



Guidelines for the Strategic Plan for Research

In accordance with [Texas Administrative Code, Chapter 5, Subchapter G](#) of Coordinating Board rules, an institution designated as a research university or an emerging research university in the Board's Accountability System must have a strategic plan for achieving recognition as a research university or enhance the institution's reputation as a research university. Institutions are required to update their strategic plans every five years using the following outline.

Provide a statement of the goal for each of the following items and identify the objectives in measurable terms. Provide a description of how and when the institution will assess progress towards the goals and objectives.

I. Vision Statement

The institution's plan should address, at a minimum, the following elements:

- A. A description of the targeted status of the institution. What kind of university will the institution be if it achieves its goals and objectives?
- B. Is the plan for the future a natural expansion of the institution's existing mission, or does it reflect a substantial change in direction?

II. Plan to Increase Research Funding and Productivity

The institution's plan to enhance research activities should address, at a minimum, the following elements:

- A. *External funding.* Identify the institution's targets and how progress will be monitored. Include comparisons with national peers.
- B. *Research priorities.* Define and describe the institution's targeted research priorities. Describe where and how the institution will focus its efforts.
- C. *Allocation of resources.* Estimate the budget necessary to achieve the targeted goals and describe how the institution will utilize funds, staff resources, facilities, and other assets to maximize its efforts.
- D. *Student participation.* Describe how the institution will enhance student opportunities to participate in research activities at the graduate and undergraduate levels.

III. Plan to Improve Master's Degree Level Education

The institution's plan should address, at a minimum, the following elements:

- A. Provide an evaluation of the institution's master's degree programs and how they fit into the institution's strategic plan for research.
- B. Identify the areas the institution plans to focus on in the development of new master's degree programs.

IV. Plan for Doctoral Programs

1. Existing Doctoral Programs

The institution's plan for existing doctoral programs should address, at a minimum, the following elements:

- A. *Summary of existing programs.* Using past reviews, provide an evaluation of the institution's existing doctoral programs and how they fit into the institution's near-term and long-range plans. Include an assessment of strengths and weaknesses.
- B. *Quality control.* Describe plans to close, consolidate, and/or improve existing doctoral programs with low graduation rates (based on Coordinating Board standards for low-productivity) or that do not meet other standards of excellence.
- C. *Quality enhancement.* Describe plans to raise the level of existing doctoral programs from the level of strength to the level of national prominence.
- D. *Comparisons with national peers.* For programs the institution plans to retain, identify nationally-ranked programs against which each of the institution's existing doctoral programs will be benchmarked.

2. New Doctoral Programs

The institution's plan for new doctoral programs should address, at a minimum, the following elements:

- A. *Areas of emphasis.* Identify the areas the institution plans to focus on in the development of new doctoral programs. Emphasis should be placed on high-need areas, such as STEM, with sufficient documentation to support selection decisions. The plan should also demonstrate how the institution will build upon existing strengths.
- B. *Assessment.* Provide a plan for the rigorous, periodic review of proposed programs using external evaluators.
- C. *Regional Impact.* If applicable, describe the ways in which the development of doctoral programs and enhancement of research will enable the institution to better meet the needs of the region it serves and explain how the institution will monitor and assess its impact.

V. Plan for Faculty and Student Development

The institution's plan for faculty and student development should address, at a minimum, the following elements:

- A. *Faculty research.* Describe plans to assist faculty in becoming more productive, more innovative, and more effective in their work.
- B. *Faculty recognition.* Describe plans to assist faculty in achieving recognition as leaders in their field.
- C. *Collaborations and Partnerships.* Describe plans to foster cooperative efforts amongst faculty at the institution and with faculty of other institutions.
- D. *New faculty.* Describe plans to recruit additional faculty who can contribute to the institution's goal of maintaining or achieving national recognition.
- E. *Student awards.* Describe initiatives to increase the number and prestige of undergraduate and graduate student competitive research awards.
- F. *Student Diversity.* Describe plans to recruit and graduate doctoral students who reflect the diversity of the state's population. Indicate the institution's contributions to the development of a future professoriate that reflects the population of Texas.
- G. *Undergraduate Research.* Describe the institution's plan to strengthen the preparedness of undergraduate students for their involvement in research.

VI. Other Resources

The institution's plan should address, at a minimum, the following elements:

- A. *Research facilities.* Describe significant projected additions to the institution's facilities related specifically to research, including timelines for completion.
- B. *Library resources.* Describe plans to enhance the libraries, including facilities, equipment, digital resources, and collections. Describe specifically how the plans to enhance library resources are related to improving existing doctoral programs and supporting new doctoral programs.
- C. *Graduate student support.* Describe plans to provide competitive financial support to graduate students including teaching assistantships, research assistantships, and fellowships for the targeted doctoral programs identified in the strategic plan.

VII. National Visibility

Identify any existing or projected programs and resources, not already identified above, to increase the national visibility and research reputation of your institution.