

**Strategic Operational Plan  
for the Sam Houston State University  
Center for Enhancing Undergraduate Research Experiences and Creative Activities**

**Vision**

To prepare Sam Houston State University undergraduate students to compete successfully for outstanding graduate and professional programs and equip them to join a globally engaged professional and creative community.

**Mission**

The SHSU Center for Enhancing Undergraduate Research Experiences and Creative Activities (EURECA) advances the culture of scholarly and creative excellence by cultivating and developing faculty-mentored, discipline-specific inquiry among undergraduate students. The Center also educates undergraduate students about how discipline-specific inquiry enriches the academic experience and helps them realize professional goals.

**Phase I (November, 2013): New Initiatives Progress Narrative**

An unofficial “office of undergraduate research” was established 1 September 2013. The director, Dr. Tamara J. Cook convened an advisory board comprised of two representatives from each of SHSU’s seven colleges, and a representative from each of the following campus programs, the McNair program, Student Success Initiatives, the Elliot T. Bowers Honors College, The Woodlands Center, the Office of Research and Sponsored Programs, and Newton Gresham Library. A list of advisory board members is provided at the end of this document. In the fall semester of 2013 the office of undergraduate research accomplished the following:

1. Officially named the center the SHSU Center for Enhancing Undergraduate Research Experiences and Creative Activities (hereafter referred to as the EURECA Center),
2. Presented the EURECA Center concept to the Council of Academic Deans and began meeting with individual college leadership teams,
3. Defined scholarly and creative activities to include problem based learning in which students learn the analytical and investigative processes of their discipline in an active manner. Thus students become producers, not only consumers, of knowledge. These discipline-specific inquiries are inclusive of all disciplines and are broadly defined to include laboratory, field, applied, archival, creative or traditional classroom research that is conducted and disseminated by an undergraduate student.
4. Using this definition, developed vision and mission statements for the EURECA Center,
5. Began designing content for a EURECA Center website, and
6. Revised and distributed the guidelines for the Summer 2014 Faculty and Student Team (FAST) Awards. The purpose of this program is to encourage the participation of undergraduate students in discipline-specific scholarly or creative work, and
7. Developed a proposal and 5-year strategic plan for the EURECA Center.

**Goals & Objectives for 2014-2015 YEAR 1**

<u>Goals</u>	<u>Objectives</u>	<u>Resources Needed</u>
Create and Build EURECA Center Administration	Oversee all goals and objectives detailed below	\$12,800; Estimate based on current EURECA Center director's salary for a 1 course release in fall and spring semesters (\$6000 for adjunct to cover 2 courses) as well as ¼ summer salary for director to oversee EURECA Center during the summer months.
Increase visibility and awareness of opportunities for undergraduate students to engage in research and creative activities	Design a EURECA Center logo for use in brochures, on the website, and office signs	Campus-wide logo design competition with \$100 prize for winning design.
	Develop a EURECA Center website to include information about undergraduate research and creative activities	Assistance in web site development
	Establish a EURECA Center office housed in Student Success Initiatives	\$5000 for EURECA Center yearly operating budget
	Establish EURECA Center infrastructure	\$11,000: 0.5 FTE Secretary 1
	Identify best practices for operating a centralized office for undergraduate research and creative activities	\$4000 for EURECA Center director to attend national conference of the Council on Undergraduate Research (CUR) and one CUR institute
	Disseminate best practice guidelines to EURECA Advisory Board	EURECA Center Secretary
Support and enhance existing undergraduate student-faculty research projects and creative activities	Increase the number of FAST Awards from 3 to 6 Note: FAST is a faculty initiated awards program	\$48,000

	Co-sponsor Elliot T. Bowers Honors College annual Undergraduate Research Symposium	\$2,000
	Co-sponsor The Woodlands Center Student Research Symposium	\$2,000
	Showcase research conducted by SHSU undergraduate student-faculty teams	Technology support to provide short stories on the EURECA Center website.
	Meet with colleges to determine how the EURECA Center can best support existing activities	EURECA Center Director
Initiate and support new undergraduate student-faculty research projects and creative activities	Develop best practice guidelines and implement a Student Travel Awards for Professional Presentation (STAPP) grant program	\$10,000; 2 levels of funding: \$400 for state/regional travel and \$800-\$1000 for national/international travel
	Faculty Development Workshops (e.g. "entering mentoring")	\$300; collaborate with PACE
	Student Development workshops (e.g. "Entering discipline-specific inquiry", "Responsible conduct of research", "proposal writing 101")	\$300; collaborate with Student Success Initiatives
	Identify external funding sources	Work with ORSP

**Areas of opportunities for meeting goal 2 (note these will be the same for YEARS 2-5)**

- Collaborate with graphics arts to implement a EURECA Center logo design competition
- Utilize the DELTA Center for assistance in web site development
- Collaborate with Student Success Initiatives to establish EURECA Center Office

**Areas of opportunities for meeting goal 3(note these will be the same for YEARS 2-5)**

- Work with ORSP to identify potential external funding sources geared specifically toward undergraduate engagement in discipline-specific inquiry
- Work with University Advancement to identify alumni interested in supporting the activities of the EURECA Center (e.g. "adopt a summer team")

**Areas of opportunities for meeting goal 4(note these will be the same for YEARS 2-5)**

- Work with ORSP to identify potential external funding sources geared specifically toward undergraduate engagement in discipline-specific inquiry
- Work with University Advancement to identify alumni interested in supporting the activities of the EURECA Center (e.g. support student travel grant initiative)
- Collaborate with the PACE Center to design faculty development workshops
- Collaborate with Student Success Initiatives to design student workshops

**New Initiatives & Budgetary Implications for 2014-2015 YEAR 1**

\$62,600: FAST Awards program, STAPP Grants, workshops, and support of Honors College and The Woodlands Center Undergraduate Research symposia

\$12,800: EURECA Center Director for 2 course buy out and ¼ summer salary

\$5,000: EURECA Center operating budget

\$4,000: EURECA Center Director travel

\$11,000: ½ time secretary 1

**TOTAL: \$95,400**

**Process/Effectiveness Obstacles**

Although Sam Houston State University has a rich tradition of engaging undergraduates in research, scholarship, and creative activities and incorporates faculty-student collaborative accomplishments, there exists a need to enhance and extend our present initiatives. As the quantity and quality of undergraduate scholarly engagement continues to grow, we can, with faculty and administrative support, organize and sustain this effort to become a recognized leader in undergraduate engagement in discipline-specific scholarly work. A centralized office can be instrumental in increasing students' awareness of the importance and centrality of discipline specific-scholarly work in their educational experience and can advance the culture of scholarly and creative excellence by educating students about how research and creative activities enrich the academic experience and helps them realize professional goals. Establishment of a centralized office for undergraduate research and creative activities also establishes an infrastructure to help students and faculty navigate campus bureaucracy, respond to opportunities, coordinate activities and reduce duplicative efforts among a variety of independent programs.

In meetings with the CAD and various college leadership teams, there has been great enthusiasm for the concept but without seed money to get the EURECA Center up and running it will be difficult to leverage funding from external sources (e.g. grant agencies, foundations and alumni).

**Goals & Objectives for 2015-2016 YEAR 2**

<u>Goals</u>	<u>Objectives</u>	<u>Resources Needed</u>
Sustain growth of EURECA Center Administration	Oversee all goals and objectives detailed below	\$13,184 Estimate based on 3% salary increase for a 1 course release in fall and spring semesters (\$6000 for adjunct to cover 2 courses) and ¼ summer salary for director to oversee EURECA Center during the summer months.
Continue to promote awareness of opportunities for undergraduate students to engage in research and creative activities	Ensure that EURECA Center website always contains current information about opportunities for undergraduate research and creative activities	Technology support for web site maintenance
	Maintain EURECA Center presence in Student Success Initiatives	\$5000 operating budget \$11,300: 0.5 FTE Secretary 1
	Advance knowledge of best practices in undergraduate research and creative activities	\$4000 for travel to CUR conference and/or institute
Support and enhance existing undergraduate student-faculty research projects and creative activities	Refine guidelines and increase the number of FAST Awards from 6 to 9	\$72,000; If no EURECA budget increase use \$48,000 from existing budget and seek external funding sources
	Co-sponsor Elliot T. Bowers Honors College annual Undergraduate Research Symposium	\$3,000
	Co-sponsor The Woodlands Center Student Research Symposium	\$3,000

	Showcase research conducted by SHSU undergraduate students (including FAST award recipients)	EURECA Center director will solicit information from each college; technology support to provide short stories on the EURECA Center website
	Refine guidelines and increase budget for Student Travel Awards for Professional Presentation (STAPP) grant program	\$20,000 If no EURECA budget increase use \$10,000 from existing EURECA budget and seek external funding sources
	Faculty Development Workshops (e.g. "entering mentoring")	\$300; collaborate with PACE
	Student Development workshops (e.g. "Entering discipline-specific inquiry", "Responsible conduct of research", "proposal writing 101")	\$300; collaborate with Student Success Initiatives
	Meet with colleges to determine how the EURECA Center can best support existing activities	EURECA Center Director
Initiate and support new undergraduate student-faculty research projects and creative activities	EURECA Center Fellowship for Scholarly or Creative Projects Note: we envision this to be a student initiated program modeled on the grant-seeking process and these awards could be for either summer or academic year projects.	\$17,500 Goal of 5 fellowships in the first competition (up to \$3500 each; following grant model students would propose a budget that could include "salary" and/or supplies, travel, small equipment, etc...
	Identify external funding sources for new initiatives	EURECA Center director in collaboration with ORSP
	Identify, write, or help faculty write grant proposals	EURECA Center director in collaboration with ORSP
Determine effectiveness of programs	Develop assessment instruments	EURECA Center Advisory Board
	Assess effectiveness of FAST Awards, STAPP Grants, and workshops	EURECA Center Advisory Board

## **New Initiatives & Budgetary Implications for 2015-2016 YEAR 2**

\$72,000: FAST Awards program\*

\$20,000: STAPP Grants program\*

\$17,500: EURECA Summer or Academic Year Fellowships\*

\$600: faculty and student workshops

\$3000: support of Honors College Undergraduate Research symposium

\$3000: support of The Woodlands Center Student Research symposium

\$13,184: EURECA Center Director for 2 course buy out and ¼ summer salary

\$5,000: EURECA Center operating budget

\$4,000: EURECA Center Director travel

\$11,330: ½ time secretary

**TOTAL: \$149,614**

\*Note that we will be seeking external funding sources to help expand FAST and STAPP and initiate the EURECA Center fellowships. Of the many models we found at other institutions funding for fellowships such as the proposed EURECA Center Fellowship for Scholarly or Creative Projects comes from a variety of sources. If EURECA gets a substantial budget increase for YEAR 2 activities, part of that increase will be used to initiate this program. However, we will seek additional funding sources to partially or wholly fund this program in YEAR 2 and to increase the number of awards in subsequent years.

### **Process/Effectiveness Obstacles**

Our ability to expand existing programs (FAST Awards and STAPP Grants) and implement new programs will depend on budget increases and our success at securing external funding.

**Goals & Objectives for 2016-2017 YEAR 3**

<u>Goals</u>	<u>Objectives</u>	<u>Resources Needed</u>
Sustain growth of EURECA Center Administration	Oversee all goals and objectives detailed below	\$23,157 Estimate based on 3% salary increase for ½ time course release in fall and spring semesters (\$9000 for adjunct to cover 3 courses) as well as ½ summer salary for director to oversee EURECA during the summer months.
Continue to promote awareness of opportunities for undergraduate students to engage in research and creative activities	Ensure that EURECA Center website always contains current information about opportunities for undergraduate research and creative activities	Technology support for web site maintenance
	Maintain EURECA Center presence in Student Success Initiatives	\$5000 operating budget \$11,670: 0.5 FTE Secretary 1
	Advance knowledge of best practices in undergraduate research and creative activities	\$4000 for travel to CUR conference and/or institute
Support and enhance existing undergraduate student-faculty research projects and creative activities	Continued refinement of FAST Awards program; Award 9 teams	\$72,000
	Co-sponsor Elliot T. Bowers Honors College annual Undergraduate Research Symposium	\$4,000
	Co-sponsor The Woodlands Center Student Research Symposium	\$4,000
	Showcase research conducted by SHSU undergraduate students (including FAST award recipients)	EURECA Center director will solicit information from each college; technology support to provide short stories on the EURECA Center website



	Continued refinement of and increased budget for Student Travel Awards for Professional Presentation (STAPP) grant program	\$28,000
	Faculty Development Workshops (e.g. “entering mentoring”)	\$300; collaborate with PACE
	Student Development workshops (e.g. “Entering discipline-specific inquiry”, “Responsible conduct of research”, “proposal writing 101”)	\$300; collaborate with Student Success Initiatives
	Refine guidelines for and increase number of EURECA Center Fellowship for Scholarly or Creative Projects	\$24,500 Goal of 7 fellowships in the second competition
	Identify, write, or help faculty write grant proposals	EURECA Center director in collaboration with ORSP
	Meet with colleges to determine how the EURECA Center can best support existing activities	EURECA Center Director
Determine effectiveness of programs	Refine assessment instruments	EURECA Center Advisory Board
	Assess effectiveness of FAST Awards, STAPP Grants, EURECA Fellowships and workshops	EURECA Center Advisory Board

**New Initiatives & Budgetary Implications for 2016-2017 YEAR 3**

\$72,000: FAST Awards program\*

\$28,000: STAPP Grants program\*

\$24,500: EURECA Summer or Academic Year Fellowships\*

\$600: faculty and student workshops

\$4,000: support of Honors College Undergraduate Research symposium.

\$4,000: support of The Woodlands Center Student Research symposium.

\$23,157: EURECA Center Director for 3 course buy out and ½ summer salary†

\$5,000: EURECA Center operating budget

\$4,000: EURECA Center Director travel

\$11,670: ½ time secretary

**TOTAL: \$176,927**

\*Note that we will be seeking external funding sources to help expand FAST, STAPP, and the EURECA Center fellowships.

†We are proposing to continue expanding our programs. In part the reason for increasing the time commitment ( ½ time course release and ½ summer salary) of the EURECA Center director is to dedicate more time to seeking external funding sources (e.g. federal granting agencies, foundations, alumni support).

**Process/Effectiveness Obstacles**

Our ability to expand existing programs (FAST Awards and STAPP Grants) and implement new programs will depend on budget increases and our success at securing external funding.

**Goals & Objectives for 2017-2018 YEAR 4**

<u>Goals</u>	<u>Objectives</u>	<u>Resources Needed</u>
Sustain growth of EURECA Center Administration	Oversee all goals and objectives detailed below	\$23,851; Estimate based on 3% salary increase for ½ time course release in fall and spring semesters (\$9000 for adjunct to cover 3 courses) as well as ½ summer salary for director to oversee EURECA during the summer months.
Continue to promote awareness of opportunities for undergraduate students to engage in research and creative activities	Ensure that EURECA Center website always contains current information about opportunities for undergraduate research and creative activities	Technology support for web site maintenance
	Maintain EURECA Center presence in Student Success Initiatives	\$5000 operating budget \$24,040: 1.0 FTE Secretary 1
	Advance knowledge of best practices in undergraduate research and creative activities	\$4000 for travel to CUR conference and/or institute
Support and enhance existing undergraduate student-faculty research projects and creative activities	Continued refinement of FAST Awards program; Award 9 teams	\$72,000
	Co-sponsor Elliot T. Bowers Honors College annual Undergraduate Research Symposium	\$5,000
	Co-sponsor The Woodlands Center Student Research Symposium	\$5,000
	Showcase research conducted by SHSU undergraduate students (including FAST award recipients)	EURECA Center director will solicit information from each college; technology support to provide short stories on the EURECA Center website

	Continued refinement of Student Travel Awards for Professional Presentation (STAPP) grant program	\$28,000
	Faculty Development Workshops (e.g. "entering mentoring")	\$300; collaborate with PACE
	Student Development workshops (e.g. "Entering discipline-specific inquiry", "Responsible conduct of research", "proposal writing 101")	\$300; collaborate with Student Success Initiatives
	Refine guidelines for and increase number of EURECA Center Fellowship for Scholarly or Creative Projects	\$35,000 Goal of 10 fellowships in the third competition
	Identify, write, or help faculty write grant proposals	EURECA Center Director in collaboration with ORSP
	Meet with colleges to determine how the EURECA Center can best support existing activities	EURECA Center Director
Facilitate the infusion of research and creative activities into the curriculum	Develop Undergraduate Discipline-Specific Inquiry course embedded grants program	\$5000 mini grant program to provide reimbursement of up to \$500 per course for expenses related to research assignments (10 grants total)
	Faculty Development Workshops: infusing discipline-specific inquiry into the curriculum	\$300; collaborate with PACE
	Student Development workshops (e.g. "Entering discipline-specific inquiry", "Responsible conduct of research", "proposal writing 101")	\$300; collaborate with Student Success Initiatives
Determine effectiveness of programs	Refine assessment instruments	EURECA Center Advisory Board
	Assess effectiveness of FAST Awards, STAPP Grants, EURECA Fellowships and workshops	EURECA Center Advisory Board

**New Initiatives & Budgetary Implications for 2017-2018 YEAR 4**

\$72,000: FAST Awards program\*

\$28,000: STAPP Grants program\*

\$35,000: EURECA Summer or Academic Year Fellowships\*

\$5,000: Course embedded mini-grants\*

\$600: faculty and student workshops

\$5000: support of Honors College Undergraduate Research symposium.

\$5,000: support of The Woodlands Center Student Research symposium.

\$23,851: EURECA Center Director for 3 course buy out and ½ summer salary

\$5,000: EURECA Center operating budget

\$4,000: EURECA Center Director travel

\$24,040: full time secretary†

**TOTAL: \$207,221**

\*Note that we will be seeking external funding sources to help expand FAST, STAPP, and the EURECA Center fellowships and to initiate the Course embedded mini-grants.

†We are proposing to continue expanding our programs. Thus, at this point in the EURECA Center development, a full time secretary likely will be necessary.

**Process/Effectiveness Obstacles**

Our ability to expand existing programs (FAST Awards and STAPP Grants) and implement new programs will depend on budget increases and our success at securing external funding.

**Goals & Objectives for 2018-2019 YEAR 5**

<u>Goals</u>	<u>Objectives</u>	<u>Resources Needed</u>
Sustain growth of EURECA Center Administration	Oversee all goals and objectives detailed below	\$24,557; Estimate based on 3% salary increase for ½ time course release in fall and spring semesters (\$9000 for adjunct to cover 3 courses) as well as ½ summer salary for director to oversee EURECA during the summer months.
Continue to promote awareness of opportunities for undergraduate students to engage in research and creative activities	Ensure that EURECA Center website always contains current information about opportunities for undergraduate research and creative activities	Technology support for web site maintenance
	Maintain EURECA Center presence in Student Success Initiatives	\$5000 operating budget \$24, 761: 1.0 FTE Secretary 1 \$13,000 Graduate Assistant
	Advance knowledge of best practices in undergraduate research and creative activities	\$4000 for travel to CUR conference and/or institute
Support and enhance existing undergraduate student-faculty research projects and creative activities	Continued refinement of FAST Awards program; Award 9 teams	\$72,000
	Co-sponsor Elliot T. Bowers Honors College annual Undergraduate Research Symposium	\$5,000
	Co-sponsor The Woodlands Center Student Research Symposium	\$5,000
	Showcase research conducted by SHSU undergraduate students (including FAST award recipients)	EURECA Center director will solicit information from each college; technology support to provide short stories on the EURECA Center website

	Continued refinement of Student Travel Awards for Professional Presentation (STAPP) grant program	\$28,000
	Faculty Development Workshops (e.g. “entering mentoring”)	\$300; collaborate with PACE
	Student Development workshops (e.g. “Entering discipline-specific inquiry”, “Responsible conduct of research”, “proposal writing 101”)	\$300; collaborate with Student Success Initiatives
	Refine guidelines for and increase number of EURECA Fellowship for Scholarly or Creative Projects	\$35,000 Goal of 10 fellowships in the third competition
	Identify, write, or help faculty write grant proposals	EURECA Center Director in collaboration with ORSP
	Meet with colleges to determine how the EURECA Center can best support existing activities	EURECA Center Director
Facilitate the infusion of research and creative activities into the curriculum	Refine Undergraduate Discipline-Specific Inquiry course embedded grants program	\$5000; 10 grants total
	Faculty Development Workshops: infusing discipline-specific inquiry into the curriculum	\$300; collaborate with PACE
	Student Development workshops (e.g. “Entering discipline-specific inquiry”, “Responsible conduct of research”, “proposal writing 101”)	\$300; collaborate with Student Success Initiatives
Determine effectiveness of programs	Refine assessment instruments	EURECA Center Advisory Board
	Assess effectiveness of FAST Awards, STAPP Grants, EURECA Fellowships, workshops, and course embedded grants program	EURECA Center Advisory Board

**New Initiatives & Budgetary Implications for 2018-2019 YEAR 5**

\$72,000: FAST Awards program\*

\$28,000: STAPP Grants program\*

\$35,000: EURECA Summer or Academic Year Fellowships\*

\$5,000: Course embedded mini-grants\*

\$600: faculty and student workshops

\$5,000: support of Honors College Undergraduate Research symposium

\$5,000: support of The Woodlands Center Student Research symposium

\$24,761: EURECA Center Director for 3 course buy out and ½ summer salary

\$5,000: EURECA Center operating budget

\$4,000: EURECA Center Director travel

\$24,761: full time secretary

\$13,000 Graduate Assistant†

**TOTAL: \$222,122**

\*Note that we will be seeking external funding sources to help expand these programs.

†As we continue to expand our offerings additional office staff likely will be necessary.

**Process/Effectiveness Obstacles**

Our ability to expand existing programs (FAST Awards and STAPP Grants) and implement new programs will depend on budget increases and our success at securing external funding.



## **EURECA CENTER ADVISORY BOARD**

### **EURECA Center Director**

Tamara Cook

### **Elliot T. Bowers Honors College**

Kimberly Bell

### **College of Business Administration**

Hiranya Nath

Brian Piper

### **McNair Program**

Lydia Fox

### **College of Criminal Justice**

Holly Miller

Cortney Franklin

### **The Woodlands Center**

Janet Mullings

### **College of Education**

Nancy Stockall

Marilyn Butler

### **Office of Research and Sponsored Programs**

Delia Gallinaro

### **College of Fine Arts & Mass Comm**

Annie Strader

Sheryl Murphy-Manley

### **Student Success Initiatives**

Kay Angrove

### **College of Health Sciences**

Emily Roper

Kelly Zin

### **Newton Gresham Library**

Ann Holder

### **College of Humanities and Social Sciences**

Kimberly Bell

Stacy Ulbig

### **College of Sciences**

Ken Smith

Darren Williams