

Strategic Plan: Planning Committee

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Strategic Plan: Goal

University of Memphis reach Carnegie R1 status within an aggressive yet reasonable timeline (5 years) targeting specifically those metrics that are inhibiting our attainment of R1 status.

Key metrics:

PhD graduations numbers

Post-doc positions

Research expenditures (less of an issue)

STEM fields

Strategic Plan: Reality check

For the University of Memphis to reach R1, it will require:

- Targeting STEM fields.
- Change from the status-quo on funding decisions, faculty hiring and other resource allocation (e.g., space, admin support, IT support) to the point of discomfort.
- Current external research funding levels do not produce enough IDCR to spark research and support growth initiatives.
- University administration divisions (VPR, Provost, CFO, and CIO) must steer away from territorialism and rethink siloed initiatives, transforming them where best possible into unified agendas toward R1 attainment.

Strategic Plan: Reality check

- Paradigm shift – reallocate internal-funding support currently given to academic programs that drain resources and remain unmotivated to become fiscally independent to those that have proven, reoccurring success.
- Deans are integral to the solution, willing to make hard and at times controversial decisions whilst improving fiscal transparency.
- Financially, infusion funds (State of TN) are not likely; thus, must reach R1 using existing funding

Examples

IDCR return restructure

Annual carryforward taxation

Annual faculty turnover reassignment (partial %)

Strategic Plan: Staying whole

Determined to not lose our soul in R1 movement

Strive to include non-STEM programs into STEM research

Prevent permanent harm to non-STEM departments and graduate programs

Reinvest in groups impacted during R1 period (post-attainment)

Strategic Plan: R-cluster development

- Kick-off 4 Research clusters (R-cluster) in first year
- Central themes founded partially in past successes (look to current research centers), encompass numerous disciplines, identifiable external funding partners/opportunities (strong + some risk)
- STEM-centric with encouragement/incentives to engage non-STEM programs

Examples

Action	Response
Include additional STEM discipline receiving $\geq 10\%$ of budget	Return 2% of IDCR per discipline
Include non-STEM discipline receiving $\geq 10\%$ of budget	Return 4% of IDCR with half used to further non-STEM involvement

Strategic Plan: R-cluster development

- Expected to be research powerhouses (\$2-4M annually) within 4-5 years
- Focuses on meeting metrics funded with external dollars while incentivized and expanded through internal funds

Examples

R-cluster Action	UoM Response
Fully support new PhD with external funds	Provide equal match with additional PhD position (new)
Graduate PhD off full external funding	Return 25% of State allocation as discretionary funding to PI/co-PI
Fund post-doc position at 70% with external funds	Support post-doc position at remaining 30%
Fully support 4 new masters with external funds	Provide a PhD position (new)

Strategic Plan: R-cluster development

- Base operations supported through SRI

Examples

R-cluster Support	Comment	Stipulation
Tax annual carryforwards 5% to provide OSR a pool of discretionary funds for match to R-cluster initiatives	Be self-sustaining by year 3.	Supplemented/offset with UMRP business revenue and/or other available sources of funding
Provide \$100,000/yr discretionary	Each R-cluster business officer should be supported from these funds.	Post-2 years operation, R-cluster should maintain \geq \$1M in research expenditures to continue receiving these funds

- Assigned their own LSP support

Strategic Plan: R-cluster development

- R-clusters should build off past success (existing research centers) and collaborate among themselves.

Examples

R-cluster Action	UoM Response
Joint R-cluster research collaboration where secondary R-cluster receiving $\geq 30\%$ of budget and project funding two new PhDs at 60%	Support 2 new PhD positions at 40% each
R-cluster/UoM research center collaboration where UoM research center receiving $\geq 30\%$ of budget and project funding one new PhD at 60%	Support 1 new PhD position at 40%

- R-clusters suggested by faculty to VPR for consideration (next step)

Strategic Plan: Check and Balance

- R-cluster support funding is contingent on the success of the R-cluster in receiving external funds, has a number of stipulations and post-evaluations