Strategic Plan: Planning Committee

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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)
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**

<table>
<thead>
<tr>
<th>Action</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include additional STEM discipline receiving &gt;=10% of budget</td>
<td>Return 2% of IDCR per discipline</td>
</tr>
<tr>
<td>Include non-STEM discipline receiving &gt;=10% of budget</td>
<td>Return 4% of IDCR with half used to further non-STEM involvement</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>R-cluster Action</th>
<th>UoM Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully support new PhD with external funds</td>
<td>Provide equal match with additional PhD position (new)</td>
</tr>
<tr>
<td>Graduate PhD off full external funding</td>
<td>Return 25% of State allocation as discretionary funding to PI/co-PI</td>
</tr>
<tr>
<td>Fund post-doc position at 70% with external funds</td>
<td>Support post-doc position at remaining 30%</td>
</tr>
<tr>
<td>Fully support 4 new masters with external funds</td>
<td>Provide a PhD position (new)</td>
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</table>
### Strategic Plan: R-cluster development

- Base operations supported through SRI

#### Examples

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

- Assigned their own LSP support
R-clusters should build off past success (existing research centers) and collaborate among themselves.

### Examples

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<td>Joint R-cluster research collaboration where secondary R-cluster receiving &gt;=30% of budget and project funding two new PhDs at 60%</td>
<td>Support 2 new PhD positions at 40% each</td>
</tr>
<tr>
<td>R-cluster/UoM research center collaboration where UoM research center receiving &gt;=30% of budget and project funding one new PhD at 60%</td>
<td>Support 1 new PhD position at 40%</td>
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</tbody>
</table>

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