This Strategic Plan was created before the Office of Research and Graduate Studies was divided into the Division of Research, Commercialization and Outreach and the College of Graduate Studies. It will be revised upon the University’s completion of its Momentum 2020 plan scheduled to be complete in 2014.
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Welcome to the Research and Graduate Studies Strategic Plan, 2012-2015. We at the Island University believe that research is the cornerstone of a thriving academic institution for our students and a vital economic engine for our community. Strong research programs attract professors and instructors of the highest caliber – true campus leaders who have an inquisitive sense of purpose, a natural leadership character trait and a purpose to pedagogy. Research also attracts high-caliber students – learners who seize the chance for enrichment and create opportunities for themselves and their peers.

We encourage Islanders to invest in themselves through academic programs; to supplement their lives through campus activities; and to challenge themselves by searching for the next great idea in their chosen field. When they find that idea, we pride ourselves in providing a living laboratory for developing that idea into meaningful academic achievement and scientific progress. From studying a newly discovered toxin responsible for fish kills in farms around the world in our cutting-edge Marine Biology programs to our world-renowned Oil Spill Control School; from our postgraduate Nurse Management courses to our peer teaching, writing and review workshops on campus at The National Writing Project Center; our researchers are producing cutting-edge results and elevating their fields through academic research, awards and publications, and our students are choosing challenging paths on their academic journeys. They have decided to take root amid our University’s resources, mentors and support and blossom into award-winning scholars.

Our students find a home for their research, their perseverance, their trials and their victories at Texas A&M University-Corpus Christi. We respect and value that research in terms of modern achievement, technological relevance and academic advancement. We strive to produce research that will survive generations, so that they, too, may thrive. By setting high expectations for ourselves, our students and our faculty and staff, we create a culture of knowledge: Bold research at The Island University promotes the desire for lifelong learning.

Research drives our academics.
Research fuels our success.
Texas A&M University - Corpus Christi
An Overview

Texas A&M University-Corpus Christi (TAMU-CC) is a member of the Texas A&M University System, a network of nine universities, seven state agencies and a comprehensive health science center. TAMU-CC is located on Ward Island in Corpus Christi, Texas, (population 300,000). The university is a designated Hispanic-Serving Institution (HSI) with about 10,000 students from 48 states and 67 foreign nations. The five academic colleges of Business, Education, Liberal Arts, Nursing and Health Sciences, and Science and Engineering offer a combination of bachelor’s, master’s, and doctoral degrees.

University Vision
TAMU-CC is committed to becoming a recognized emerging research institution as well as a leading center of higher education in the Gulf of Mexico region while serving the intellectual, cultural, social, environmental and economic needs of South Texas. As a result, TAMU-CC will invigorate and strengthen the region and state through its educational programs, research initiatives and outreach efforts.

University Mission
TAMU-CC is an expanding, doctoral-granting institution committed to preparing graduates for lifelong learning and responsible citizenship in the global community. We are dedicated to excellence in teaching, research, creative activity and service. Our supportive, multicultural learning community provides undergraduate and graduate students with a challenging educational experience. The university’s federal designation as a Hispanic Serving Institution (HSI) provides a foundation for closing educational gaps, while its strategic location on the Gulf of Mexico and on the cultural border with Latin America provides a basis for gaining national and international prominence.

Momentum 2015

Imperatives

Imperative I: Build and Sustain Academic Excellence and Competitive Programs
Academic excellence is the heartbeat of a university and is born of visionary, dedicated leadership and committed faculty and staff. And while the University has achieved excellence and recognition in certain areas, the future is limitless. By 2015, TAMU-CC will achieve a national reputation for high quality graduates by providing a rich research-oriented learning environment with strong, comprehensive undergraduate programs and recognized graduate programs in areas important to the region. To achieve this goal, the University will strengthen and grow its infrastructure to support existing and promising new programs. Services and operations dedicated to student recruitment, retention and welfare will be expanded to meet increased student demands and enhance the educational experience for all.

Imperative II: Enhance a Culture of Discovery and Innovation
Lifelong learning and discovery become reality through research and scholarly activities. By 2015, A&M-Corpus Christi’s focus on undergraduate research will be instilled across all disciplines, and faculty scholars will continuously reach beyond the classroom to contribute to new knowledge and creative products or services. New centers will capture unique research and development expertise of faculty and staff. The region’s Mexican-American heritage will be a niche area of scholarly research activities.
Imperative III: Instill Global Perspectives into the Academic Life of the University
Advances in technology and critical world events require educational institutions in the 21st century to adopt global perspectives. To prepare its students for the global village, the Island University of 2015 will incorporate worldwide perspectives across subject areas and encourage multidisciplinary exploration of Global issues.

The University will host nationally and internationally known artists, performers and speakers, as well as provide the site for regional and national conferences, symposia, and festivals. An International Studies Task Force will design and secure funding to increase international student recruitment. International research collaborations, faculty and student exchange programs and a Study Abroad program will coexist, driven by partnerships with international universities.

Imperative IV: Establish Targeted Areas of State, Regional, and National Recognition and Distinction
Highly qualified, well prepared and internationally competitive graduates will be the trademark of the University, whose programs will serve areas important to the region and to the needs of students competing in an international marketplace. The University will be committed to a superb undergraduate education and to the scholarship of learning and civic engagement. It will remain committed to enriching the South Texas region, as a Hispanic-Serving Institution. Its location on the Gulf of Mexico will serve as its focus of research and scholarly activities for national and international prominence.

Imperative V: Achieve Doctoral Comprehensive Status and Aspire to Emerging Research Designation
South Texas requires more doctoral opportunities, and A&M-Corpus Christi will address this significant regional need. The path is clear. Identify and implement new doctoral programs, such as health psychology, English, nursing and computer science. Increase the number of doctoral graduates. Produce a highly educated workforce which will bring specialized industries and economic development to the Coastal Bend. Provide international leadership in scientific and policy research programs focused on the Gulf Coast region. Generate $25 million yearly in external funding to support discovery and innovation. Doctoral comprehensive status is imperative to A&M-Corpus Christi’s aspiration to become a Research I university in the future.

Imperative VI: Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body
The face of Texas is changing, as State Demographer Steve Murdock noted in his landmark book The Texas Challenge more than eight years ago. As a result, the Texas Higher Education Coordinating Board launched its Closing the Gaps initiative. The goals of this initiative included enrolling an additional 120,000 Hispanic students in higher education by 2015. A&M-Corpus Christi will mirror the state population in its enrollment by recruiting, retaining, and graduating a diverse, highly qualified student body. A student centered environment will enhance the intellectual community and overall student experience, helping to prepare and graduate students with the vital critical thinking, problem solving and leadership skills necessary to excel and advance in an ever-changing global economy.

Imperative VII: Recruit, Mentor and Retain a Diverse, Highly Qualified Faculty and Staff
Recruiting, developing and sustaining a quality faculty are core elements of any truly great university. The successful faculty furthers the University’s prominence by producing great scholars. TAMU-CC will develop and sustain excellence in its faculty and staff through a focus on leadership, engagement and academic excellence as the University strives to achieve doctoral comprehensive status and an enhanced research mission. A commitment to an enriched learning experience will remain at the University’s core.
Imperative VIII: Design and Cultivate Initiatives to Increase Lifelong Alumni Involvement

One of the strongest bonds between the University and the greater community is its alumni base. Alumni have experienced the University first-hand and have spent many of their most memorable, formative and influential years involved with the University. By 2015, Texas A&M University-Corpus Christi will provide a climate of lifelong alumni involvement with their alma mater. Current students, likewise, will thrive in a culture of involvement that fosters a commitment of service and contribution to the University.

Imperative IX: Live, Learn and Work Together to Promote a Vibrant Coastal Bend Community

Successful partnerships bring mutually beneficial outcomes. In the Coastal Bend, a classic university/community partnership has evolved—one that has resulted in an ongoing, interdependent relationship bringing an enhanced quality of life and preparing students for civic engagement. The thrilling performance of a basketball team against nationally known opponents, the performance of nationally recognized musicians at the Performing Arts Center—those belong to the greater community, as does the University. Working with the greater community, by 2015 the Corpus Christi community and A&M-Corpus Christi will strive to make the Coastal Bend one of the most desired places in the country to live, learn and work.

Imperative X: Extend the Reach of the Island University

The University is growing beyond the perimeters of Ward Island. Given the finite amount of space on campus, A&M-Corpus Christi needs to maximize its use of university space to facilitate its continued expansion. Relocating some university activities off campus by creating satellite sites would help the University expand. The University will examine innovative ways to acquire land and collaborate with community leaders to establish opportunities for expansion within the city, in locations that best serve the students and alleviate space constraints. But, through any change, the University will maintain its unique island setting and a unified campus.

Imperative XI: Preserve and Foster an Inviting Island Environment

Our Island University is unique. The natural beauty of the A&M-Corpus Christi campus will be in full bloom in 2015, a tropical location sensitive to its natural environment, contributing to the health and well-being of the university community. By 2015, the University will highlight inviting green spaces for meetings and conversation as well as a tasteful and inviting combination of architectural design. Housing and parking accommodations will continue to meet expansion needs, as will appropriate dining and food service venues. The existing pedestrian infrastructure, including the hike and bike trail, will be expanded and improved to reinforce and encourage safe pedestrian use of the campus and the surrounding island environment. And, by 2015, the University’s new campus master plan will support and maintain a cohesive island academic community with guidelines for overall campus layout and possible multi-story designs.

Imperative XII: Establish a Culture of Assessment, Investment and Stewardship

The excellence, engagement, and expansion thrusts of Momentum 2015 will become reality as the University creates business plans that maximize revenue opportunities; incorporates new programs of revenue enhancement; enlarges the base of university support; and increases its emphasis on stewardship. To reach those goals, to make the Momentum 2015 vision a reality, the University will count on its most loyal supporters, the same supporters that have made possible the growth and achievement that have brought the University to its present status, plus a new cadre of alumni, friends and business partners who see the potential for greatness and desire to be a part of it.
The Office of Research and Graduate Studies (RGS) supports multidisciplinary research and graduate programs by cultivating an environment for creative scholarly work at the highest levels of quality and integrity. Under the leadership of Dr. Luis Cifuentes, Associate Vice President for Research and Scholarly Activity and Dean of Graduate Studies, RGS promotes research and graduate education, oversees graduate programs and the graduate student admission process, serves faculty in advancing their scholarly pursuits, implements research integrity requirements, and manages the administration of research grants and contracts.

In the fall of 2001, Texas A&M University-Corpus Christi began providing pre-award and post-award services to faculty and staff. Over the next few years, TAMU-CC experienced rapid growth in research administration. In an effort to streamline the process, in 2011 proposal submission was transferred to the Texas A&M Research Foundation. The volume of sponsored research over the last 4 years averages $18 to $20 million. In 2011, the Office of Research Development was added to RGS to cultivate new sponsored research by faculty and research scientists, foster proposal development and generate funding opportunities for the university and its research community.

RGS also serves approximately 2,000 students in 31 graduate programs, including 25 master’s programs, six terminal degree programs and two cooperative doctoral programs. All aspects of graduate education, from admissions to graduation and program/course review, are the responsibility of the Graduate Dean and the Office of Graduate Studies. A 19-member Graduate Council of representatives from the five colleges, library and Faculty Senate serve in an advisory capacity to the Dean and the Associate Dean of Graduate Studies.

The Office of Research Compliance works in conjunction with several compliance committees to provide guidance and support for a variety of programs including human subject protections, animal subject protections, biosafety, export controls, conflicts of interest, EPA quality management plans, and responsible conduct of research. The compliance office evaluates over 250 compliance protocols annually and monitors projects from approval through completion. The compliance office promotes a highly ethical and compliant environment through education and training for the campus community.
Vision Statement

The Office of Research and Graduate Studies is committed to enriching the public good though creative stewardship of innovative research and graduate education.

Mission Statement

The Office of Research and Graduate Studies guides, cultivates, and collaborates with a diverse community of scholars, students and stakeholders providing expertise, oversight and resources that generate and disseminate higher education excellence in South Texas and beyond.
This strategic plan is a roadmap for the Office of Research and Graduate Studies as we pursue our vision of enriching the public good through creative stewardship of innovative research and graduate education. These imperatives and goals are grounded in experience and expertise and are practical for the future of Texas A&M University-Corpus Christi. In many ways, they are an apparatus by which we will elevate ourselves and our institution to a new level of academic excellence over the next three years.

Imperative 1, Establishing a Culture for Research Development, focuses our attention on the achieving measurable success by supporting the transformation of research ideas into sponsored research. Research development will become ingrained as part of the Island University’s culture. We believe research benefits students and faculty eager for the challenge and satisfaction of seeing their research ideas become real lessons in their students’ classroom experience.

Imperative 2, Excellence in Graduate Studies Administration, addresses the top-quality, research-based students who will benefit society with the knowledge gained at Texas A&M University-Corpus Christi. Graduate studies are the beginning, not the end, and we want our graduate students to mature within an educational culture that is thrilling as well as challenging.

Imperative 3, Excellence in Sponsored Research Administration, is based upon providing support and expertise in the complex realm of funding agency rules, regulations and requirements. The Office of Sponsored Research Administration (ORSA) serves as the source of assistance for researchers from proposal preparation through award closeout. Successful administration of sponsored research combines the regulatory knowledge of staff members and the strength of faculty research to increase funding and collaboration.

Imperative 4, Establishing a Culture of Compliance, is an extension of responsible conduct of research. Guidelines, regulations, and rules established by a variety of agencies guide the conduct of research. Knowledgeable expertise and efficient administration are imperative for a strong culture of compliance. TAMU-CC is responsible for preserving the public trust by maintaining an environment that promotes integrity in the conduct of research. The public depends on research to be conducted in an objective and honest way and will support science only if it can trust the people and the institutions conducting research.
**Imperative 1: Establishing a Culture for Research Development** through cultivation of new sponsored research by faculty and research scientists, fostering proposal development and generating funding opportunities for the university and its research community.

It is our conviction that great ideas take wing at Texas A&M University-Corpus Christi. To that end, the Office of Research Development will encourage and assist university researchers as they develop their great ideas into winning proposals. We will work to increase industry support for university research programs. Finally, we aim to provide exceptional service to our internal and external colleagues and constituents.

1.1 Increase grant support by cultivating great ideas into competitive grant proposals (M2015 Imperatives I, II, VII, X)
- Outreach to faculty, department by department, to acquaint them with our research-development mission
- Assist in the development of proposal-summary documents that refine great ideas into competitive proposals
- Create a knowledge base of faculty research interests to assist in the focused targeting of funding program announcements
- Encourage continuous proposal development by faculty as a proactive strategy for reducing proposal submission desperation

1.2 Establish a one-stop online repository of documents and forms to expedite proposal development (M2015 Imperatives I, II, III)
- Review well-established research-development sites for content and design
- Scale these findings to fit our capacities
- Design an online presence in consultation with Texas Digital Library and on-campus expertise
- Collect and arrange documents to be easily accessible and of immediate use to faculty and research scientists

1.3 Improve customer service and increase awareness of Research Development (M2015 Imperatives II, X, IX, XII)
- Publish individual oriented annual report focused on research and scholarly activity success stories
- Develop benchmark study utilizing campus-wide customer satisfaction survey
- Grow interest driven workshops
- Establish research related relationships with external community
- Increase RGS staff committee participation
- Host one significant RGS event on campus
- Develop an RGS marketing campaign
- Increase RGS presence at departmental meetings

1.4 Establish external collaborations to increase research funding benefiting stakeholders, faculty, research scientists, staff and students (M2015 Imperatives II, X, IX, XII)
- Identify, cultivate and solicit external private funding, gifts and endowment to support research
- Build faculty relationships with commercial industry
- Develop an industry engagement task force
- Invite industry partners to attend and address lecture programs, seminars, departmental functions, field trips and university events
- Educate faculty and staff to recognize and develop private-sector research funding opportunities
- Increase the percentage of campus research that is externally funded
- Develop a donor recognition initiative

**Imperative 2: Excellence in Graduate Studies Administration** by a commitment to efficiency and great service designed to augment recruitment, foster retention and increase graduation rates.

The Office of Graduate Studies seeks to provide a vibrant, challenging, transformational educational experience in support of a diverse group of students, faculty and departments.
2.1 Increase recruitment, retention and graduation rates (M2015 Imperatives I, II, VI)

- Analyze and evaluate previous recruitment initiatives, including budget, recruitment activities and materials
- Develop a comprehensive recruitment plan
- Create a recruitment budget
- Create active social media outlets
- Create recruiting videos for website
- Identify proactive strategies that preserve the integrity of the admissions office
- Provide student performance reports to program coordinators
- Identify doctoral program non-completers and their needs for completing the program
- Continue the Academic Indicator and systematically analyze the data
- Provide timely requests for student record audits

2.2 Automate administrative processes to enhance service to stakeholders (M2015 Imperatives VI, IX, XI)

- Identify opportunities to facilitate transition to electronic handling of transactions
- Purchase Adobe programs to assist with altering files saved in Laserfiche
- Create PowerPoint presentations for training sessions
- Provide updates to faculty and staff through regularly scheduled training on Laserfiche/Banner
- Implement an electronic curriculum approval system modeled after Virginia Tech’s system
- Create and maintain content in the new faculty/student portal system (SURF)

2.3 Update and maintain Standardized Operating Procedures Manuals (M2015 Imperatives X, XI)

- Develop a needs assessment instrument to review student employee strengths and capabilities and identify training needs and role assignment
- Provide public-relations service training for all student employees
- Develop a scavenger hunt activity to ensure that all students are familiar with resources available to address frequently asked questions
- Schedule brief, monthly training sessions to ensure all student employees are current with graduate office procedures
- Monitor student employee performance to ensure all are in compliance with Student Employee Handbook expectations

2.4 Refine and automate doctoral program student processes (M2015 Imperatives I, VI, VII, IX, XI)

- Create electronic (paperless) routing processes for graduate faculty designation, doctoral program forms, degree program exceptions, thesis submission and approval, and in-state tuition waivers
- Create a doctoral handbook
Imperative 3: Excellence in Sponsored Research Administration by using best practices to facilitate research collaborations and effectively manage and sustain the research endeavors of faculty members and students and becoming a key player in and a model for research administration in emerging research institutions.

Texas A&M University-Corpus Christi encourages research and scholarly activities essential to the education of students, the advancement of knowledge, and the intellectual growth of faculty. The Office of Sponsored Research Administration (ORSA) supports TAMU-CC’s research efforts by providing guidance and informing principal investigators and project directors of their roles and responsibilities in research administration while providing unparalleled administrative, fiscal and customer service. The ORSA facilitates and supports the research endeavors of TAMU-CC constituents by providing administrative assistance through budget preparation, assembly, approval and submission of proposal documents as well as in the negotiation and acceptance of research awards. The office also receives, disburses and administers project funds.
3.1 Raise levels of grant-supported activity among faculty by 10 percent each year while increasing support for proposal submission (M2015 Imperatives I, II, III, VI, V, VII)

- Survey TAMUCC’s research needs and maintain appropriate levels of administrative support to meet demands created by institutional growth, national trends and increasing competition for research funding
- Foster the expansion of cooperative research activities with other institutions in the state, the nation and throughout the world
- Coordinate all phases of proposal preparation, including compliance requirements, budget preparation, contract negotiation, establishing of accounts and developing an appropriate administrative support structure to accomplish these complex tasks successfully

3.2 Improve constituent service and increase awareness of post award administration (M2015 Imperatives I, II, V, VII)

- Increase efficiency of services by handling requests promptly and efficiently and improving the information technology components of the office while maintaining a friendly and service-oriented environment
- Coordinate and offer quarterly workshops for the campus community
- Develop and coordinate monthly training sessions and individualized consultative visits with TAMU-CC constituents regarding research administration topics
- Strengthen ORSA staff training and professional development activities to better meet the needs of the campus community

3.3 Foster a culture of integration between sponsored research and academics (M2015 Imperatives I, II, III, IV, V, VI, VII, IX, X)

- Collaborate with Office of Research Development in the preparation and submission of interdisciplinary proposals as well as submissions in partnership with local business and industry to augment research capacity and attract diverse research to TAMUCC
- Collaborate with the Graduate Studies office to secure extramural funding for graduate students through sponsored research agreements
- Create, integrate and develop strong and creative research collaborations that will yield meaningful, sustainable research endeavors through actively promoting collaborations among TAMU-CC faculty members and students

3.4 Strengthen the proficiency of ORSA constituents in managing and monitoring grants and contracts (M2015 Imperatives II, IV, V, VII)

- Review and update current policies and procedures to streamline processes and effectively disseminate accurate and reliable information regarding sponsored research administration
- Maintain a leadership role in research administration functions by serving as the designated source for accurate information and education on grant administration, assurances and compliance with local, state and federal guidelines and regulations
- Develop and coordinate research administration workshops that disseminate award responsibility, policy and procedures
- Provide assistance to faculty in program administration and budget management
- Establish controls within the office to respond to audit concerns and reports of noncompliance
**Imperative 4: Establishing a Culture of Compliance**

by embracing standards of excellence, trustworthiness, and lawfulness and creating an environment promoting responsible conduct of research through a community effort involving faculty, staff and students.

The Office of Research Compliance provides guidance and support to the Texas A&M University–Corpus Christi community regarding regulatory requirements governing research. The office seeks to promote and encourage the highest standards for research compliance and responsible conduct of research throughout Texas A&M University-Corpus Christi.

**4.1 Increase research compliance awareness and knowledge (M2015 Imperatives I, II, V, VII)**

- Provide training opportunities for campus community in large and small group settings
- Provide training for compliance committee members
- Develop training programs specific to TAMU-CC
- Identify sources of external funding for committee member travel to national conferences

**4.2 Develop and implement standard operating procedures (SOP) for all compliance programs (M2015 Imperatives I, II, V, VII)**

- Research and review external sources for best practice standards
- Develop standard operating procedures suitable for the complexity of TAMU-CC research studies
- Publish standard operating procedures on research compliance web site to maximize accessibility

**4.3 Streamline processes to improve administrative efficiencies (M2015 Imperatives I, II, V, VII)**

- Research and review external sources for best practice standards and available technologies
- Develop streamlined processes utilizing technologies supporting a paperless digital system
- Communicate process modifications to campus community

**4.4 Collaborate with the Texas A&M University System (TAMUS) to develop system-wide compliance guidance (M2015 Imperatives III, V)**

- Continue work as a member of TAMUS Compliance committees and task forces to increase collaboration among system institutions
- Develop mentoring program for member institutions
- Communicate guidance to member institutions through online presence and meetings
Establishing a Culture for Research Development

**Goal 1:** We will measure the effectiveness of our strategies for cultivating great ideas into competitive grant proposals in the following ways:
- a) By the number of presentations made to faculty groups regarding the Research Development Office;
- b) By the number of proposal-summary documents produced for faculty who come to our office with great ideas;
- c) By the effective creation of a knowledge base of faculty research interests and the number of targeted program announcements sent to faculty based on that knowledge base.

**Goal 2:** We will measure the effectiveness of our Web presence by qualitative feedback from faculty groups and quantitative feedback from Website statistics.

**Goal 3:** We will measure customer service performance and increased awareness in the following ways:
- a) By conducting an annual campus survey of constituents served in Research Development, Sponsored Research Administration and Graduate Studies Administration;
- b) By monitoring attendance at RGS related events such as workshops, seminars, trainings and orientations.

**Goal 4:** We will measure increases in external collaborations in the following ways:
- a) By tracking growth in non-restricted funding designated to research;
- b) By reporting increases in industry partnerships and collaborations;
- c) By monitoring increase in research that is privately funded;
- d) By the attendance of private donors and industry representation at campus events.

Excellence in Graduate Studies Administration

**Goal 1:** The effectiveness of the goal focused on increasing recruitment, retention, and graduation will be determined by:

**Goal 2:** Fall 2012 is the target date for automating administrative processes to enhance service to stakeholders. Success will be measured by:
- a) The number of processes converted to electronic handling;
- b) The extent to which training sessions for stakeholders are developed and implemented.

**Goal 3:** The efficacy of internal operations will be determined by the extent to which over a three year period:
- a) The training processes are developed;
- b) Training processes are implemented;
- c) Employee performance is monitored.

**Goal 4:** Spring 2012 is the target date for refining and automating master and doctoral program student processes. Success will be measured by:
- a) The number of processes refined and automated;
- b) The extent to which the doctoral handbook content is incorporated into the program specific handbooks generated.
Excellence in Sponsored Research Administration

**Goal 1:** Raise levels of grant-supported activity among faculty by 10 percent each year while increasing support for proposal administration by:
- Development and implementation of administrative policies and procedures that establish a balance between sponsored research administration and customer service priorities;
- End-of-year assessment of research administration service areas.

**Goal 2:** Improve constituent service and increase awareness of post award administration by:
- Coordination of NCURA TTVN series for faculty and Business Coordinators;
- Host training sessions and workshops on topics related to grant/award management;
- Frequent/ongoing one-on-one visits with faculty and Business Coordinators to review post award administration matters and concerns.

**Goal 3:** Foster a culture of integration between sponsored research and academics by:
- Percentage of overall proposals that have a clear pathway through ORSA;
- Professional and collaborative opportunities made available to TAMUCC constituents.

**Goal 4:** Strengthen the proficiency of ORSA constituents in managing and monitoring grants & contracts by:
- Follow System and federal regulations in the administration of externally funded grants and contracts: System Regulation 15.01.01 and OMB Circulars A-21; A-110 and A-133;
- Development and implementation of new administrative procedures in line with federal guidelines;
- Collaboration with Accounting and Budget departments to establish institutional policies for sponsored research projects;
- Frequent/ongoing one-on-one visits with faculty and Business Coordinators to review post award administration matters and concerns.

Establishing a Culture of Compliance

**Goal 1:** The increase research compliance awareness and knowledge will be measured utilizing the following metrics:
- The number of training sessions, presentations, and workshops provided to faculty, staff and students;
- Feedback from training sessions, presentations, and workshops provided to faculty, staff and students;
- Meeting minutes noting continuing education for committee members;
- The number of training materials distributed to committee members;
- The expanded offering of training sessions, presentations, and workshops tailored to the TAMUCC compliance environment;
- The number of travel funding applications submitted for committee members to attend workshops, conferences, and training sessions.
**Goal 2:** The development and implementation of standard operating procedures (SOP) for all compliance programs will be measured by the completion of the SOP library and publication of SOPs on the Research Compliance Office website. The number of hits on the SOP pages will also be tracked.

**Goal 3:** The streamlining of processes to improve administrative efficiencies will be measured by the implementation of paperless processes by the fall of 2012 and the feedback provided by a Research Compliance Office survey to be distributed annually.

**Goal 4:** Collaboration with the Texas A&M University System (TAMUS) on the development of system-wide compliance guidance will be measured utilizing the following metrics:

a) Participation in the TAMUS Research Compliance Committee, including the number of meetings and level of TAMUS communication;

b) Chairing the Audit and Inspection subcommittee of the TAMUS Research Compliance Committee, including the number of meetings and level of subcommittee communication;

c) Development of a TAMUS Research Compliance Program;

d) Contribution to the TAMUS Research Compliance website;

e) Level of participation in additional TAMUS committees, task forces, etc.
## Momentum 2015

### Imperative Alignment

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