

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: Division of Research



I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session

rather than at the mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.

4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.

5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the *2023-2029 Strategic Plan*.



III. Mission Statement

State your administrative unit/department/college/division mission statement.

The mission of the Division of Research at Texas State University is multifold, encompassing support for faculty, students, and sponsors to advance the shared objectives of knowledge creation and exchange through innovative, relevant, and impactful works. The Division promotes research, scholarship, and other creative activities through a portfolio of services that includes development of proposals, leveraging of internal and external resources,

administration of sponsored projects, and protection and commercialization of intellectual property. We ensure responsible research conduct and foster interdisciplinary collaborations to solve complex problems and make meaningful contributions to Texas, the United States, and the world.

IV. Process

Explain, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty and staff involvement.

Senior staff in the Division of the Research translated Presidential priorities into specific action items within the purview of the Division. Input from the Presidential Commission on the Run to R1, the Presidential Task Force on Administrative Burdens, the Academic Affairs Council, the Division of Finance and Division of Information Technology played an important part in the development of strategic plan.

V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success							
<i>1.1 Expand efforts supporting academic preparedness and excellence</i>							
<i>1.2 Strengthen student engagement, sense of belonging, and wellbeing</i>							
<i>1.3 Increase support for graduate students</i>							
<i>1.4 Enhance career and post-graduation success</i>							
<i>1.5 Build student success infrastructure</i>							
Area <small>(Dept., Unit,</small>	Planned Actions	Timeframe <small>(of development and implementation)</small>	New Resources Requested <small>(personnel, facilities, and</small>	Expected Cost	Source of Resources <small>(new, reallocation of existing</small>	Assessment Criteria <small>(outcome when achieved or key</small>	University Initiative

College, or Division)			operational funding)		funds, fee, philanthropic, etc.)	performance indicator)	
DoR	Expand doctoral research assistantships and tuition scholarships for existing PhD programs	2023-2025	Doctoral research assistantships and tuition scholarships	\$2 million	Recovered indirect costs	Increase in the number of PhD student applications and admissions	1.3
DoR and AA	Create an office to support postdoctoral researchers	2023-2025	Personnel	\$250K	New	Increase in the number of postdoctoral researchers	1.4

University Goal 2: Advancing Academic Excellence

- 2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students*
- 2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state*
- 2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus*
- 2.4 Invest in faculty excellence by increasing the capacity and development of all faculty*

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DoR	Expand doctoral research assistantships and tuition scholarships for existing PhD programs	2023-2025	Doctoral research assistantships and tuition scholarships	\$2 million	Recovered indirect costs	Increase in the number of PhD student applications and admissions	2.1
DoR, STAR Park	Build a life-sciences research and economic development ecosystem in RR	2023-2029	Personnel, facilities, and operational	\$60 million	P3, rent and recovered indirect costs	Research awards in Round Rock	2.3

DoR, AA	Broaden research development support for faculty via additional services and internal funding (i.e., REP, Research Accelerator, FIAP, etc.)	2023-2025	Personnel and operational	\$4 million	Recovered indirect costs	Increase in proposal submissions and awards	2.4
<p>University Goal 3: Expanding Discovery, Innovation, Creativity, and Research</p> <p><i>3.1 Position Texas State University to achieve Carnegie R1 status</i></p> <p><i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i></p> <p><i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i></p> <p><i>3.4 Build relationships with private sector, industry, government, and educational partners</i></p>							
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DoR, AA	Recruit research groups of excellence including National Academy members	2023-2027	Personnel, facilities, and operations	\$25 million	New	Increase in federal and private research expenditure	3.1
DoR	Expand research operations, research development and research innovation across all campuses of Texas State	2023-2027	Personnel, facilities, and operations	\$10 million	Recovered indirect costs	Increase in research awards. Administrative burden reduction.	3.1
DoR, Research Development	Target development of research proposals >\$10 million	2023-2027	Personnel, facilities, and operations	\$500K	Recovered indirect costs	Increase in research proposals awards > \$10 million	3.2

DoR, Innovation and Commercialization	Increase invention disclosures, patents and licensing revenue	2023-2027	Personnel, facilities, and operations	\$1 million	Recovered indirect costs	Increase in invention disclosures, patents and licensing revenue	3.3
DoR, STAR Park	Enlarge the footprint of the STAR Park to support life sciences, material sciences and energy	2023-2029	Personnel, facilities, and operational	\$200 million	P3, rent and recovered indirect costs	Increase in research awards, patents and licenses	3.4

University Goal 4: Enriching Community, Collaboration, and Partnerships

4.1 Enhance the regional, national, and international reputation of the university

4.2 Build community relations, collaborations, and partnerships with external stakeholders

4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging

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DoR, UA	Increase and maintain research engagement and agreements with a broad base of community and industry partners	2023-2025	Operational	\$250K	Recovered indirect costs	Click or tap here to enter text.	4.1
DoR, UC	Improve research marketing and public relations to raise the public profile of our impactful research.	2023-2025	Operational	\$250K	Recovered indirect costs	Click or tap here to enter text.	4.3

University Goal 5: Developing Infrastructure and Resources							
5.1 Position Texas State University as an employer of choice							
5.2 Provide infrastructure befitting a Carnegie R1 university							
5.3 Simplify administrative processes to increase efficiency							
5.4 Pursue innovative approaches to revenue generation and budgeting							
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DoR, AA, FSS	Establish and grow a core facilities fund. Build, update and maintain core facilities for research activities.	2023-2029	Personnel, facilities and operations	\$20 million	New (TUF)	Increase in proposals and research awards	5.2
DoR	Enhance our customer-service-based approach	2023-2026	Personnel, operational	\$250K	Recovered indirect costs	Increase in proposals and research awards	5.3

VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit's action is linked.

1. Recruit research groups of excellence including National Academy members on the Run to R1.
2. Expand PhD programs to support enhancement in Federal research awards in alignment with TUF.