RESEARCH PREEMINENCE

Strategic Plan for the Division of Research

2018 – 2023

September 2018

UNIVERSITY of
HOUSTON
DIVISION OF RESEARCH

Vision

The research enterprise will be recognized as one of the most innovative, progressive, agile and rapidly growing in the nation, in service of society and economic development

Mission

To effectively and professionally serve the research community and to lead the university in creating, directing and propagating institutional research priorities

Values

- Ethics
- Excellence
- Professionalism
- Accountability
- Collaboration
- Inclusion

Strategic Objectives

Research Management

Create and activate an implementation plan for the deliberate management of the Division

Each strategic objective will be achieved through a number of projects, referred to as enabling actions. The projects or enabling actions will constitute the strategy implementation plan. Each project or enabling action, which may cut across several directorates, will have a project director, a project manager, initial and target metrics, required resources, timeline and milestones.

Streamline, optimize and communicate to faculty, heads and deans all research management operational functions

Develop models for workflow of all research administration, including internal awards, and technology transfer service functions, optimize the interactions among offices, and between offices and (i) other UH units, (ii) the research community, and (iii) entities external to UH. Document the processes that govern service, develop and propagate information using communications products that visually explain the workflow for each function. Increase opportunity and capacity for research administration professional development and technological advancements that would result in reducing investigators' administrative burden and streamlining processes. Provide training mechanisms to support adoption of the institutional research thrusts.

Assess and utilize institutional acceptable level of risk to optimize compliance management and minimize impact on faculty

Analyze compliance requirements for each of the service functions, and compare our practices with leading research universities and/or best practices. Work toward taking an acceptable level of institutional risk to minimize compliance requirements on faculty. Share the approach used and its outcomes with the UH research community through effective communications products.

Strategically implement state of the art tools and technologies to collect, extract and analyze all relevant data to support decision making, workflow and growth

Assess and review current state of the Data and IT Infrastructure and strategically implement IT tools, technologies, applications, and systems to collect, store, extract and utilize all required and relevant data to support decision making, streamline workflows and contribute effectively and efficiently in the growth of the organization.

Optimize and steward the use of research and research-support space

Review current use of space and develop metrics of utilization of each type of research-related space. Compare our space utilization metrics with top research universities and propagate best practices. Develop and implement guidelines for assessment of effective use, and reallocation policies. Engage the office of the Senior VP and Provost in the above assessment and reallocation.

Research Leadership

Develop, activate and maintain institutional research thrusts and commensurate interdisciplinary research groups

Develop with the research community a set of thrusts and enabling technologies at the intersection of societal (regional, national, global) challenges, available infrastructure, and the interest of the faculty. Create an interdisciplinary research community in each of the thrusts and support outreach to potential university, government and corporate partners in anticipation of center and center-like research opportunities.
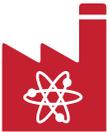
Review and rejuvenate university research centers to reflect Houston, regional and national research directions and societal challenges including financial mode

Develop consistent, integrated strategies and implementation plans, working with all center directors and their affiliated personnel, as well as current and potential partners in corporations, and federal (civil and defense) research agencies. Establish clear performance and service standards for use in annual center reviews. Enhance the inter-relationship between centers and institutional thrusts wherever appropriate.

Expand and modernize core research facilities consistent with institutional thrusts

Survey existing facilities, and establish required shared-use core research infrastructure. Quantify required resources for procurement, maintenance and replacement, and create a plan for securing the required resources. Encourage the increase in coordinated proposals for federal research infrastructure investment. Secure partnerships and commitments for ongoing technical support and maintenance of these facilities.

Develop a core animal care resource to attract external use

Establish a charge back system to support research from industry outside of the University of Houston. This support will either be a technical expertise for hire agreement or a lease of the animal facilities. This will allow the University of Houston to use its expertise and facilities to help solve the challenges facing the local biotech community. It will also nurture a relationship with the growing biotech industry in and around the City of Houston.

Entrepreneurship

Invigorate pursuit of innovative research, seek out faculty intellectual property, and comprehensively manage intellectual property portfolio

Propagate the critical role of innovative research, and reach out to faculty with material that explains the benefits of disclosures and patents. Communicate previous successes, current effort, and future opportunities, and investigate IP auctions. Establish a comprehensive intellectual property portfolio management process that encompasses past, present and potential future IP.

Expand targeted technology transfer in collaboration with City of Houston corporations

Plan industry engagement events including industry exchanges, visits to local industry and communications campaigns, dedicated industry newsletters, and other persistent industry outreach measures that result in an increased number of licenses.

Integrate intellectual property, innovation and technology transfer activities to reflect best national practice and plan strategic growth of the integrated office and the innovation park

Review the structure of leading offices of intellectual property management and corporate innovation at top research universities, and test the selected best practice as a model for our offices. Integrate the administration and technical staff, and streamline the operations of the combined office. Develop and implement a growth strategy for the office and for the research and innovation park that is consistent with UH and DOR strategies.

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www.uh.edu/research   www.uh.edu/innovation