

**Revised: April 25, 2007**

**Work Group B  
Premises for possible inclusion in report preamble**

- The vitality, quality, and reputation of the university's graduate programs, both single discipline as well as multi-disciplinary graduate programs, is linked to future growth in both basic and applied research.
- Nationally prominent research institutes and centers are a distinguishing characteristic of prestigious research universities. Enhancement and expansion of the scholarly activities of our university's research institutes and centers are critical to future growth of the research enterprise and for enhancing the reputation of the graduate programs of the university.

**Work Group B  
Recommended Goals**

**Note:** These recommended goals are still under consideration and review by the Research and Graduate Studies Subcommittee for the purpose of additional revision, addition, deletion, etc.

**Graduate studies programs**

- The university should continue to make strategic investments in graduate programs that are: (a) of the highest quality, (b) both single discipline and multi-disciplinary, (c) directed by a critical mass of faculty members engaged in related top-quality scholarly work, (d) built upon and expand the research capabilities of the university, and (e) generators of top-quality talent needed to contribute significantly to the well-being of the Commonwealth and its citizens.
- The university should ensure that each graduate student has training and involvement in research that complements and extends the student's graduate education and trains students to apply interdisciplinary techniques to key problems in the field. Graduate students with such training and experience are highly valued by employers because academic research requires traits that include problem solving, teamwork, motivation, organization, insight, and perseverance.
- Adequate resources should be made available that will allow graduate programs to attract and retain the kind of top-quality graduate students needed to enhance the reputation and expand the research activities of the program. [See also, research and graduate studies personnel resources.]
- The provost's office should undertake a review of graduate courses in core areas (e.g., statistics, research methods, measurement methods) to determine potential overlap and duplication. The offering of graduate courses in core areas through cross-department and cross-college collaborations should be explored.
- Administrative support for graduate programs should be of the highest quality with a proactive service orientation that recognizes the uniqueness of the programmatic requirements and the needs of students served by the various graduate programs.
- Support should be provided for core research services in the areas of statistical and research methodology to assist graduate program faculty members and graduate students who are undertaking

## **Revised: April 25, 2007**

research projects and developing grant proposals. [See also, core research facilities recommendations.]

### **Research institutes and centers**

- The research institutes and centers of our university should have more extensive connections with the academic departments and should play a greater role in achieving the research and graduate studies vision of the university. The *University of Massachusetts Boston Policy on Institutes and Centers* (September 22, 1994; see Appendix X) should be reviewed by the provost's office and revised, as appropriate, to ensure that the policy and procedural guidelines are in place to achieve this goal.
- The university should establish and communicate incentives for faculty members to engage in collaborative research activities with the research institutes and centers (e.g., visiting or joint faculty appointments between academic departments and a research institute or center, seed grant funds for collaborative research projects, a colloquium series to highlight joint research activities).
- The university should enhance support for joint efforts of the academic departments and the research institutes and centers to provide top-quality research experiences for graduate students (e.g., graduate research assistantships funded jointly by an academic department and a research institute or center, a collaborative research institute and center graduate student research showcase).

### **Connecting activities for economic development**

- The university should establish and communicate incentives for faculty members and graduate students to engage in top-quality innovative research and development ventures and entrepreneurial activities that connect the academic departments, colleges, and research institutes and centers, as well as the university's graduate programs, to the economic development and skilled workforce needs of the Commonwealth, region, and nation.
- The university should provide faculty members with services and resources designed to help them successfully collaborate with industry partners, including:
  - identification of market opportunities, strategic planning and assessment for industry engagement;
  - access to a database of industry contacts and information on existing campus collaborations;
  - streamlined processes to propose and negotiate industry research collaborations;
  - timely assistance navigating campus business processes that support industry-sponsored research collaborations; and
  - enhanced tracking, reporting, and celebrating of campus research activities with industry.
- *Foundation support of research*
- *Obtain research endowments from corporations*
- *Access to venture capital*
- *Establish a research foundation*