

University-Wide Initiative 4: Improve the efficiency and effectiveness of research and outreach support

Goal 1: Provide facilities, systems and resources with improved support to meet the research needs of the University.

Strategies:

- A. Develop a long-term vision for research at URI and propose a strategic plan and roadmap to accomplish that vision.
- B. Improve planning and design of campus facilities that attract researchers.
- C. Develop an endowed, dedicated fund of \$10M to support research startup. This would be completed by the end of this plan and the first step in building a much larger research endowment in the future.
- D. Develop business systems that support the work of the researchers at URI and reduce paperwork and time in process for such activities as purchasing, hiring and payroll, providing PI's simple access to grant accounting information.
- E. Develop a successful bond referendum campaign in the fall '06 to build three (3) new science buildings, and in the fall of '08 to rehabilitate the Fine Arts Center.
- F. Develop a funding strategy to maintain and renovate the new buildings.
- G. Develop a research foundation and research park, and identify investors willing to work with URI for a share of future profits.
- H. Secure earmarked federal funding for research and outreach averaging \$3M per year over the course of this plan.
- I. Support the advancement of women and students of color in the research enterprise.

Metrics:

1. Grant proposals submitted in each year of the plan have increased at least 3%.
2. Asset Protection program is funded to \$8M annually.
3. Total research awards at URI exceed \$90 million per year by June 30, 2009.
4. Total intellectual property income to the university exceeds \$5 million over the course of the plan.

Goal 2: Increase capability and productivity in the areas of entrepreneurship, technology transfer and commercialization.

Strategies:

- A. Consolidate responsibilities and resources for activities in these areas under the Vice Provost for Research.
- B. Increase the generation of patents and licenses by educating faculty and graduate students on the process of taking ideas from the bench to the commercial sector.
- C. Establish capabilities within the Research Office to create and provide incubator space in the University's Research Park in support of new company creation by faculty.
- D. Divert revenues generated from technology transfer and commercialization to more directly support the creation and commercialization of URI intellectual property.

Metrics:

1. Patents and licenses have increased by 20%.
2. Incubator space has increased by 50,000 sq. ft.
3. Revenues from technology transfer and commercialization in support of URI intellectual property have increased by 50%.

Goal 3: Increase the size and competitiveness of graduate programs.

Strategies:

- A. Examine the organization of graduate programs and make changes to improve national competitiveness.
- B. Develop mechanisms that allow us to raise the graduate student stipend level to be more competitive regionally and nationally (with appropriate consideration of collective bargaining issues).
- C. Provide faculty support for targeted recruiting days added to international trips and conference travel.
- D. The Graduate School will develop recruitment packages for individual programs and assist masters and doctoral programs in developing effective marketing tools for specific programs.
- E. Support REUs for undergraduate research and other opportunities to grow our own graduate students with an emphasis on underrepresented groups. Develop exchange partnerships with other institutions to provide a breadth of experience.

Metrics:

- 1. Graduate enrollment will increase by 3% a year over the course of this plan.
- 2. Three or more URI graduate programs will be ranked nationally in the top twenty-five programs in that field
- 3. Our baseline for graduate student support is defined and compared to a national standard. Progress toward reaching that standard is measurable.