



Texas A&M University

DIVISION OF RESEARCH

MISSION • STRUCTURE • STRATEGY



JACK BALDAUF

*Vice President
for Research*

1112 TAMU
College Station, Texas
77843-1112
979.845.8585

MISSION STATEMENT

Texas A&M is one of the world's leading research universities. The Division of Research will advance and strengthen all aspects of the research enterprise by implementing an enhanced, integrated and strategic approach to:

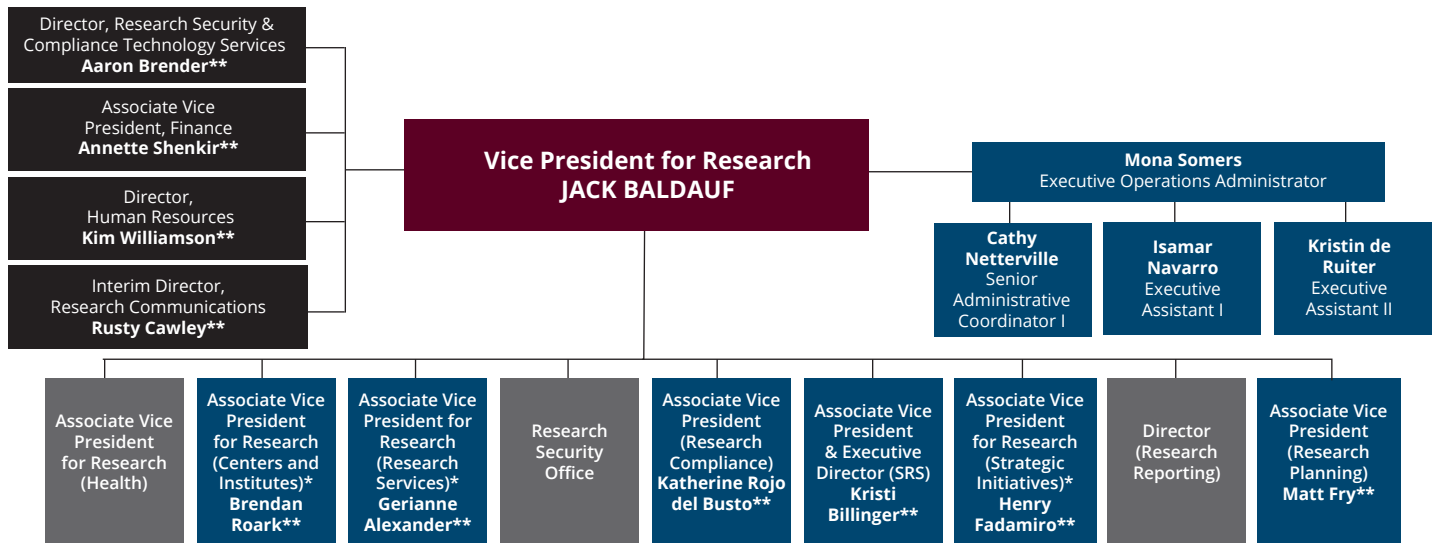
▶ **Capitalize on our research strengths and knowledge to deliver solutions to serve the public good**

- Grow our resources, infrastructure, data and technology
- Align opportunities with potential collaborators and research teams
- Support interdisciplinary/multidisciplinary collaborations to advance research
- Increase federal, state and private funding
- Provide effective research support
- Build capacity through collaborations and strategic investments

▶ **Promote creativity and innovation, while ensuring the highest standards of research integrity in proposing, conducting, and reporting research, and promote and facilitate safe, ethical, and scholarly activity that reflects the university's mission and core values**

▶ **Increase communication and enhance visibility with stakeholders to promote the value of research and the research enterprise**

ORGANIZATIONAL CHART



*Faculty appointment **VPR Senior Administrative Leadership Team (SALT)

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TEXAS A&M UNIVERSITY
Division of Research

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RESEARCH
ENTERPRISE
STRATEGIC
PLAN
2023 - 2030

EXECUTIVE SUMMARY

The Texas A&M University *research enterprise* encompasses all elements that come together to address critical research needs (basic, applied or translational) including all stakeholders, resources and infrastructure. Delivering outcomes and results that promote knowledge growth and solve or prevent challenges for the public good are the basis for the research enterprise strategic plan.

The Texas A&M Research Enterprise Strategic Plan outlines a holistic approach to sustain and maintain a thriving research ecosystem. Each element (A – E) correlates to the mission statement.

A. ENVIRONMENT FOR INNOVATION

Foundational for Creating and Sustaining a Culture of Creativity and Innovation

- Knowledge-seeking, mentorship, shared responsibility in responsibility and accountability in research compliance
- Culture of appreciation for plurality and wellbeing
- Emphasis on service and process-oriented elimination of service barriers
- Research infrastructure, internal funding investments, performance-based budget, performance evaluation equity

B. DYNAMIC COMMUNITY

Stakeholders, Strategic Research Themes/Sub-themes, Synergies

- Advocating for crosscutting communications on the landscape of the current and future research enterprise

C. COMMUNICATIONS VISIBILITY

Basic, Applied or Translational Research Results

- Encouraging continuum of processes for sharing of information, internal and external, to serve public good

D. TEXAS A&M 2036

- Developing a pipeline of scholars and futurists to envision what's possible, leading up to the 200th birthday of the state of Texas and beyond

E. ASSESSMENT OF IMPACTS

- Setting guidelines for information gathering and sharing, with associated key performance indicators to be developed by stakeholders
- Establishing meaningful metrics based on results and impacts expected to advance the research enterprise, serving the public good

IMPLEMENTATION PLANS WILL INCLUDE:

- ▶ Discussions with respective units/colleges/schools/centers/institutes, etc. to confirm current state of alignment, areas of opportunity and new knowledge
- ▶ Establishing efficient communication protocols to accelerate future collaborations and partnerships
- ▶ Strategic planning related to visioning impacts/results for establishing meaningful metrics



Texas A&M University

DIVISION OF RESEARCH

The Division of Research is committed to a truly comprehensive university where students, researchers, and inventors bring scholarship and innovation to bear for the benefit of the community, the state and the nation.

VICE PRESIDENT FOR RESEARCH

The vice president for research, through the Division of Research, provides leadership and coordination to deliver strategic support to further Texas A&M University's research mission by supporting faculty, as individuals or in groups; growing federal funding by encouraging interdisciplinary and multidisciplinary collaborations; strengthening the research infrastructure; promoting the value of research; and ensuring compliance with research standards established by the federal government, the State of Texas, Texas A&M, and The Texas A&M University System.

CENTERS, INSTITUTES, AND CORE FACILITIES

Research centers and institutes play an important role in the research and academic landscape at Texas A&M, bringing together scholars and scientists—often from different disciplines—to tackle major research challenges. research.tamu.edu/centers



The Texas A&M Global Health Research Complex

ABOUT RESEARCH AT TEXAS A&M

As one of the world's leading research institutions, Texas A&M is at the forefront in making significant contributions to scholarship and discovery, including science and technology. Research conducted at Texas A&M generated annual expenditures of more than \$1.153 billion in fiscal year 2022. Texas A&M ranked 16th in the most recent National Science Foundation Higher Education Research and Development survey based on expenditures of more than \$1.148 billion in fiscal year 2021. Texas A&M's research creates new knowledge that provides basic, fundamental and applied contributions resulting in economic benefits to the state, nation and world. research.tamu.edu

RESEARCH COMPLIANCE COMMITTEES

Research compliance committees deliver oversight, evaluation and assurance of compliance in certain fields of research. Faculty at Texas A&M chair and serve on these committees. Approval from a research compliance committee may be needed if research involves:

- ▶ **Animals:** Institutional Animal Care and Use Committee (IACUC) iacuc.tamu.edu
- ▶ **Biohazards:** Institutional Biosafety Committee (IBC) ibc.tamu.edu
- ▶ **Humans:** Institutional Review Board (IRB) irb.tamu.edu

\$ **1.153**^B

FY 2022 RESEARCH EXPENDITURES

AAU

ONE OF 65 MEMBERS OF AAU

Association of American Universities (AAU), an association of leading public and private research universities in the United States and Canada

16 IN THE NATION

NSF HIGHER EDUCATION RESEARCH AND DEVELOPMENT SURVEY

(Based on total research expenditures of \$1.148 billion for fiscal year 2021)



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RESEARCH INTEGRITY AND COMPLIANCE

The Division of Research is committed to integrity and compliance with regulatory requirements for scientific research. In addition to providing training to faculty, students and staff, the division has multiple units with programs providing administrative and operations support for Texas A&M's research enterprise. These include:

- ▶ *Animal Welfare Office*
- ▶ *Human Research Protection Program*
- ▶ *Biosafety Program*
- ▶ *Biosafety Occupational Health Program*
- ▶ *Conflict of Interest*
- ▶ *Export Controls*
- ▶ *Responsible Conduct of Research*
- ▶ *Research Misconduct*

RESEARCH DEVELOPMENT FUND

The Research Development Fund is utilized in part to support research core facilities—shared resources which offer a wide range of services to the research community across administrative units.

RESEARCH DEVELOPMENT SERVICES

Research Development Services assists the research community with proposal development activities including: assisting multi-partner teams with managing the proposal process; coordinating professional development in grant-proposal writing; assisting with proposal resubmission based on reviewers' comments; coordinating, planning and developing strategies for proposal development efforts; administering internal grant programs, including two international programs; and supporting the University Research Council. vpr.tamu.edu/researchdevelopment

LIMITED SUBMISSION PROPOSALS

Texas A&M has established a process to identify limited submission opportunities and internally select proposals for Texas A&M submissions to sponsors.

vpr.tamu.edu/research-development-services/limited-submission-proposals

To subscribe: bit.ly/tamuresearch-subscribe

RESEARCH ADMINISTRATION

The division strives to provide the highest quality financial and administrative compliance services to Texas A&M faculty, staff and students by assisting in the acquisition and administration of externally funded awards. Research Administration works closely with Sponsored Research Services (SRS), which manages proposal and post-award functions of sponsored research contracts and grants for A&M System members to advance the discovery, development, communication and application of knowledge in a wide range of academic and professional fields.

DIVISION CENTERS AND INSTITUTES

Core facilities in the division provide researchers and students access to state-of-the-art instrumentation, technologies and specialized scientific services.

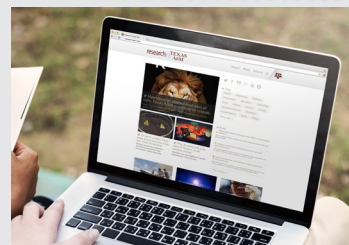
These include:

- ▶ *High Performance Research Computing*
- ▶ *International Ocean Discovery Program (IODP) Core Scanning Laboratory*
- ▶ *Microscopy and Imaging Center*
- ▶ *Texas A&M College Sea Grant Program*
- ▶ *Texas A&M Energy Institute*
- ▶ *Texas A&M Cyber Research Institute endowed by Ray Rothrock '77 and Anthony Wood '90*
- ▶ *Texas A&M Global Health Research Complex*
- ▶ *Texas A&M Institute for a Disaster Resilient Texas*
- ▶ *Texas A&M Genome Sciences and Society*
- ▶ *Texas A&M Institute for Neuroscience*
- ▶ *Texas A&M Institute of Data Science*

ARTS AND HUMANITIES FELLOWS PROGRAM

The Arts and Humanities Fellows Program was created to stimulate interactions among scholarly and artistic faculty at Texas A&M, as well as nationally and internationally. Selection as an Arts and Humanities Fellow recognizes extraordinary scholarship and creativity; provides faculty a supportive environment through which to advance their scholarship and creative work; and rewards scholarly and artistic merit in their chosen discipline.

research@TEXAS A&M



The research @ Texas A&M

website, showcases stories about research from Texas A&M's colleges, schools, divisions, units, campuses and agencies that demonstrate research advances, impacts and successes.

research.tamu.edu



research@Texas A&M — the magazine is an online publication that showcases Texas A&M's far-ranging research efforts.

research.tamu.edu/magazine



TEXAS A&M UNIVERSITY

Division of Research

vpr.tamu.edu

Produced by Research Communications 07/2023



Texas A&M University

RESEARCH IS AT OUR CORE

Texas A&M University's standing today—as one of the largest research universities in the United States—is testament to more than 125 years of visionary planning and strategic investment.

#16

IN THE NATION
NSF HIGHER EDUCATION
RESEARCH *and*
DEVELOPMENT SURVEY

(Based on total research expenditures of \$1.148 billion for fiscal year 2021)

Texas A&M's rare triple designation as a land-, sea-, and space-grant institution reflects the broad scope of its research, which includes ongoing projects funded by prominent and diverse agencies such as NASA, the National Institutes of Health, the National Science Foundation and the Office of Naval Research. As a member of the prestigious Association of American Universities—one of only 71 institutions with this distinction—Texas A&M has branch campuses in Galveston, Texas and Doha Qatar. The university currently has 5,285 sponsored projects with 987 unique external sponsors.

INNOVATION AT TEXAS A&M

Cited nationally for “tangible contributions to the public interest,” Texas A&M remains true to its land-grant mission. Texas A&M turns discovery into deeds, develops tools and expertise designed for real-world applications, and delivers products and services that improve the lives of Texans.

The Texas A&M Transportation Institute (TTI) has a breadth and depth of programs, facilities and capabilities unsurpassed by any other higher-education-affiliated transportation research organization in the United States. Texas A&M AgriLife Research is the state's premier research agency in agriculture, natural resources and the life sciences. The Texas A&M Engineering Experiment Station (TEES) serves the state through engineering and technology-oriented research and educational collaborations.

Combined, their research significantly impacts the health, safety and quality of life of Texas citizens and contributes to the state's economic growth and development.

CENTERS AND INSTITUTES

Research centers and institutes play an important role in the research and academic landscape at Texas A&M, bringing together scholars and scientists—often from different disciplines—to tackle major research challenges. View a complete list at research.tamu.edu



DIVISION CENTERS AND INSTITUTES

Core facilities in the division provide researchers and students access to state-of-the-art instrumentation, technologies and specialized scientific services. These include:

- ▶ High Performance Research Computing
- ▶ International Ocean Discovery Program (IODP)
- ▶ Microscopy and Imaging Center
- ▶ Texas A&M College Sea Grant Program
- ▶ Texas A&M Energy Institute
- ▶ Texas A&M Global Cyber Research Institute endowed by Ray Rothrock '77 and Anthony Wood '90
- ▶ Texas A&M Global Health Research Complex
- ▶ Texas A&M Institute for Disaster Resilient Texas
- ▶ Texas A&M Institute for Genome Sciences and Society
- ▶ Texas A&M Institute for Neuroscience
- ▶ Texas A&M Institute of Data Science

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FACULTY HONORS*

14 Members	American Academy of Arts and Sciences (AAAS)
58 Faculty	AAAS Fellows
16 Members	American Law Institute
8 Members	John Simon Guggenheim Memorial Foundation Fellows
34 Members	National Academy of Engineering
15 Members	U.S. National Inventors Hall of Fame
17 Members	National Academy of Inventors Fellow
6 Members	National Academy of Medicine
6 Members	American Academy of Nursing
17 Members	National Academy of Sciences
47 Recipients	Traditional Fulbright Fellowship
95 Faculty	University Distinguished Professors
3 Recipients	Wolf Prize

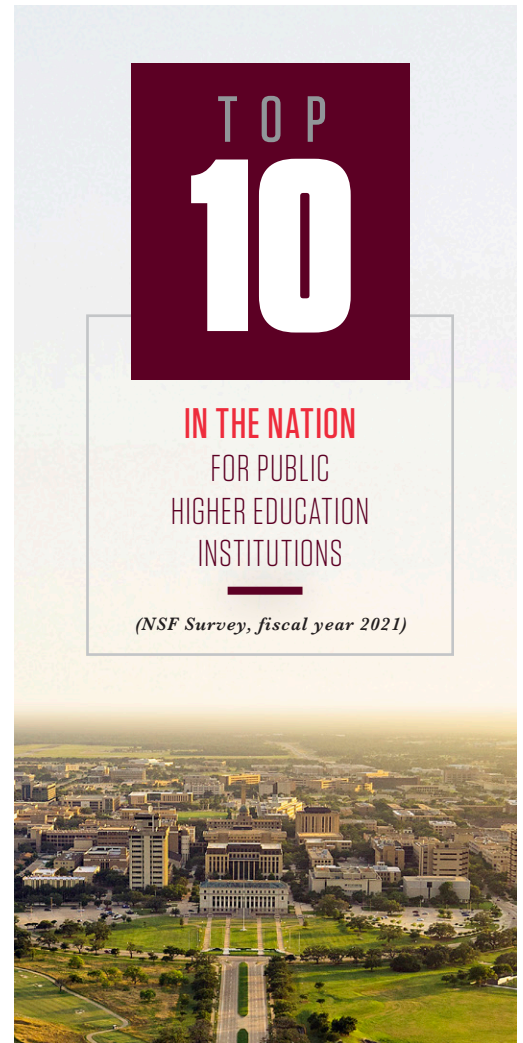
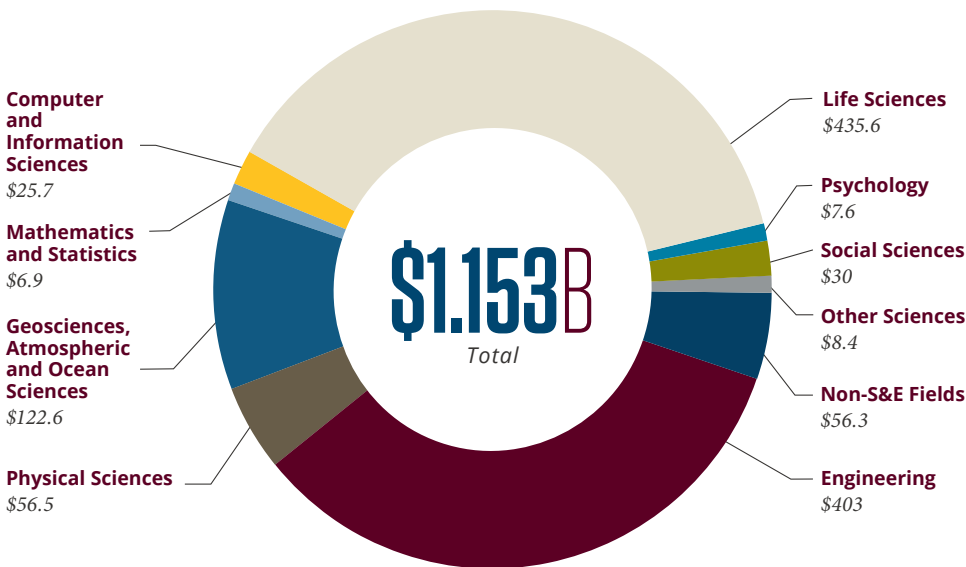
FACULTY NOBEL PRIZES*

Dudley R. Herschbach	Nobel Prize in Chemistry, 1986
David M. Lee	Nobel Prize in Physics, 1996
Bruce McCarl	Nobel Peace Prize, 2007

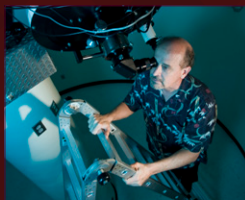


*Source: Division of Faculty Affairs

RESEARCH EXPENDITURES | FY 2022 Dollars in Millions



research@TEXAS A&M



Articles, photos, videos and illustrations about research projects from across the Texas A&M research enterprise—**on a single website.**

research.tamu.edu



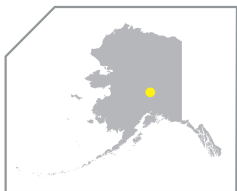
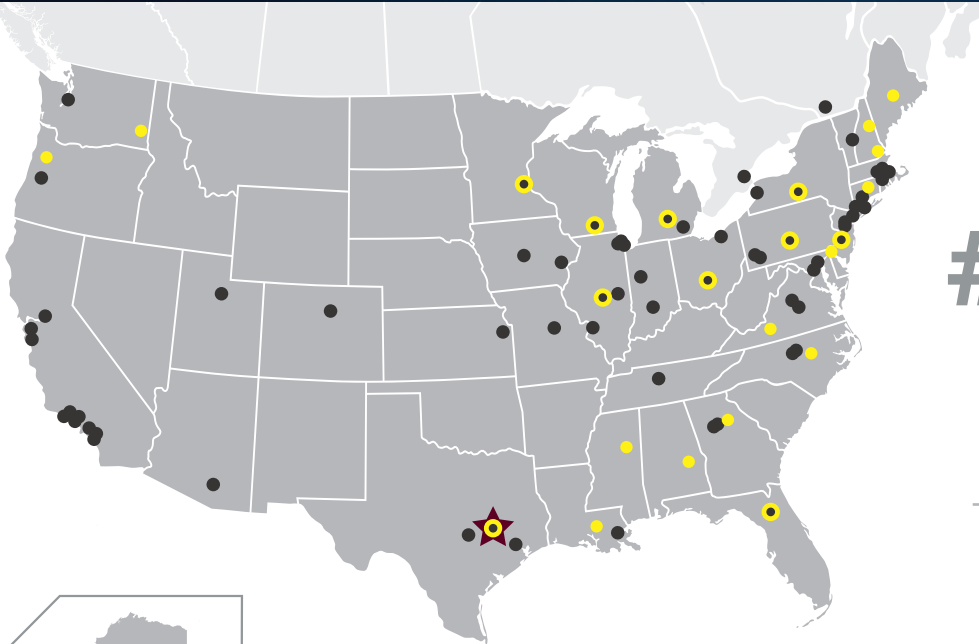
research@Texas A&M — the magazine is an online publication that showcases Texas A&M's far-ranging research efforts.

research.tamu.edu/magazine



Texas A&M University

RESEARCH *by the numbers*



● **1 of 71**

Association of American Universities members

● **1 of 24**

Land-, sea-, and space-grant universities

&

● **1 of 10**

To hold the designation as **both** land-, sea-, and space-grant university **and** Association of American Universities member

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TOP PUBLIC SCHOOLS IN THE NATION

(US News and World Report, 2023)

TOP **10** IN THE NATION FOR PUBLIC HIGHER EDUCATION INSTITUTIONS

(NSF Survey, fiscal year 2021)



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research.tamu.edu

research.tamu.edu/magazine

34

National Academy of Engineering
Members

14

American Academy of Arts and Sciences (AAAS)
Members

5

National Academy of Medicine
Members

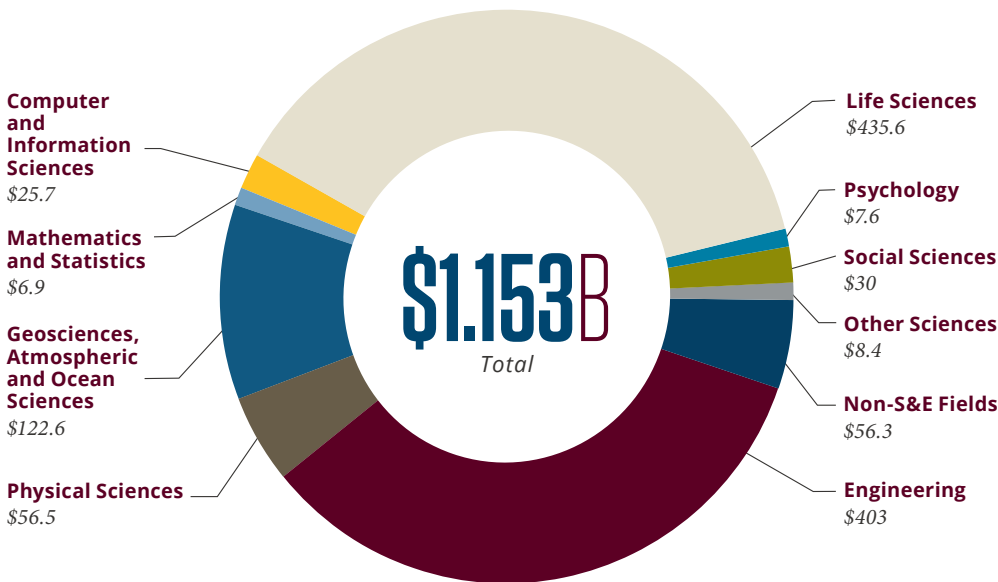
17

National Academy of Sciences
Members

Source: Division of Faculty Affairs

RESEARCH EXPENDITURES (FY 22)

Dollars in Millions



RECENT EXAMPLES of FEDERAL RESEARCH AWARDS

Management and Operations of the JOIDES Resolution as a Facility for the International Ocean Discovery Program (IODP)
National Science Foundation
Ocean Discovery Program
\$ 688,798,011

Texas A&M Center for Innovation in Advanced Development and Manufacturing Biomedical Advanced Research and Development Authority
U.S. Department of Health and Human Services
\$ 449,711,687

Cyclotron Based Nuclear Science
U.S. Department of Energy
\$ 57,388,000

Engineering Research Center for Precise Advanced Technologies and Health Systems for Underserved Populations (PATHS-UP)
National Science Foundation
\$ 40,972,897

Global Hunger and Food Security Research Strategy: Program Area 4. Small-Scale Irrigation Technologies and Agricultural Water Management
United States Agency for International Development
\$ 29,585,029

Center for Cross-Border Threat Screening and Supply Chain Defense
U.S. Department of Homeland Security
\$ 24,935,604

#16

IN THE NATION
NSF HIGHER EDUCATION
RESEARCH and
DEVELOPMENT SURVEY

(Based on total research expenditures of \$1.148 billion for fiscal year 2021)

#4

AMONG NATIONAL
UNIVERSITIES
BASED ON SOCIAL
MOBILITY, RESEARCH
AND SERVICE

(Washington Monthly, 2021)

Produced by Research Communications 07/2023



TEXAS A&M UNIVERSITY
Division of Research

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Texas A&M University

RESEARCH MISCONDUCT

Texas A&M University is committed to promoting and ensuring the highest standards of research integrity. Research misconduct is a violation of research integrity that undermines trust among colleagues, trust in our stewardship of public funds, and impedes the advancement of knowledge that impacts the well-being of society.

DEFINING RESEARCH MISCONDUCT

Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results. Research misconduct does not include honest error or differences in interpretations or judgments of data, nor does it include other forms of misconduct, such as sexual harassment, misuse of funds, or gross negligence in a person's professional activities, etc.

REPORTING RESEARCH MISCONDUCT

Maintaining our high standards of scholarly integrity is a shared responsibility of all Texas A&M employees. Texas A&M employees who become aware of possible research misconduct should report their concerns to their supervisor, department head, dean, or the vice president for research. You may also report research misconduct or discuss any concern about possible research misconduct by contacting the University Research Integrity Officer, Gerianne Alexander, PhD, by email, phone, or in person.

RESPONDING TO ALLEGATIONS OF RESEARCH MISCONDUCT

There are three stages of response to an allegation of misconduct: (1) assessment, (2) inquiry, and (3) investigation. All stages of response to an allegation are confidential to the full extent made possible by the law and characterized by respect and fairness towards the individuals involved. When the concern(s) and/or allegation(s) are expressed in good faith, reasonable steps are taken to protect against retaliation directed toward the position and reputation of the individual reporting research misconduct. The individual(s) responding to alleged misconduct are also treated with fairness and respect, and reasonable steps are taken to ensure that procedural safeguards listed in system regulations and in University rules are followed.

ADDITIONAL INFORMATION

Texas A&M University System Regulation 15.99.03: Ethics in Research, Scholarship and Creative Work policies.tamu.edu/15-99-03.pdf

Texas A&M University Rule 15.99.03. M1: Ethics in Research, Scholarship, and Creative Work rules-saps.tamu.edu/PDFs/15.99.03.M1.pdf



CONTACT

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AUTHORSHIP GUIDELINES

Assigning authorship on a scientific or scholarly manuscript or creative expression performs a dual role. It apportions credit for the contribution of each individual while also explicitly assigning responsibility. Designated authorship allows others to assess the relative input of each author to the impact of an intellectual endeavor, including original scientific research; words and images; and works of art, music or dance. Authorship roles are used as important metrics in establishing research prominence, advancing academic standing, and facilitating grant funding of individuals.

GENERAL PRINCIPLES

The criteria for authorship of a manuscript, creative work, or other intellectual product must be consistent with the roles and responsibilities of individuals and the norms of the discipline (see [guidelines-for-authorship-and-publication-practices.docx](#)). For many disciplines and some journals, published guidelines exist for assigning authorship (e.g., ICJME, COPE, various professional societies). People who participate in the research or scholarly process but do not meet the criteria established for authorship are listed as acknowledgments.

Unacceptable Authorship Practices:

- a. **Guest Authorship** - assigning authorship to someone who has not participated in the work, as an honor or to provide additional credibility based on the status or standing of the guest author.
- b. **Gift Authorship** - assigning authorship to someone who has not participated in the work as a reward or to provide an unearned benefit.
- c. **Ghost Authorship** - not providing named credit to individuals who have made substantial contributions to the work or in the writing of the manuscript.

(Note: Writing activities alone, such as writing assistance, technical editing, language editing, and proofreading, without other contributions may not qualify for authorship, but should be acknowledged.)



AUTHORSHIP DISPUTES

Authorship disputes arise when collaborators' perceptions of contributions and appropriate credit differ during the research or scholarly process. Agreeing on the role of individuals and the criteria for authorship at the beginning of collaborations can prevent later controversy. Authorship disputes that cannot be resolved first by informal discussion among collaborators are treated as an academic matter and addressed according to university procedures for the resolution of complaints and grievances.

The figures found on page 2 summarize guidance from the Texas A&M Division of Human Resources and Organizational Effectiveness [Complaints Grievances | Division of Human Resources and Organizational Effectiveness \(tamu.edu\)](#). Faculty are referred to the Faculty Affairs Office and graduate students are referred to the Ombuds Officer in the School of Graduate and Professional Studies for an appointment to discuss their complaint.

¹Adapted from the Ohio State University Authorship Guidelines [osu_authorship_guidelines.pdf](#).



STEPS FOR AUTHORSHIP DISPUTES

for FACULTY/RESEARCHERS



STEPS FOR AUTHORSHIP DISPUTES

for STUDENTS



PLAGIARISM

In the event that a credible allegation of plagiarism exists in addition to the authorship dispute, the director, dean, or their designees should consult with the Research Integrity Officer. Plagiarism allegations will be reviewed under [15.99.03 - Ethics in Research, Scholarship and Creative Work \(tamus.edu\)](#). The

Research Integrity Officer does not otherwise participate in the above academic process for resolving authorship disputes.



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