

**Dallas Research and Extension Center
Strategic Plan, March 2007**

- I. Research and Extension Center, Dallas
 - A. Vision Statement: *The Dallas Center is the foremost source of science and information in local, state, national and global communities for solving urban natural resource challenges, implementing sustainable strategies for urban natural resources, and showing economic value for convenience and recreational spaces.*
 - B. Mission Statement: *In the land-grant tradition, the Dallas Center mission is to recognize urban natural resource needs and opportunities, transfer finished technologies and information, and achieve outcomes that are recognized and valued by the Dallas- Arlington- Fort Worth region and urban citizens. To achieve its mission, the Dallas Center establishes productive and funded partnerships with public and private organizations, agencies and institutions. It also produces science-based technologies, and information and Extension programs, for effectively managing and conserving natural resources. The Dallas Center is a gateway to science and information in the Texas A&M University System, other U.S. land-grant institutions, and urban-based organizations.*
- II. Assessment of Dallas Center - SWOT Analysis
 - A. Strengths of Concept
 1. Dallas Center scientists and support staff are dedicated to excellence and productivity.
 2. Dallas Center is ideal for pursuing an urban mission, being located in a major metropolitan area.
 3. Dallas Center location is highly visible to a very large urban population.
 4. Dallas Center is near major transportation hubs of Dallas-Ft. Worth Airport and Love Field.
 5. Political and financial influence useful to the Dallas Center and associated agencies are abundant in Metroplex.
 6. Dallas Center is a critical site for maximizing and implementing urban research and education opportunities.
 7. Dallas Center benefits from its association with Texas A&M University (TAMU), Texas Cooperative Extension (TCE), and TAMU System, because the region's public readily associates the Center with both.
 8. Dallas Center is close to two University of Texas campuses, and numerous other 4 yr educational institutions, which creates significant opportunities for joint and collaborative urban research and education programs.
 9. Space is available on Dallas Center property to develop and implement innovative research and education programs.
 10. Dallas Center's multidisciplinary staff and collaborative expectations facilitate work and working across disciplines.
 - B. Weaknesses
 1. Modernization of Dallas Center buildings and grounds is long overdue and

necessary to compete and succeed in a modern urban and business environment.

2. Modernization of Dallas Center infrastructure is needed to enhance research and education opportunities and to address Center and associated agency missions.
3. Molecular laboratory facilities are needed and feasible to support and implement research and education programs that are critical to serving an urban public.
4. Dallas Center needs to put team and collaborative programs as a top priority, and associate these with individual scientist priorities as possible to assure cohesive programs and complete solutions to urban issues.
5. Dallas Center needs timely agency decisions on Center requests to be competitive in pursuit of Center and agency missions and visions, to build and sustain healthy relationships with business partners, and to create Center and agency value for resolving Metroplex challenges.
6. Dallas Center needs to aggressively market research, education and Extension capabilities, programs and products.
7. Dallas Center needs growth in Center's human resources to fit an urban agenda, and these should include faculty and support staff specialized in geographic information systems, plant pathology, engineering, economics, urban wildlife biology, and parks and recreation.
8. Dallas Center needs growth in staffing of the Texas Cooperative Extension at the Center to adequately address educational needs associated with Center mission and programs.
9. Dallas Center needs growth in Center Extension capacity to assure proper and timely transfer of complete solutions to urban citizens.
10. Dallas Center needs to significantly improve Center faculty and staff compensation so these are competitive with those on the TAMU campus and the Dallas-Fort Worth region.

C. Opportunities

1. Texas A&M University System agencies can use the Dallas Center as a gateway for educating urban populations on the contributions and value agricultural research and education to solving urban challenges.
2. At the Dallas Center especially, branding is important for public recognition of Center's and agencies' value for solving urban challenges.
3. Modernization of Dallas Center buildings and grounds is feasible and necessary to enhance research and education opportunities and to address Center and agencies' missions.
4. Dallas Center is part of Dallas as third largest city in Texas, and the 5th largest metropolitan area in the U.S.A., thus creating significant opportunities for creating solutions valued by other metropolitan areas.
5. Dallas Center has many partnering opportunities, including local public and private research and educational organizations and institutions, and state and federal public agencies.

6. Dallas Center can draw value and participation from significant private sector financial and corporate leaders, and from elected leaders, in the Metroplex.
7. Dallas Center is in an excellent location for producing solutions that address issues especially important to urban minority populations.
8. Proximity of the Dallas Center to the University of Texas-Dallas campus brings unique opportunity for joint ventures that use adjoining properties to develop programs focused on new technologies and environmental sciences.
9. Because of its location and potential for developing the appropriate facilities, the Dallas Center is an excellent location for incubating Center and agency intellectual property.
10. Dallas Center is an excellent location for implementing natural resource initiatives, technologies, and research and education products that focus on resolving urban challenges.
11. After modernization, the Dallas Center space and facilities are ideally located to enlighten the general public about the value of new initiatives, technologies, and information in agriculture and life sciences.
12. Dallas Center can implement a plan that finances pursuit of the agency and Center missions, and provides substantial new capital for the housed agencies and the Texas A&M University System.

D. Threats

1. The Dallas Center and agencies must act quickly to capture the moment of opportunity for serving the Metroplex because urban needs and solutions will not wait while agencies are only preparing to serve as active and useful partners.
2. If Dallas Center continues to be hampered using traditional approaches to serve its public, it will also have limited capacity and access to public recognition and new sources of Center and agency funding.
3. Without updated grounds and facilities, the Dallas Center will be viewed as obsolete and useless, further damaging the image of the Texas A&M University System, Texas Agricultural Experiment Station, and Texas Cooperative Extension.
4. The Texas urban public will not connect the value of agricultural science to the Texas Agricultural Experiment Station and Texas Cooperative Extension unless the Dallas Center aggressively markets agency research and education successes and capacities.
5. Adequate agency funding to employ replacements for retiring or departing faculty and staff at the Dallas Center are critical to meeting the mission of the Center and housed agencies.
6. If principal and interest earnings from previous Dallas Center land sales are not reinvested in the Center, the covenant between the Texas A&M University System and the Texas Research Foundation and its founders will be corrupted.

III. Future directions for Dallas Center

A. Research Goal Statement: Develop and enhance high-priority science and educational programs that impact the quality of life, equity and economic growth for an urban constituency.

1. Research Imperative #1 (Road Map Objectives 1.1 through 1.4): Sustain healthy ecosystems and conserve our natural resources.

a. Program Objective #1: Implement the Dallas Model[®] as the Dallas Center approach for organizing and achieving the Center mission. This model assumes agency support for sustaining appropriate Dallas Center faculty and staff levels, and consideration of multiple new research faculty and staff positions (i.e., geographic information systems, engineering, economics, urban wildlife biology, and parks-recreation) and each with appropriate agency startup support.

(1) Benchmarks: benchmark for each listed metric will be 5-year average for FY02-FY06.

(2) Key words: partnerships, proposals, collaborations, funds, grants, and contracts commercialization.

(3) Strategy: Resident director will provide leadership for organizing Dallas Center resources to accomplish stated research imperative, and Program Objective, including growth in and support for faculty and staff, and renovations and changes to Center management organization, personnel, facilities, and property.

(4) Timeline/Measure: each metric listed below will increase by 4-fold in each of FY07, FY08 and FY09, with the increase measured against the 5 year average for FY02-FY06; total Center funding will exceed \$10,000,000 by the beginning of FY09; metrics will be total dollars in grants and contracts assigned to Dallas Center, numbers of proposals submitted, dollars for funding in proposals submitted, dollars from proposals funded, number of funded collaborations, and numbers and types of significant partnerships established.

(5) Oversight and integration: Oversight is provided by Resident Director, and integration will occur as appropriate across Research and Extension Centers of TAES, Departments of College of Agriculture and Life Sciences, Texas Cooperative Extension, Texas Engineering Experiment Station, Texas Engineering Extension Service, North Central Texas institutions of higher learning, and appropriate public and private agencies, institutions and organizations.

b. Program Objective #2: Dallas Center will establish and implement

the Dallas Enterprise Group for facilitating collaborations that identify and pursue urban challenges, and these challenges will be addressed in part with funds derived from proposals to 3rd parties for research and education in urban and related settings.

- (1) Benchmark: will be 5-year average for FY02-FY06 for each listed metric.
- (2) Key words: partnerships, proposals, collaborations, extramural funds, elected officials, grants, and contracts.
- (3) Strategy: Dallas Resident Director will provide leadership for organizing Dallas Center resources to accomplish stated research imperative, including renovations and changes to Center management organization, personnel, facilities, and property.
- (4) Timeline/Measure: each metric listed below will increase by 4-fold in each of FY07, FY08 and FY09, with the increase measured against the 5 year average for FY02-FY06; total Center funding will exceed \$10,000,000 by the beginning of FY09; metrics will be total dollars in grants and contracts assigned to Dallas Center, numbers of proposals submitted, dollars for funding in proposals submitted, dollars from proposals funded, number of funded collaborations, and numbers and types of significant partnerships established.
- (5) Oversight and integration: Oversight is provided by Resident Director, and integration will occur as appropriate across Research and Extension Centers of TAES, Departments of College of Agriculture and Life Sciences, Texas Cooperative Extension, North Central Texas institutions of higher learning, and appropriate public and private agencies, institutions and organizations.

c. Program Objective #3: Dallas Center will establish and implement a Technology Enabling and Commercialization Group to assess scientific merit and peer review of all intellectual property produced from Dallas Model[®] and will work with TAES to create External Business Incubators that commercialize intellectual property.

- (1) Benchmarks: will be 5-year average for FY02-FY06 for each listed metric.
- (2) Key words: intellectual property, license, incubation, patent, Plant Variety Protection (PVP), market assessment, commercial value, economic impact
- (3) Strategy: Dallas Resident Director will provide leadership for organizing Dallas Center resources to accomplish stated goal, including setting up an operational Dallas Center

Intellectual Property Advisory Committee (IPAC) to provide scientific assessment of technologies originating from Dallas Model[®].

- (4) Timeline/Measure: each metric listed below will increase by 4-fold in each of FY08 and FY09, with the increase measured against the 5 year average for FY02-FY06; metrics will be numbers of intellectual properties created, protected and/or licensed or otherwise commercialized; numbers of cultivars and germplasm released; numbers of computer software developed; numbers of disclosures, patents issued, and licenses established; amount of royalty income to agency, Dallas Center and faculty-staff.
 - (5) Oversight and integration: Oversight is Dallas Center Resident Director, and integration will occur as appropriate across Research and Extension Centers of TAES, Departments of College of Agriculture and Life Sciences, Texas Cooperative Extension, and North Central Texas universities, public institutions and organizations.
- d. Program Objective #4: Dallas Center will maintain its current scope, and broaden its scope to address priorities that produce strong and productive urban science and education programs.
- (1) Benchmark: will be 5-year average for FY02-FY06 for each listed metric.
 - (2) Key words: geographic information systems, engineering, urban wild life biology, economics, plant pathology, TCE Program Assistant.
 - (3) Strategy: Dallas Resident Director will provide leadership for organizing Dallas Center resources to accomplish stated goal, including renovations and changes to Center management organization, facilities, and property.
 - (4) Timeline/Measure: each metric listed below will increase by 4-fold in each of FY08 and FY09, with the increase measured against the 5 year average for FY02-FY06; faculty and support staff positions retained in, or added to, Dallas budget; number of requests for proposals advertised, proposals submitted, number of teams assembled, number of non-Dallas Center scientists engaged to conduct funded work, and number students trained; numbers of refereed publications, books or book chapters edited or authored, non-refereed technical publications produced-published; total dollars in grants and contracts assigned to Dallas Center, numbers of proposals submitted, dollars for funding in proposals submitted, dollars from proposals funded, number of funded collaborations, and numbers and types of

- significant partnerships established.
- (5) Oversight and integration: Oversight is Dallas Center Resident Director, and integration will occur as appropriate across Research and Extension Centers of TAES, Departments of College of Agriculture and Life Sciences, Texas Cooperative Extension, and North Central Texas universities, public institutions and organizations.
- e. Program Objective #5: Dallas Center will renovate and revitalize its grounds and facilities to commercially acceptable business standards and technologically to be cutting edge.
- (1) Benchmark: 5-year average for FY02-FY06 for each listed metric.
 - (2) Key words: building renovations, infrastructure improvements and upgrades, job management processes and improvements, facility improvements.
 - (3) Strategy: Dallas Resident Director will provide leadership for organizing Dallas Center resources to accomplish stated goal, including renovations and changes to Center management organization, facilities, and property.
 - (4) Timeline/Measure: growth in and to Dallas Center personnel organization, buildings and facilities over 3 years, with 1st year concentrating on outward appearances, 2nd year completing campus infrastructure upgrades, and 3rd year completing capacity upgrades to address program growth; specific metrics will include .
 - (5) Oversight and integration: Oversight is Dallas Center Resident Director, and integration will occur as appropriate with Texas Cooperative Extension and the private sector.
- B. Extension Goal Statement: Develop and enhance high-priority science-based programs that impact the quality of life, equity, and economic growth.
1. Extension Imperative #2: Enhance natural resource conservation and management – industries.
 - a. Program Objective #1: Implement the Dallas Model[®] as the Dallas Center approach for organizing and achieving the Dallas Center mission.
 - (1) Benchmark: 5-year average for FY02-FY06 for each listed metric.
 - (2) Key words: TCE partnerships, funds allocated, publications, proposals, grants, contracts, and commercialization.
 - (3) Strategy: Resident director will provide leadership for organizing Dallas Center resources to accomplish stated goal, including providing leadership and support for Dallas Center-TCE partnerships, shared space, renovations, and

changes to Center management organization, facilities, and property.

- (4) Timeline/Measure: each metric listed below will increase by 4-fold in each of FY07, FY08 and FY09, with the increase measured against the 5 year average for FY02-FY06; total Center funding will exceed \$10,000,000 by the beginning of FY09; metrics will be total dollars in grants and contracts assigned to Dallas Center, numbers of proposals submitted, dollars for funding in proposals submitted, dollars from proposals funded, number of funded collaborations, and numbers and types of significant partnerships established.
- (5) Oversight and integration: Oversight is provided by Frank Gilstrap, and integration will occur as appropriate across leadership for Dallas Center to accomplish stated goal, including providing leadership and support for Dallas Center-TCE partnerships, shared space, renovations, and changes to Center management organization, facilities, and property.