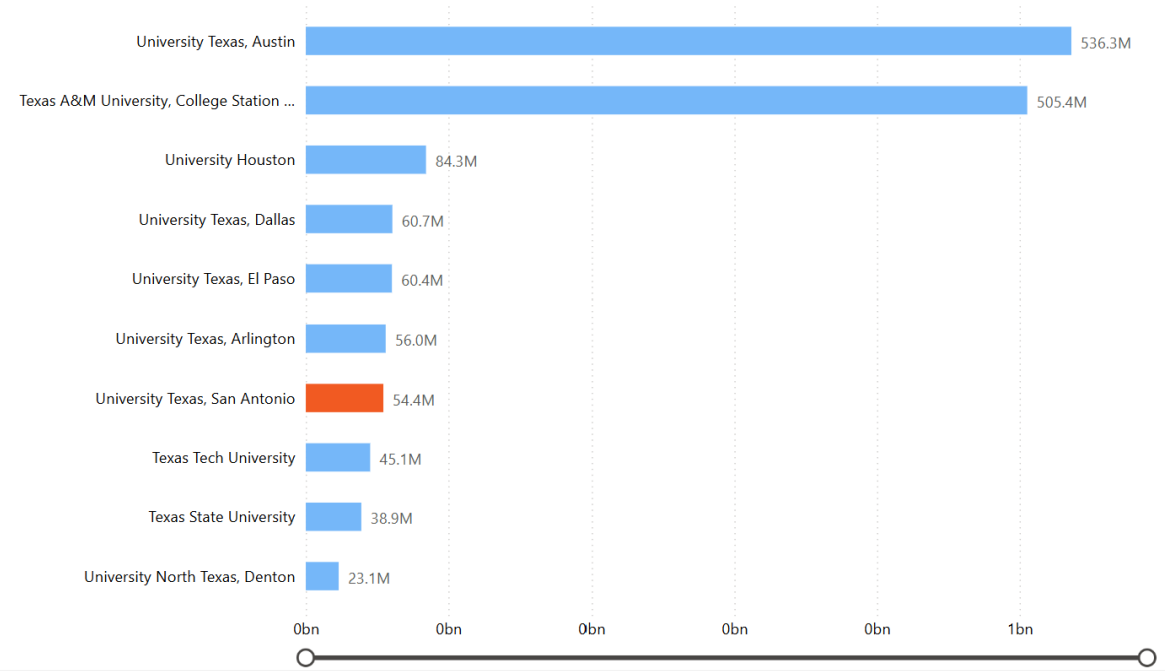
● Peer Models of Excellence ● UTSA



# BENCHMARKING: FY23 FEDERAL EXPENDITURES

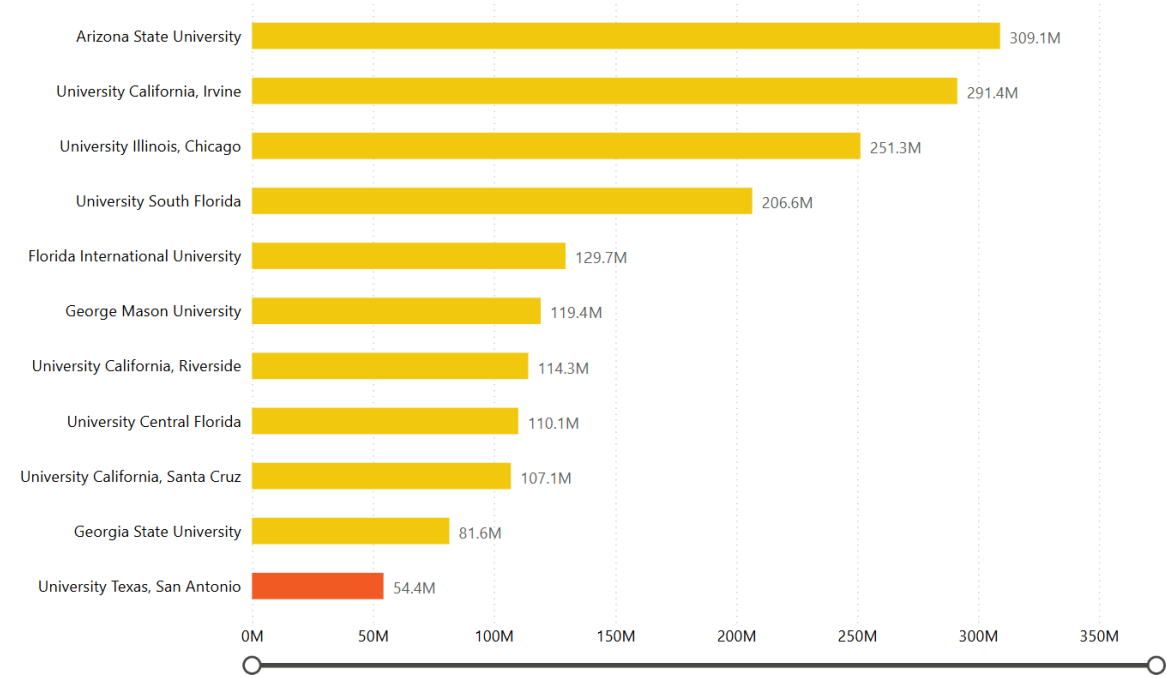
Federal Government Expenditures

● Texas Research University ● UTSA



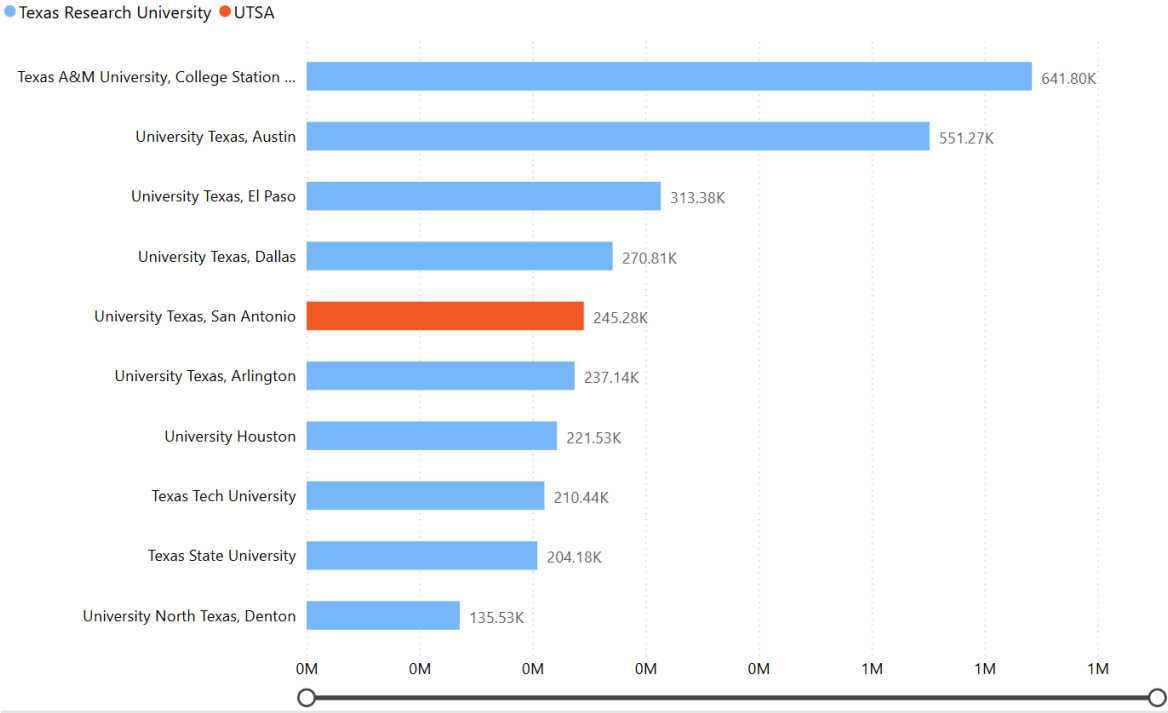
Federal Government Expenditures

● Peer Models of Excellence ● UTSA

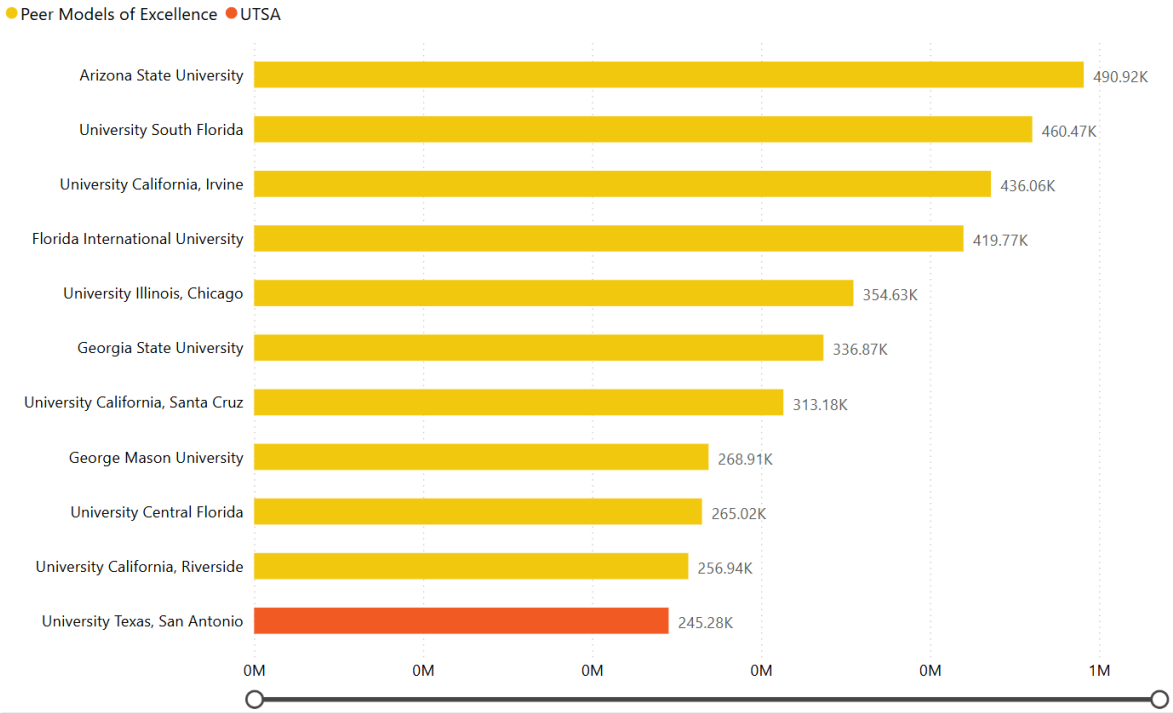


# BENCHMARKING: FY23 ALL R&D EXPENDITURES/TTF

Total Expenditures per Tenured Tenured-Track Faculty

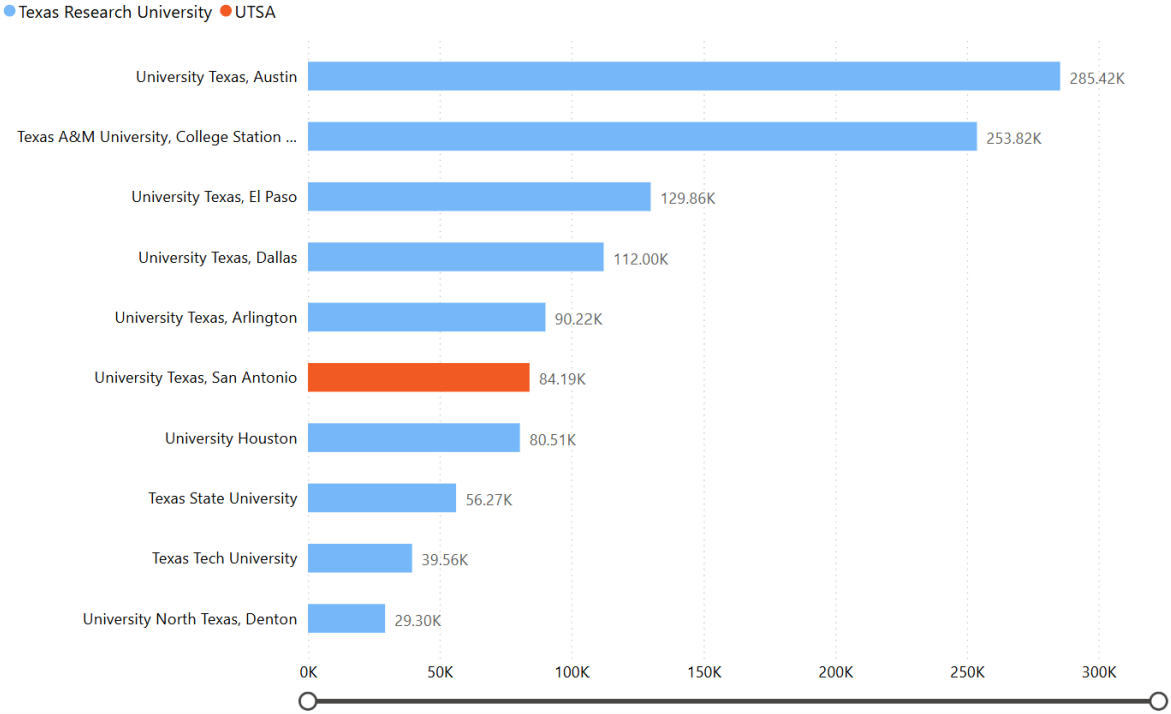


Total Expenditures per Tenured Tenured-Track Faculty

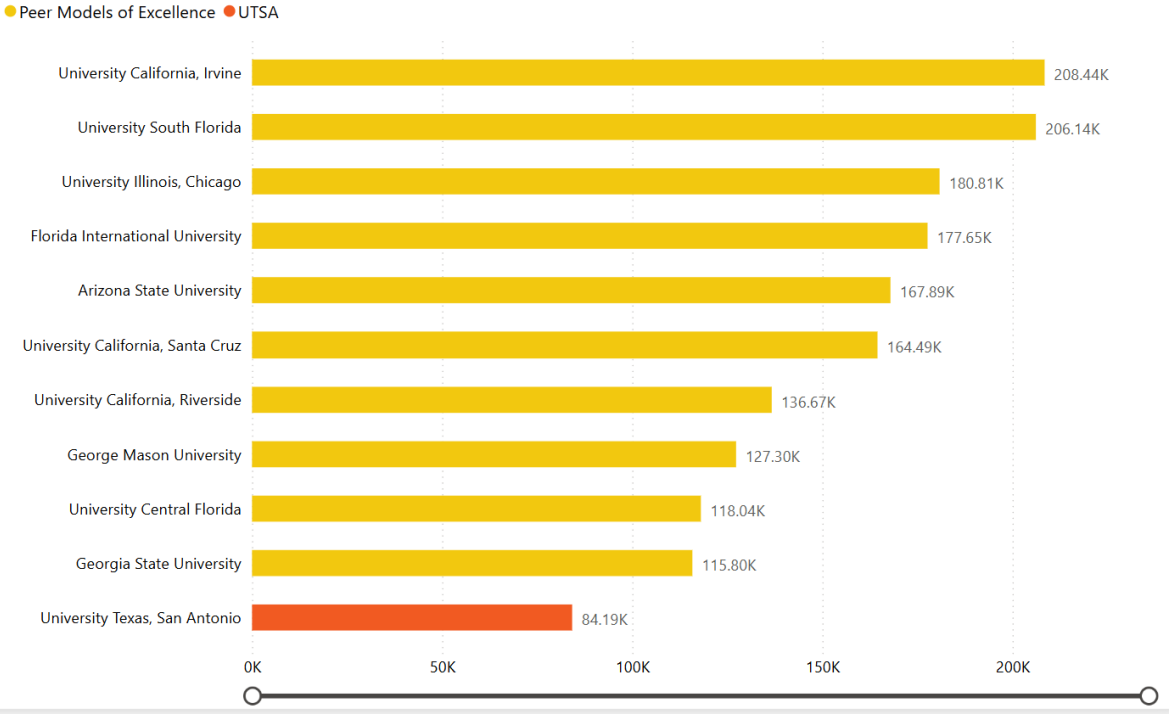


# BENCHMARKING: FY23 FEDERAL EXPENDITURES/TTF

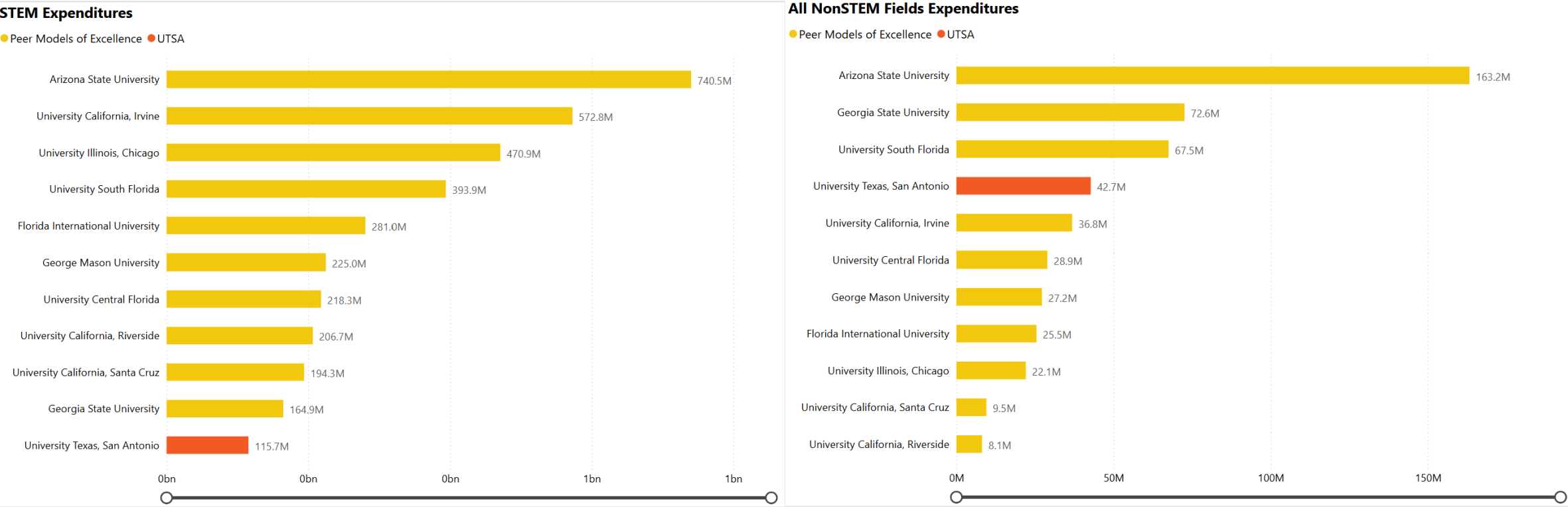
Federal Expenditures per Tenured Tenured-Track Faculty



Federal Expenditures per Tenured Tenured-Track Faculty



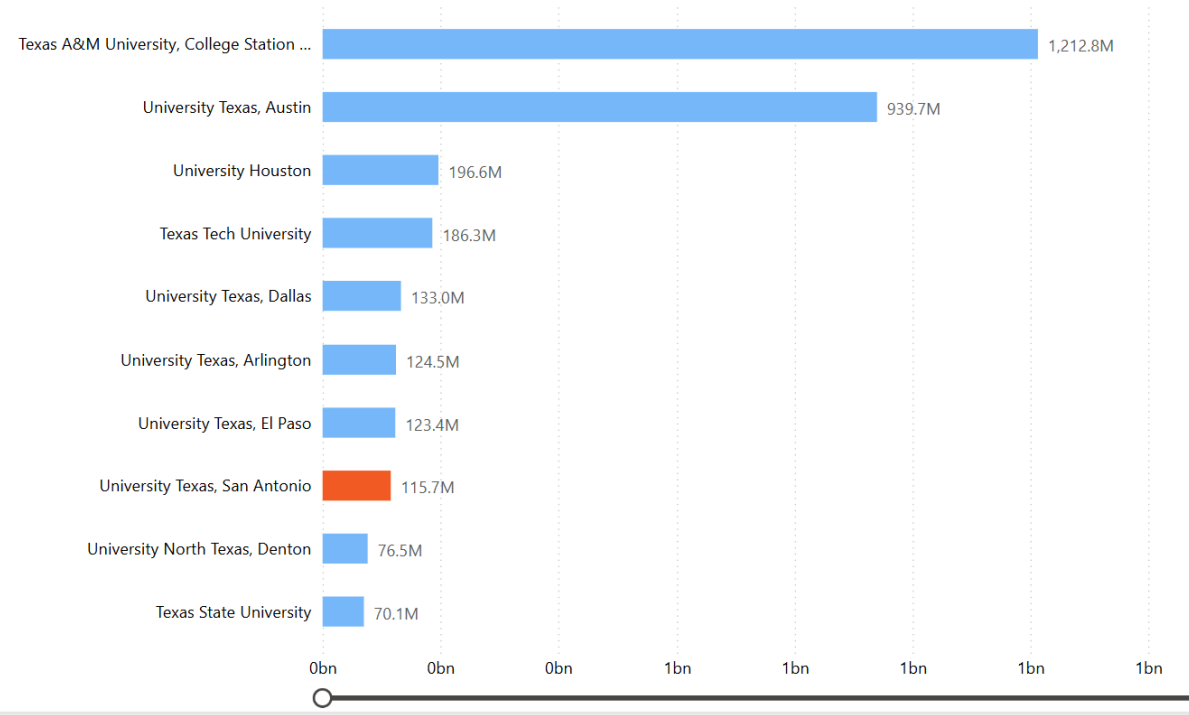
# BENCHMARKING: FY23 STEM VS. NONSTEM



# BENCHMARKING : FY23 STEM VS. NONSTEM

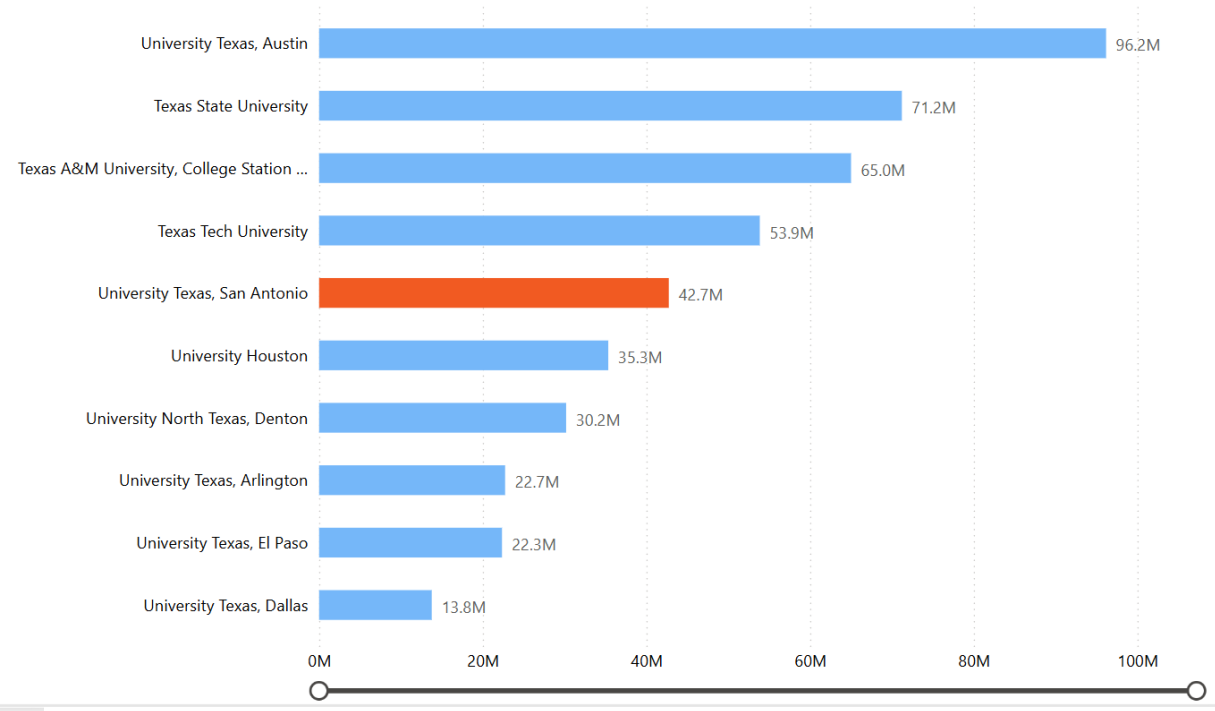
STEM Expenditures

● Texas Research University ● UTSA



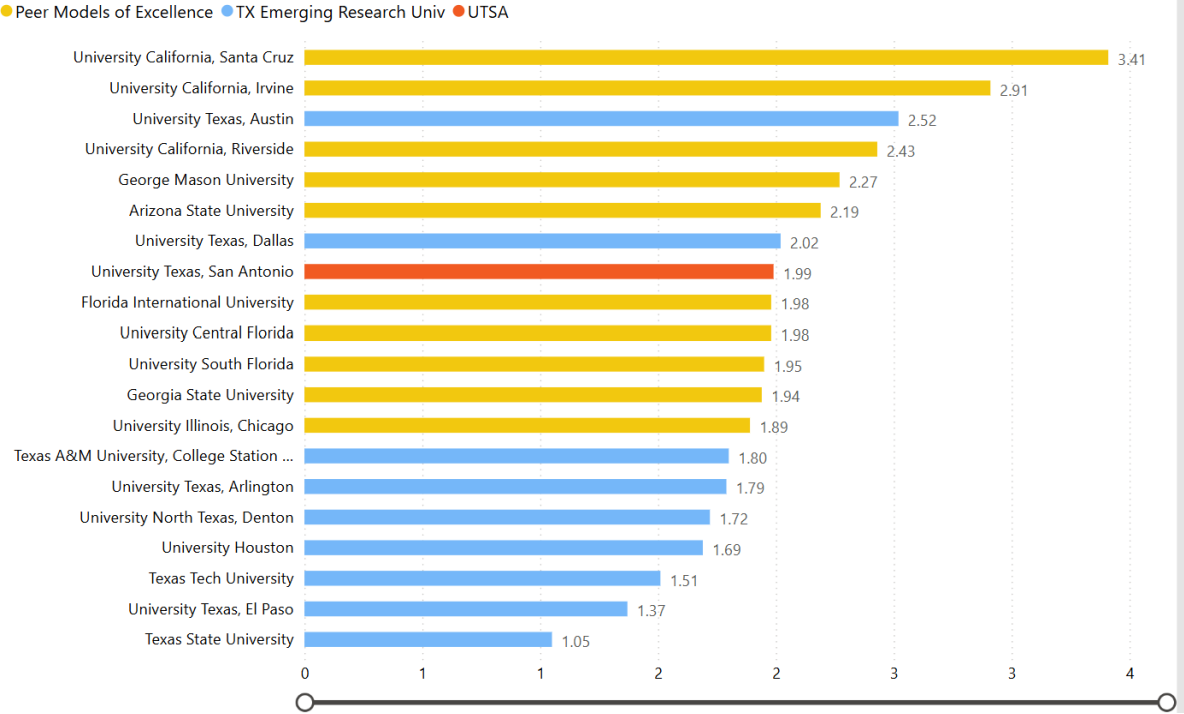
All NonSTEM Fields Expenditures

● Texas Research University ● UTSA

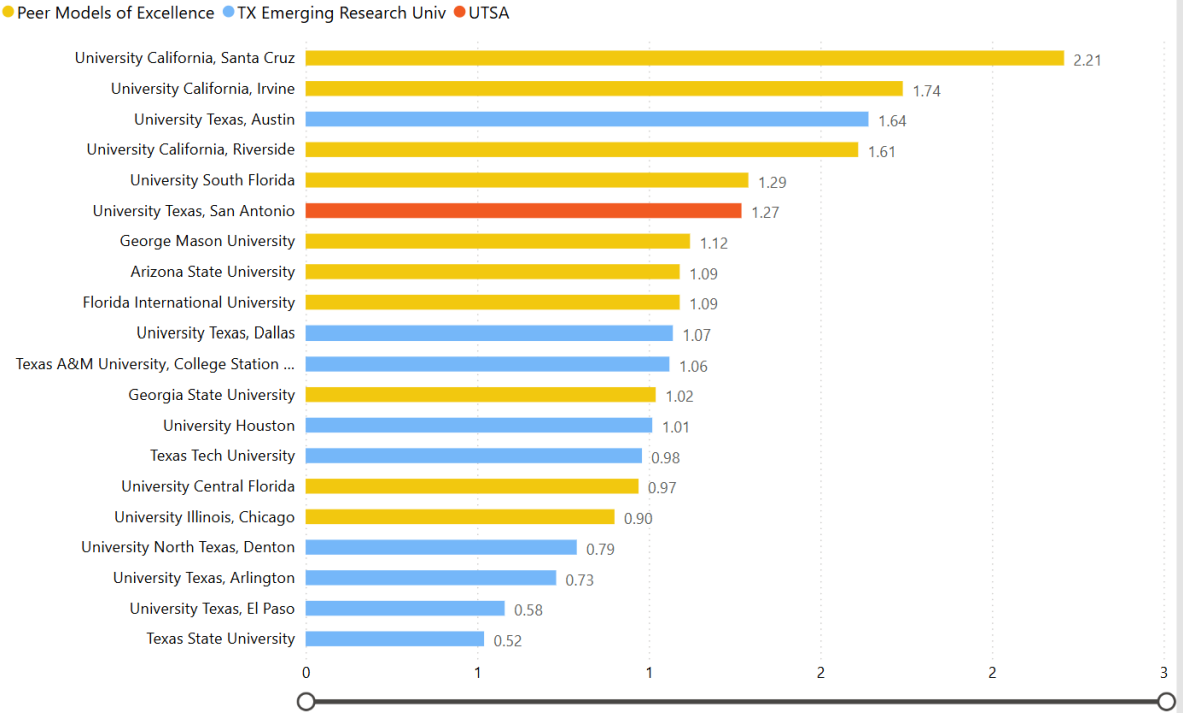


# BENCHMARKING: FY21 PRESTIGIOUS PUBLICATIONS

% of Web of Science Documents in the World's Top 1%



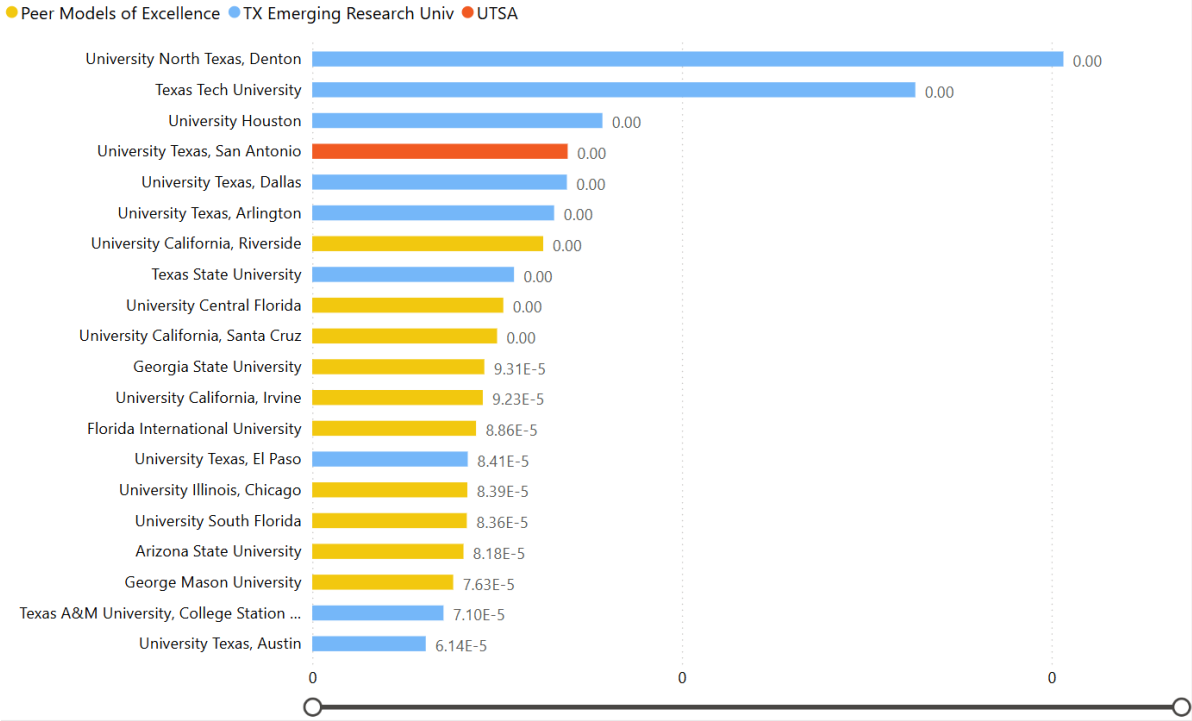
% Highly Cited Publications



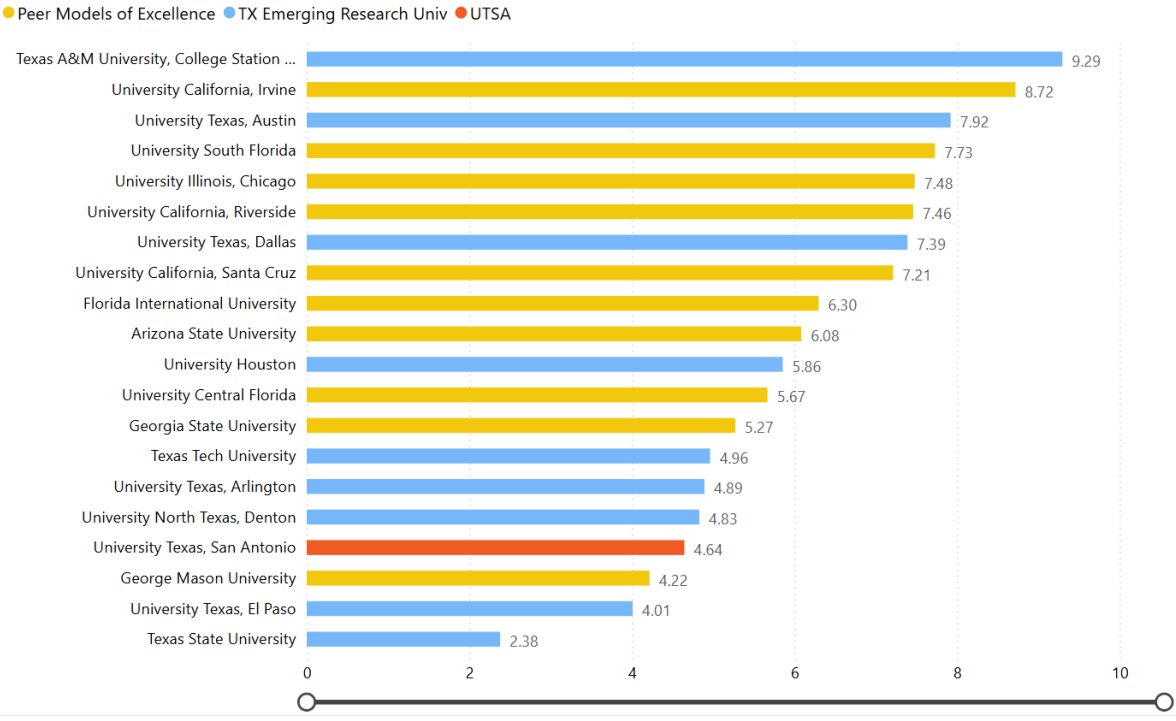


# BENCHMARKING: FY 21 CITATIONS PER FED\$ & PER TTF

Number of Citations to Web of Science Documents/Publications per Federal Research Expenditures



Number of Citations to Web of Science Documents/Publications per Tenured Tenured-Track Faculty



# STANDARD RESEARCH PRODUCTIVITY METRICS

Commercialization & Innovation	FY24
Tech Disclosures	34
Patents Filed	42
Patents Issued	8
Licenses/Options	4
National I-Corps	2
New Startups	3

Valdez Institute for Economic Development	FY23
Direct Economic Impact	\$2.6 B
Businesses Served	41,231
Training event Participants	29,665
Jobs created	4,042
Business research tasks	3,755

# RESERVES & PLANS

## \$700K Strategic Support: Just-In-Time

- Research Infrastructure & Facilities: core facilities, labs, research spaces
- Bridge & Seed funding: enhance competitiveness with pilot projects, take advantages of collaboration opportunities with travel funds to faculty
- Faculty Support: retention, supplements, professional development
- Compliance: managing changing federal regulations for research funding
- Research Development Support: capture management, grant writing
- Matching funds
- Contingency planning

## Challenges

## Opportunities

Building Facilities for Cutting Edge Research

Capturing Federal Awards

Federal Award Landscape

Growing & Connecting Research Support in step with Research Growth

Lean Research Infrastructure –  
Opportune time to add core capabilities and resources

Increased Prominence on National Stage

Cluster Hiring

BIO – Interdisciplinary Research



One UTSA Circle  
San Antonio, TX, 78249

[utsa.edu](https://utsa.edu)



The University of Texas at San Antonio™

TRACKING #  
(Assigned by the Budget  
& Fin Planning Office)

## Operational Review Packet

Name of Unit: Research

College / Division: Research

Contact Name: JoAnn Browning

Phone/Email: joann.browning@utsa.edu

### Type of Unit:

Academic Support Unit ☐

Auxiliary Unit ☒

Administrative Support Unit ☐

### REQUIRED DOCUMENTS:

#### General Information to "Tell Your Story"

☐ y

Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination & strategic initiatives."

#### Organizational Chart and Position Data

☐ y

Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes

#### Challenges / Opportunities

☐ y

Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus

#### Key Performance Indicators / Benchmarks / Comparisons

☐ y

Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations

#### Budget / Actual Financial Data

☐ NA

5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections  
[Note: Template will be provided]

#### Explanation of Reserves

☐ y

Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection.

### Supplemental Information (Optional) :

Customer Surveys

☐ NA

Summary of current year results, along with changes over time

External Review Data

☐ benchmark

Summary of results from an external source, such as related to accreditation/assessment

Trending Data

☐ y

Trend data showing how an operation has changed over time, explaining conclusions

### Describe Any Additional Information Provided (Optional) :

### Routing and Approvals:

Unit Director / AVP Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Dean / VP Approval Signature: \_\_\_\_\_

Date: 2/27/25

Printed Name: JoAnn Browning

\* Include this cover sheet with the packet submitted to Operational Review Governance Committee