

Strategic Plan for World Leadership in Research and Graduate Education

Office of the Vice Chancellor for Research and Dean of the Graduate School
September 2005

Vision: To be recognized as a world-class research university devoted to engaged scholarship and learning

Desired Outcomes

1. Obtain state investment in research and graduate education through pay for service contracts and funding for major research initiatives
2. Become one of the top 10 nationally-recognized public universities for interdisciplinary scholarship and graduate education
3. Enhance reputation for engaged scholarship and learning by building entrepreneurial partnerships with business networks, communities, public service organizations, and civic groups that need interns, research expertise, and knowledge from the university
4. Foster the pride of Colorado citizens, media, and legislators in their flagship research university

I. Visibility purpose: To enhance the visibility, effectiveness, and financial stability of the research and graduate education programs at CU-Boulder

Goal 1: Enhance visibility of graduate education and research to state legislature, business communities, and the Colorado population in order to secure financial support and collaborations

- Communicate benefits to the state legislature of the economic impacts and importance of a vibrant research and graduate education program (e.g., educated workforce; global competitiveness; promotion of innovation and business opportunities; collaborative research and development; prestige from world leadership in graduate education; improved quality of life; recruitment and of world-class faculty)
 - Work effectively with system lobbyists
 - Energize UGGS involvement with government and public
 - Present research and graduate education highlights to state legislators by sponsoring breakfast research presentations at the capitol
- Work with existing business networks to establish partnerships that will communicate the benefits of flagship research university
 - Engage GSAC members from business communities
 - Obtain information on potential business partners from the Business School, Research Cabinet, and state Chamber of Commerce

- Support the efforts of the Boulder Chamber of Commerce to develop business/federal/university partnerships for economic growth
- Encourage the alumni association to develop further ties between the university and business
- Communicate benefits to the Colorado population at large of a vibrant research and graduate education program
 - Make an inventory of existing collaborations/outreach efforts in state communities
 - Quantify benefits and impacts of these efforts
 - Work with university communications to create web documents and newsletters that profile top students, successful alums, research accomplishments and impacts, and applications of knowledge to community needs
 - Create Speakers Bureau of corporate leaders who can speak to the public on behalf of the Graduate School and its research and education mission
 - Develop media strategies to better disseminate graduate school and research messages (e.g., write editorials and op-ed pieces, work with University Communications on press releases)

Goal 2: Enhance national presence in research and graduate education

- Take leadership roles in NASULGC, CGS, AAU
- Strengthen ties with national educational foundations (Woodrow Wilson, Carnegie)

II. Scholarship/Creative Work Purpose: Facilitate and support research/scholarship/creative work initiatives and opportunities.

Goal 1: Enhance reputation of graduate student and faculty research/scholarship/creative work as measured by NRC and professional organizations

- Provide new seed fund for research/scholarship/creative work
 - Restore and further enhance funding for proposals to CRCW (to \$600K) and GCAH (to \$120K) and include a list of resulting articles on our web page
 - Evaluate effectiveness of current limit of \$7000 in CRCW and GCAH awards by analyzing effectiveness of programs for faculty publications, satisfaction, new proposals, and national recognition
 - Develop new program for investments in research/scholarship at award levels of \$15K-50K (total of \$1M/year) and targeted for center proposals, partnerships with community organizations, new engaged learning environments, and prototype research results for successful federal competition (use models of Butcher Grant or CIRES Innovative Research Program Grants and find good name)
 - Complete ICR analysis to insure funds are being used optimally to support research
- Increase external funding for research and diversify funding portfolio
 - Increase funds from non-federal sources by 10 percent

- Increase funds from federal sources by \$50 million
- Fund 50 new tenure track lines that bring talented faculty to campus and balance the growth of instructors in recent years
- Invest in equipment, physical infrastructure, and administrative support needed to realize the potential of faculty research
- Monitor and proactively address new regulations that serve as barriers to universities
- Work with Federal Relations Advisory Council to influence research legislation and policy
- Search for donors to fund Distinguished Professorships in Interdisciplinary Research
- Invest in research infrastructure – buildings, modern labs, equipment

Goal 2: Enhanced recognition of interdisciplinary scholarship

- Support continuing efforts for a biotechnology institute
- Create new institute on energy sustainability
- Promote outreach that helps engage scholarship in the humanities with local schools and the public.
- Promote continued growth of interdisciplinary work in humanities and arts through the Center for the Humanities and Arts as well as participation in broader impacts components of funded research
- Coordinate and facilitate team development for interdisciplinary research and scholarship with seed grants
- Encourage development of searchable database on faculty and researcher interests such as from the FRPA, UKAN, and Community of Science

Goal 3: Expand the interdisciplinary institute presence in campus research culture

- Improve the career tracks for researchers and research support staff and encourage their participation in campus committees and decision-making
- Engage institutes to use their infrastructure and resources for graduate education programs, engaged learning environments, and collaboration with traditional departments
- Encourage problem focus in research

Goal 4: Maintain highest standards for conduct of research

- Ensure full compliance with all regulatory requirements as measured by accreditation, quality assurance, and other internal/external reviews
- Educate investigators and graduate students regarding ethical conduct of research through mandatory, timely, and up-to-date training
- Efficiently deliver support to investigators in compliance and quality assurance efforts

Goal 5: Provide grant and contract administrative support that is efficient and effective

- Reorganize OCG staff to emphasize cross-training
- Offer continual training on grant and contract management and compliance

- Consider the feasibility of new financial service centers within research clusters

III. Graduate Education Purpose: Improve quality of graduate education programs across all disciplines

Goal 1: Increase quality of graduate student applicants, raise national and international rankings, compete for more national and international fellowships, and better place graduates

- Increase graduate student enrollment to 5000 full-time equivalents over the next 5 years with greater emphasis on doctoral students
 - Implement new business model for graduate tuition
 - Evaluate and redesign existing fellowship program
 - Develop new fellowship program for investment in targeted strategic areas with well articulated expected outcomes
 - Work with continuing education through ACCESS program to enhance enrollments
- Decrease time to completion of Ph.D. in selected programs with funding from Provost's office
- Enhance diversity of graduate student body by increasing international students by 25% and students of color by 25%
 - Rely on more proactive recruitment by all colleges and schools at graduate school fairs and student conferences
 - Enhance support to pipeline diversity programs
 - Develop international agreements at graduate education level
 - Develop recruiting and fund-raising opportunities with alums living and working in foreign countries

Goal 2: Maintain and enhance services and support to graduate students

- Double support for graduate student travel to \$50K
- Substantially increase graduate fellowship funds through aggressive fund-raising
- Enlarge GTP to include professional development and preparation for non-academic careers
- Update grievance policies for graduate students
- Work with UGGS to find mechanisms for better health benefits

Goal 3: Increase fundraising for graduate fellowships and graduate student support

- Prepare and disseminate messages on graduate education and research to CU leadership and CU Foundation
- Work with CU Foundation to increase their efforts on behalf of graduate education and research
- Create outstanding website with individual success stories; economic value and impact of graduate education; corporate leadership; innovation, scholarship, creative work highlights
- Encourage graduate student involvement and presentations to community and donor groups

- Communicate regularly with GSAC members, resource agents, and major donors
- Reinvigorate GSAC fund-raising opportunities (Adopt-A-Student)
- Work with alumni association, UGGS, graduate students, and faculty to develop donor and business event (e.g., graduate education alumni days)

Goal 4: Increase, enhance, and develop new interdisciplinary graduate education opportunities, certificates, and degrees

- Determine feasibility of GTIS recommendations and implement those that can be done and that have potential payoff