



Mission statement

The Office of Research at the University of Georgia serves to catalyze innovative research and scholarship across the UGA enterprise, supporting a diverse and inclusive culture that produces new knowledge, creative works, and solutions to build a better world.

Values statement

- Steadfast Resilience: Adaptive, persistent approach to the delivery of services in support of the UGA enterprise
- Authentic Integrity: Honest and transparent communications that foster trust
- Open Curiosity: Steadfast commitment to lifelong discovery and creativity and to listening without judgment to the whole community
- Collaborative Leadership: Service with intentional engagement—top down, bottom up, and middle out
- Inclusive Equity: Equal respect and recognition for all, contributing to inclusive equity in all facets of the UGA enterprise.

Strategic Goals

- 1: Regularly compile and provide Research and Development (R&D) expenditure data and total sponsored proposal, award and expenditure data to institutional leaders to facilitate continued assessment of campus-wide R&D and Sponsored growth, with a particular emphasis on funding from federal agencies.
- 2: Catalyze and foster a vibrant, inclusive culture of innovation and entrepreneurship with broad, diverse engagement across UGA's innovation ecosystem.
- 3: Establish a UGA Team Science ecosystem with incentives, support, and training components that builds capacity for new interdisciplinary research teams and strengthens existing teams, with a focus on UGA's strategic research priorities.
4. Launch new strategic partnerships with National Defense and Security agencies (Department of Defense, Department of Homeland Security, NASA, and the Intelligence Community) and leverage these partnerships to increase research sponsorship at UGA.
5. Establish the Office of Business Engagement (OBE) to expand strategic partnerships with companies
- 6: Create a culture of precise, data-driven, and service-oriented research administration by elevating the knowledge base, resiliency, efficiency, and scalability of the research administration workforce across UGA.
- 7: Create new professional development and mentoring resources and training for postdocs and other research personnel, with a focus on grant writing, diversity, and Responsible Conduct of Research and Scholarship.
8. Develop and implement an information technology infrastructure plan that meets the evolving needs of the research community, ensures integration across research compliance and financial systems, and fosters quality control and seamless data sharing.
- 9: Provide critical expertise and vision in the design and planning of new and renovated research space.
10. Conduct a comprehensive assessment and develop a master plan for the University's animal care and use program, including all facilities and programmatic elements, to meet current needs and future growth and achieve campus-wide AAALAC International accreditation.
11. Ensure a safe and healthy research environment across UGA by extending recent advances in health and safety programs to all UGA research sites on all campuses, through uniform implementation of Chemical Safety Plans and the Laboratory Safety Inspection Program and by offering expanded occupational health and safety program services.
- 12: In collaboration with Marketing & Communications, elevate production and dissemination of robust, accessible news stories and marketing content about UGA research and research commercialization for a range of strategic audiences, with a focus on societal impact, innovation and entrepreneurship, and industry collaboration.

Detailed Goals with Key Performance Indicators (KPIs) and Annual Targets

Unit Goal 1: Regularly compile and provide Research and Development (R&D) expenditure data and total sponsored proposal, award and expenditure data to institutional leaders to facilitate continued assessment of campus-wide R&D and Sponsored growth, with a particular emphasis on funding from federal agencies.

KPI 1.1: Annual Research and Development expenditures (per HERD).

KPI 1.1 Annual Targets

Reporting Point:

	Total R&D Expenditures	Federally supported R&D Expenditures
FY2022	\$504 M	\$191 M
FY22 report	\$545.6 M	\$220 M
FY2023	\$535 M	\$210 M
FY23 report	\$571 M	\$222 M
FY2024	\$551 M	\$216 M
FY2025	\$567M	\$222 M

KPI 1.2: Total sponsored proposals, awards, and expenditures

KPI 1.2 Annual Targets

	Total Sponsored Expenditures	Total Sponsored Awards	Total Number of Proposals Submitted
FY2022 (baseline)	\$371.7 M	\$365.5 M	2,537
FY2023	\$382.9 M	\$376.5 M	2,613
FY23 report	\$332,033,032	\$398,154,336	2,657
FY2024	\$394.3 M	\$387.8 M	2,692
FY2025	\$406.2 M	\$399.4 M	2,772

Unit goal 2: Catalyze and foster a vibrant, inclusive culture of innovation and entrepreneurship with broad, diverse engagement across UGA's innovation ecosystem.

KPI 2.1: Steps taken to achieve goal.

KPI 2.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ Hire new COI director and establish COI office in the Office of Research ✓ Deploy a web page for the COI Office ✓ New Director of Conflicts of Interest Review and Management will lead efforts to develop university-wide COI policy guidance and to develop a COI compliance tool for University faculty, staff, and students engaging with entrepreneurship and/or research commercialization activities. ✓ Revise UGA COI policies
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	<ul style="list-style-type: none"> ✓ <i>Establish a UGA COI committee and charge to evaluate and select a COI disclosure and management software solution</i>
FY2023	<ul style="list-style-type: none"> □ <i>Develop and implement an online tool for COI management coupled with a robust plan for education and training on the newly developed tool across the UGA community, with an emphasis on faculty and administrators.</i> □ <i>Build on Innovation Bootcamp success by enhancing approaches to foster participation from those underrepresented in the innovation ecosystem.</i>
FY2024	<ul style="list-style-type: none"> □ <i>Assess/refine approaches used to broaden participation in the ecosystem.</i> □ <i>Augment existing outreach efforts with a technology-scouting program focused on engaging with researchers to identify new intellectual property and associated commercialization opportunities across campus.</i> □ <i>Implement recommended steps to enhance innovation culture.</i>
FY2025	<ul style="list-style-type: none"> □ <i>Ensure ongoing enhancement of education and culture enrichment efforts by incorporating feedback from key stakeholders.</i>

KPI 2.2: Engagement in entrepreneurship and innovation programmatic offerings, as evidenced by the number and diversity of participants in Innovation Gateway-led events.

KPI 2.2 Annual Targets

	Total Innovation Gateway-led programming events	Total Innovation Gateway event participants	No. of faculty Innovation Fellows	No. of individuals served by Mentors-in-Residence	Total Innovation Bootcamp participants
FY2022 (baseline)	<i>Define baseline (x)</i>	<i>Define baseline (x)</i>	<i>Define baseline (x)</i>	<i>Define baseline (x)</i>	<i>Define baseline (x)</i>
FY22 report	325	11836	0	30	37
FY2023	X+5%	X+5%	X+3	X+5%	X+10%
FY23 report			0	120	50
FY2024	X+10%	X+10%	X+7	X+10%	X+15%
FY2025	X+12%	X+12%	X+10	X+12%	X+20%

Unit Goal 3: Establish a UGA Team Science ecosystem with incentives, support, and training components that builds capacity for new interdisciplinary research teams and strengthens existing teams, with a focus on UGA’s strategic research priorities.

KPI 3.1: Steps taken to achieve goal.

FY2022	<ul style="list-style-type: none"> ✓ <i>Design and pilot Team Science training for team participants.</i> ✓ <i>Establish Project Management support for large research project development and execution.</i> ✓ <i>Collaborate with Industry Engagement and Defense and Security Collaborations to facilitate partnerships with industry and agencies consistent with team strengths and strategic university directions.</i> ✓ <i>Establish an annual Team Research Award.</i>
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FY2023	<input type="checkbox"/> Partner with units on campus in identifying and/or establishing Education and Workforce, Diversity and Culture of Inclusion, and Innovation Ecosystem activities in strategic areas that link to and support large team efforts. <input type="checkbox"/> Establish Program Coordination support for targeted teams. <input type="checkbox"/> Effectively Maintain and Enhance Delivery of seed and training programs already established.
FY23 report	<input checked="" type="checkbox"/> <i>The Research Training Support Group – OoR, Grad School and OID collaboration - began operation. OPE has supported DEIA proposal development on campus.</i> <input checked="" type="checkbox"/> <i>Mellinda Craig now supports PREP@UGA, ESTEEMED, and has been offered as a resource to other programs. Joelle Szendel supports Centers and Institutes, specifically IIPA.</i> <input checked="" type="checkbox"/> <i>Pre-seed has been maintained at the 50K level and directed pre-seed funding was committed for this FY to IIPA at 25K, however their use of the funds was deferred until FY24.</i>
FY2024	<input type="checkbox"/> Adapt and update ongoing team training programs for project leaders. <input type="checkbox"/> Connect identified Education and Workforce, Diversity and Culture of Inclusion, and Innovation Ecosystem strategic activities in proposals.
FY2025	<input type="checkbox"/> Leverage mature partnerships in collaboration with the Office of Business Engagement for external support of and collaboration in future targeted seed grant programs. <input type="checkbox"/> Promote review of unit P&T guidance to identify and remove disincentives to team scholarship.

KPI 3.2: Training in Team Science, as evidenced by programs offered and faculty participation.

KPI 3.2 Annual Targets

	No. of team leaders in team science training programs	No. of team members led by trained team leads or engaging in formative team programming.	No of teams submitting proposals that require industry and government partners	No. of teams engaged in Education and Workforce, Diversity and Culture of Inclusion, and Innovation Ecosystem activities
FY2022	22	<i>Establish baseline (x)</i>	<i>Establish baseline (x)</i>	
FY22 report	24 (+ 11 PISG)	87 (+ 46 PISG)	7 Proposals	N/A
FY2023	24	96	7	<i>Establish baseline (x)</i>
FY23 report	23	75	10	4
FY2024	24	104	8	x+ 5%
FY2025	24	104	8	x+ 10%

KPI 3.3: Support for development, submission, and execution of large, complex interdisciplinary research projects (center/institute grants, contract bids > \$10M (base and options), major equipment grants, and training grants), as evidenced by the number of research teams receiving seed grants, the number of teams engaging in such projects receiving Major Integrative Proposal Planning and Office for Proposal Enhancement support for proposal submission, and the number of projects utilizing OoR project management and/or project coordination post award.

KPI 3.3 Annual Targets

	No. and value of interdisciplinary seed funding provided	No. of teams engaging in targeted projects receiving Major Integrative Proposal Planning and Office for OPE Support	No. of Team awards utilizing OoR Project Management/Program Coordination support.
FY2022	13, \$53,900	<i>Establish baseline (x)</i>	<i>Establish baseline (x)</i>
FY22 report	12, \$75,000 (+ PISG: 11, \$1.5M)	19	1
FY2023	14, \$58,800	20	1
FY23 report	12, \$50,000	5	11 proposals, 2 awards
FY2024	15/16, \$63,700	21	2
FY2025 -- LAH	15/16, \$63,700	22	2

KPI 3.4: Impact on extramural funding for large, complex, multi-investigator research projects (proposals >\$2.9M and >\$4.9M), as evidenced by the total of such proposals submitted and awarded.

KPI 3.4 Annual Targets

	No. of proposals >\$2.9M />\$4.9M submitted with Office for Proposal Enhancement support	Percentage of all proposals >\$2.9M / >\$4.9M that participated in Office for Proposal Enhancement programs	No. of new awards >\$2.9M / >\$4.9M with Office for Proposal Enhancement support	Percentage of all new awards >\$2.9M / >\$4.9M that participated in Office for Proposal Enhancement programs
FY2022 (baseline)	13/11	13%/31%	3/1	10%/15%
FY2023	15/11	16%/35%	4/1	15%/20%
FY23 report	15/8	13%/26%	3/2	11%/18%
FY2024	17/13	17%/40%	4/2	20%/25%
FY2025 -- LAH	20/15	18%/45%	5/2	25%/30%

Unit goal 4. Launch new strategic partnerships with National Defense and Security agencies (Department of Defense, Department of Homeland Security, NASA, and the Intelligence Community) and leverage these partnerships to increase research sponsorship at UGA.

KPI 4.1: Steps taken to achieve goal.

KPI 4.1 Annual Targets

FY2022	✓ <i>Establish a program to support and facilitate student internships and scholarships with mission agencies.</i>
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	<ul style="list-style-type: none"> ✓ Establish facility security clearance for the university in order to facilitate performing classified research. ✓ Launch UGARI ✓ Added student resources to ODSC web site ✓ Conducted multiple student information sessions. ✓ Partnered with Southeast Innovation Institute to promote data science internship opportunities.
FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> Expand and evaluate program to support and facilitate faculty visits to National Defense and Security agencies and hosting visits from representatives. <input type="checkbox"/> Establish basic UGARI proposal capture and execution team (pre and post award) <input type="checkbox"/> Classified lab and support space incorporated into specific upcoming renovation plans <input type="checkbox"/> Create Office of Research Security and Export Control
FY23 report--MB	<ul style="list-style-type: none"> • Dr. Marty Bink Left UGA. Data below provided by him prior to departure. Ongoing Command Strategies efforts maintained as possible. Expansion is paused until this position is filled. • Consultant interviews and input re organization ongoing. No decision from UGARI steering committee regarding formation, so virtual operation only. • Space not allocated in planned renovations. No current plans for pursuing new construction. A Classified Program assessment study is anticipated in FY24 to enable decisions.
FY2024	<ul style="list-style-type: none"> <input type="checkbox"/> Expand and evaluate program to support and facilitate student internships and scholarships with mission agencies. <input type="checkbox"/> UGARI Supports execution of first awarded contract(s) <input type="checkbox"/> Recruit UGARI Full-Time Director
FY2025--LAH	<ul style="list-style-type: none"> <input type="checkbox"/> Identify opportunities and develop a strategy to pursue large-scale multi-year funding, e.g. Other Transaction Agreements and Research Centers. <input type="checkbox"/> UGARI Budget Model established that incentivizes growth <input type="checkbox"/> Classified lab and support space construction underway.

KPI 4.2 Faculty and trainee engagement in strategic partnerships with mission agencies, as evidenced by the number of mission agency visits, faculty fellowships, and conferences and seminars in which UGA faculty and trainees participate, and internships and scholarships received by UGA students.

KPI 4.2 Annual Targets

	No. of visits to, and visits from, mission agencies	No. of faculty fellowships at mission agencies	No. of faculty and students participating in conferences and seminars	No. of student internships and scholarships with mission agencies
FY2022	10	2	10	2
FY22 report	6	0	4	4
FY2023	12	3	13	5
FY23 report	14	0	4	3
FY2024	15	3	15	7
FY2025	15	4	15	12

KPI 4.3: Mission agency sponsored research support as measured by the number of UGA proposals to mission agencies, the total dollars and the number of active projects awarded by mission agencies, and the total research expenditures supported by mission agencies.

KPI 4.3 Annual Targets

	No. of sponsored projects proposals submitted to mission agencies	Total sponsored projects award dollars funded by mission agencies	No. of active sponsored projects with mission agencies	Total sponsored projects expenditures supported by mission agencies
FY2022	48	\$9M	60	\$7M
FY22 Report	58	\$13.5M	93	\$9.9M
FY2023	50	\$12M	60	\$7M
FY23 report	118	\$13.1M	58	\$11.6M
FY2024	52	\$15M	60	\$10M
FY2025	54	\$16M	60	\$13M

Unit Goal 5. Establish the Office of Business Engagement (OBE) to expand strategic partnerships with companies

KPI 5.1: Steps taken to achieve goal.

KPI 5.1 Annual Targets

FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Establish OBE vision, mission, and values</i> <input type="checkbox"/> <i>Complete new website for the office</i> <input type="checkbox"/> <i>Hire new senior director, associate director, and doctoral graduate assistant</i> <input type="checkbox"/> <i>Complete faculty and administrator toolkit for engaging with industry</i> <input type="checkbox"/> <i>Reimagine OBE team to focus on culture, mentorship, and strategic partnerships</i> <input type="checkbox"/> <i>Establish basic data architecture to capture and understand industry activity across campus</i> <input type="checkbox"/> <i>Establish unit-level and individual-level performance metrics</i> <input type="checkbox"/> <i>Establish strategic partner profile and associated qualification process to vet new and existing industry relationships</i>
FY23 report	<ul style="list-style-type: none"> ✓ <i>OBE has established a new mission statement, objectives, values, and work practices</i> ✓ <i>OBE has unveiled a new website to support its work</i> ✓ <i>OBE has hired a new senior director, director, associate director, doctoral graduate student, and masters-level graduate student</i> ✓ <i>OBE has completed a faculty toolkit to help faculty build partnerships with industry</i> ✓ <i>OBE has defined its culture through values and work practices, and that culture is being reinforced through various office activities</i> ✓ <i>OBE has established a Business Engagement Activity Report and Business Engagement Relationship Pipeline Report to project and track industry engagement activities across campus</i> ✓ <i>OBE has defined performance metrics for relationship managers</i> ✓ <i>OBE has established a strategic partner profile and corresponding research document to guide the evaluation of potential partners</i>

FY2024	<input type="checkbox"/> Implement faculty toolkit through targeted outreach, workshops, and presentations <input type="checkbox"/> Develop toolkit for school, college, and unit fundraising officers <input type="checkbox"/> Develop business engagement impact report for internal and external stakeholders <input type="checkbox"/> Produce immersive stories to showcase business engagement impact <input type="checkbox"/> Continue to build data architecture to inform decision making
FY2025	<input type="checkbox"/> Conduct comprehensive unit review

KPI 5.2 Campus engagement with strategic industry partners

KPI 5.2 Annual Targets

	Campus and Site Visits	Strategic partners with 3 points of engagement*	Faculty/Company Meetings
FY2023	<i>Establish Baseline</i>	<i>Establish Baseline</i>	<i>Establish Baseline</i>
FY23 report	55	24	170
FY2024	X + 2	X + 3	X + 5
FY2025	X + 4	X + 6	X + 10

KPI 5.3: Industry investment from strategic partners in campus activities.

KPI 5.3 Annual Targets

	Industry Sponsored Research Awards Facilitated by OBE	Corporate Philanthropy Facilitated by OBE
FY2023	<i>Establish Baseline</i>	<i>Establish Baseline</i>
FY23 report	\$1,485,875.34	1,426,377.46
FY2024	X + 10%	X + 10%
FY2025	X + 20%	X + 20%

Unit Goal 6: Create a culture of precise, data-driven, and service-oriented research administration by elevating the knowledge base, resiliency, efficiency, and scalability of the research administration workforce across UGA.

KPI 6.1: Steps taken to achieve goal.

KPI 6.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ Develop a comprehensive research administration training program for Sponsored Projects Administration and unit-based personnel. ✓ Expand the number of unit-based proposal submitters with signatory authority (DLSAs) and provide them with additional authority after appropriate training. ✓ Automate all Sponsored Projects Administration performance dashboards.
FY2023	<input type="checkbox"/> Incorporate average processing times into Sponsored Projects Administration performance dashboards.
FY23 report	<ul style="list-style-type: none"> • Due to competing priorities, this has been delayed.
FY2024	<input type="checkbox"/> Partner with deans to create infrastructure and reporting tools to grow research impact.

	<input type="checkbox"/> Automate all Sponsored Projects Administration performance dashboards. <input type="checkbox"/> Augment the existing training program, incorporating feedback from key stakeholders (including auditors, finance, unit administrators, and compliance), and real-world examples to demonstrate relevancy. <input type="checkbox"/> Develop a certification program to incentivize central and unit research administration training and provide professional development opportunities across the institution.
FY2025	<input type="checkbox"/> Continue to augment the training program to ensure it meets the needs of our constituents by continually incorporating feedback from key stakeholders.

KPI 6.2: Ongoing education and training of research administration workforce, as evidenced by the number and frequency of research administration training programs (including Instructor Led Trainings, Computer Based Learning, and on-demand Video Segments) offered and attended by central and unit-level personnel (faculty, unit administrators, and central administrators).

KPI 6.2 Annual Targets

	No. of attendees at research administration training programs	No. of research administration training programs offered
FY2022	x +2%	x+2%
FY22 Report	4051	60
FY2023	<i>Develop new strategy to dedicate resources to training without increasing costs.</i>	<i>Develop new strategy to dedicate resources to training without increasing costs.</i>
FY23 report	5,884	49
FY2024	Implement and expand (x + 2%)	Implement and expand (x + 2%)
FY2025	x + 2%	x + 2%

KPI 6.3: Efficiency of Sponsored Projects Administration services, as evidenced by average processing time for all transaction types (award/modification, contract/subaward, invoicing/reporting, letter of credit).

KPI 6.3 Annual Targets

	Average processing time for Award/Mod	Average processing time for Contract/Sub	Average processing time for Invoice/Report	Average processing time for Letter of Credit
FY2023	<i>Develop reporting tools and define baseline</i>	<i>Develop reporting tools and define baseline</i>	<i>Develop reporting tools and define baseline</i>	<i>Develop reporting tools and define baseline</i>
FY23 report	<i>Due to competing priorities, this has been delayed.</i>			
FY2024	x-1%	x- 1%	x-1%	x-1%
FY2025	x-2%	x-2%	x-2%	x-2%

Unit Goal 7: Create new professional development and mentoring resources and training for postdocs and other research personnel, with a focus on grant writing, diversity, and Responsible Conduct of Research and Scholarship.

KPI 7.1: Steps taken to achieve goal.

KPI 7.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ <i>Based on survey results, establish a series of Responsible Conduct of Research and Scholarship seminars and provide online tools that address specific gaps in training (authorship).</i> ✓ <i>Create fellowship grant writing programs targeted at postdocs through collaboration between Office of Postdoctoral Affairs and Office for Proposal Enhancement.</i> ✓ <i>Held Academic career panel for postdocs</i> ✓ <i>Funded 10 postdocs for grant writing workshop</i> ✓ <i>Hired new graduate assistant to support postdoc professional programming</i> ✓ <i>A NAGRPA policy has been drafted and is awaiting institutional approval. Once this policy is approved, and resources are allocated for the administration of the program, a NAGPRA committee will be established (in FY23).</i>
FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Collaborate with departments, faculty, and Research Communications to develop recruitment materials targeting postdocs.</i> <input type="checkbox"/> <i>Expand postdoctoral professional development programming</i> <input type="checkbox"/> <i>Launch SEC Postdoc Emerging Scholars program</i> <input type="checkbox"/> <i>Design Postdoc Diversity Scholars program, and seek funding</i>
FY23 report	<ul style="list-style-type: none"> ✓ <i>Collaborate recruitment materials targeting postdocs: Partially completed, with focus on FFIRE candidates.</i> ✓ <i>Expand postdoctoral professional development programming.</i> ✓ <i>Increased offerings 4-5 fold.</i> ✓ <i>Launch SEC Postdoc Emerging Scholars program.</i> ✓ <i>Design Postdoc Diversity Scholars program, and seek funding.</i>
FY2024	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Launch new Postdoc Scholars program to focus on diversity pipeline to academia</i> <input type="checkbox"/> <i>Establish a Research Mentoring Support and Resource Center, including website, listserv, and newsletter focused on research mentoring resources, opportunities, and events.</i>
FY2025	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Reassess Responsible Conduct of Research and Scholarship climate survey outcomes to gauge progress and redirect programmatic focus.</i>

KPI 7.2 Professional Development and Grantsmanship training and outreach provided to faculty, postdocs, and students, as evidenced by participation in general professional development, intensive product-driven grant-writing programs, and informative grantsmanship activities.

KPI 7.2 Annual Targets

	No. of participants in OPA professional development programs (in person/virtual)	No. of participants in intensive participatory grant-writing programs (OPE)	No. of participants in less intensive grantsmanship activities (OPE)
FY2022	20	12	142
FY2022 report	39/31	12	142
FY2023	25	15	160
FY23 report	--	14	163
FY2024		20	200
FY2025		25	250

KPI 7.3: Responsible Conduct of Research and Scholarship training provided, as evidenced by sections offered and student enrollment in “GRSC 8550: Responsible Conduct of Research” courses each academic year.

KPI 7.3 Annual Targets

	No. of enrollees in GRSC 8550	No. of GRSC8550 sections offered
FY2022	34	2
FY2022 report	63	3
FY2023	60	4
FY23 report	45	2
FY2024	70	4
FY2025	80	4

Unit Goal 8. Develop and implement an information technology infrastructure plan that meets the evolving needs of the research community, ensures integration across research compliance and financial systems, and fosters quality control and seamless data sharing.

KPI 8.1: Steps taken to achieve goal.

KPI 8.1 Annual Targets

FY2022	✓ Define an IT service catalog to better align IT service offerings with Office of Research needs.
FY2023	<input type="checkbox"/> Finalize the Office of Research IT service catalog. <input type="checkbox"/> Continue to work with OIR to synch data between the Office of Research and the OIR Data Warehouse <input type="checkbox"/> Work with OIR to produce Office of Research reports using OIR tools and data warehouse.
FY23 report	✓ A service catalog has been drafted and input requested from OoR units. This will be an ongoing process to maintain alignment between OoR needs and IT services provided. ✓ We have transitioned to utilizing PowerBI for reporting instead of the OIR tableau platform. Therefore, our focus has been on populating PowerBI workspaces with relevant data for use within OoR.
FY2024	<input type="checkbox"/> Finalize data sharing and management infrastructure to improve the integration of research data with the OIR data warehouse
FY2025	<input type="checkbox"/> Continue to increase the percentage of Office of Research data available in the OIR data warehouse. <input type="checkbox"/> Continue to increase the number of Office of Research reports available via the OIR reporting infrastructure.

KPI 8.2: The number of sponsored projects reports available to UGA stakeholders (e.g. annual, quarterly, and monthly project reports and reporting by individual PI activity).

KPI 8.2 Annual Targets

	No. of sponsored projects reports available (annual: semiannual: quarterly: monthly)
FY2022	4:2:3:0
FY2022 report	4:2:3:0

FY2023	4:2:3:0
FY23 report	4:2:3:0
FY2024	4:2:3:12, as well as PI reports
FY2025	4:2:3:12, as well as PI reports

Unit Goal 9: Provide critical expertise and vision in the design and planning of new and renovated research space.

KPI 9.1: Steps taken to achieve goal.

KPI 9.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ <i>In partnership with FMD proceed with major HVAC enhancements</i> ✓ <i>In partnership with OUA build out additional AR space at Riverbend farms</i> ✓ <i>Provide input into completion of STEM II construction, the full design of Chemistry (SHM1), and the study of Biological Sciences renovation.</i>
FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> <i>In partnership with FMD proceed with major HVAC enhancements</i> <input type="checkbox"/> <i>In partnership with OUA build out additional AR space at Riverbend farms</i> <input type="checkbox"/> <i>Provide input into design and renovations of Chemistry (SHM1).</i> <input type="checkbox"/> <i>Provide input into design of phase 1 of Biological Sciences (SHM2)</i>
FY23 report	<ul style="list-style-type: none"> ✓ <i>In partnership with FMD proceed with major HVAC enhancements Finished RBS, continued to assist in next phases of Pharmacy, participated in CVM ICM wing planning</i> ✓ <i>In partnership with OUA build out additional AR space at Riverbend farms Correct, continuing into FY24</i> ✓ <i>Provide input into design and renovations of Chemistry (SHM1) Correct, continuing into FY24</i> ✓ <i>Provide input into design of phase 1 of Biological Sciences (SHM2) Correct, continuing into FY24</i>
FY2024	<ul style="list-style-type: none"> <input type="checkbox"/> <i>In partnership with FMD proceed with major HVAC enhancements</i> <input type="checkbox"/> <i>In partnership with OUA build out additional AR space at Riverbend farms</i> <input type="checkbox"/> <i>Provide input into the completion of Chemistry renovations and the design of Biological Sciences renovation.</i>
FY2025	<ul style="list-style-type: none"> <input type="checkbox"/> <i>In partnership with FMD proceed with major HVAC enhancements</i> <input type="checkbox"/> <i>In partnership with OUA build out additional AR space at Riverbend farms</i> <input type="checkbox"/> <i>Provide input on the renovation of Phase 1 of Biological Sciences (SHM2) and the design of Phase 2 of BioSci (SHM3)</i>

KPI 9.2 Research space constructed or renovated with major Office of Research strategic input and expertise.

KPI 9.2 Annual Targets

	New construction projects with Office of Research input by square footage (bldg.)	Major renovations with Office of Research input by square footage (bldg.)
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FY2022	100,000 (STEM II) 3600 Phase 1 RBF construction	First phase of HVAC upgrades to Wilson Pharmacy 104000 gsf, begin multiyear program of upgrades to all cold rooms in life sci, 260,000 gsf Study and design of HVAC system upgrades in Riverbend South 2 story addition 20,000 gsf SHM1 design Study HVAC renovations CVM ICM wing (~30,000 gsf)
FY22 report	STEM II completed, RBF Phase 1 completed	Wilson Pharmacy HVAC upgrades completed, Study for RBS HVAC completed, design begun. Study for ICM HVAC begun. Life Sci Cold rooms delayed- design and supply chain contributing factors
FY2023	Study and design for RBF Phase 2 (~6000 gsf)	SHM1 design and renovation 120,000 sq ft SHM2 design ~60,000 sq ft Upgrades to HVAC systems in Riverbend South 2 story addition 20,000 sq ft Study and design HVAC renovations CVM ICM wing ~30,000 gsf
FY2023	Study and design for RBF Phase 2 (~11000 sq ft)	<ul style="list-style-type: none"> ✓ SAHM1 design and renovation 120,000 sq ft ✓ SAHM2 design ~60,000 sq ft ✓ Upgrades to HVAC systems in Riverbend South 2 story addition 20,000 sq ft ✓ Study and design HVAC renovations CVM ICM wing ~30,000 gsf ✓ Relocation of Chem stores and glassblowing shop to "New Chem" (~4000 gsf?) ✓ Design for relocation of Reber lab to Physics (~2000 sq ft) ✓ Study and design for first phase UGAMI apartments renovation ✓ Design of UGAMI cottages from prefabricated home template
FY2024	Construction RBF Phase 2 (~6000 sq ft)	Phase 1 renovations to HVAC for CVM ICM wing ~30,000 gsf SHM1 renovations 120,000 gsf Design SHM2
FY2025		Renovations CVM ICM wing ~30,000 gsf Design SHM3 ~87,000 gsf

Unit Goal 10. Conduct a comprehensive assessment and develop a master plan for the University's animal care and use program, including all facilities and programmatic elements, to meet current needs and future growth and achieve campus-wide AAALAC International accreditation.

KPI 10.1: Steps taken to achieve goal.

KPI 10.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ Conduct site visits and data gathering in furtherance of master plan study of animal care and use needs. ✓ Obtain master plan deliverable.
FY2023	<ul style="list-style-type: none"> □ Establish a faculty-based master plan advisory committee to validate and adjust priorities as research program needs evolve. □ Work with leadership to implement prioritized projects suggested by the master plan deliverable and identify initial projects. □ Work with leadership to establish a funding model for prioritized animal care and use needs and initial projects.

	<i><input type="checkbox"/> Obtain commitments from CAES, Forestry, Savannah River Ecology Laboratory (SREL), and Ecology on pursuing AAALAC International accreditation.</i>
FY23 report	<ul style="list-style-type: none"> • <i>Creating a MP advisory committee has been put on hold.</i> • <i>Leadership has prioritized creation of new animal facilities at Riverbend Farm. Efforts are now dedicated to the design of the new 12,000 square foot addition with construction starting in spring 2024 and occupancy in spring 25.</i>
FY2024	<input type="checkbox"/> <i>Continued work with leadership on further implementation master plan related to animal care and use needs.</i> <input type="checkbox"/> <i>Prepare AAALAC Program Description of unaccredited units.</i>
FY2025	<input type="checkbox"/> <i>Apply for AAALAC International accreditation of unaccredited units.</i>

Unit Goal 11. Ensure a safe and healthy research environment across UGA by extending recent advances in health and safety programs to all UGA research sites on all campuses, through uniform implementation of Chemical Safety Plans and the Laboratory Safety Inspection Program and by offering expanded occupational health and safety program services.

KPI 11.1: Steps taken to achieve goals.

KPI 11.1 Annual Targets

FY2022	<ul style="list-style-type: none"> ✓ <i>Conduct a risk inventory of the research enterprise to identify gaps in current Occupational Health and Safety Program services.</i> ✓ <i>Survey Occupational Health and Safety Program clients to assist in determining needs.</i>
FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Implement an online solution for creation and submission of Chemical Safety Plans to replace the existing inadequate process.</i> <input type="checkbox"/> <i>Complete the implementation of Chemical Safety Plans on the Athens campus.</i> <input type="checkbox"/> <i>Reconstitute Office of Research Safety EFT and budget to pre-pandemic levels.</i> <input type="checkbox"/> <i>Survey Occupational Health and Safety Program clients to assist in determining needs and align needs with Program resources to ensure sustainability.</i> <input type="checkbox"/> <i>Conduct an initial risk assessment and gap analysis at the Savannah River Ecology Lab.</i>
FY23 report	<ul style="list-style-type: none"> • <i>The ORS is collaborating with OoRIT to create their own online Chemical Safety Plan solution. This is being beta tested now. With implementation imminent, 100% coverage of the Athens campus by the end of CY23 is planned. Budget and EFT have not been reconstituted to pre-pandemic levels; however, ORS is using income they are generating to fund inspection programs at the extended campuses.</i> • <i>The OHSP survey had to be put on hold subsequent to the resignation of our OHSP nurse. The survey will be prioritized once our new nurse is established in her role in CY24.</i> • <i>The gap analysis at SREL will be reprioritized now that the extended campus inspection program has been restarted.</i>
FY2024	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Create a risk-based prioritization of additional needed Occupational Health and Safety Program services.</i> <input type="checkbox"/> <i>Develop a master plan for implementing additional Occupational Health and Safety Program services.</i> <input type="checkbox"/> <i>Resume annual Laboratory Safety Inspection Program at the Tifton and Griffin campuses once EFT and budget are restored.</i> <input type="checkbox"/> <i>Initiate annual Laboratory Safety Inspection Program at the Skidaway, Brunswick, and Sapelo campuses once EFT and budget are restored.</i>

	<input type="checkbox"/> Initiate the Chemical Safety Plan Program on Tifton and Griffin campuses once EFT and budget are restored.
FY2025	<input type="checkbox"/> Conduct risk assessments at the UGA Research and Education Centers at Blairsville, Calhoun, and Watkinsville. <input type="checkbox"/> Implement the Occupational Health and Safety Program master plan.

KPI 11.2: Global implementation of Chemical Safety Plan Program, as evidenced by the percentage of research spaces with active Chemical Safety Plans at all UGA research sites.

KPI 11.2 Annual targets

	Percentage of research spaces with an active chemical safety plan (CSP)		
	Athens	Tifton, Griffin	Skidaway, Sapelo, Brunswick
FY2022 (new)	70%		
FY2023	100%		
FY23 report	<i>The ORS is collaborating with OoRIT to create their own online Chemical Safety Plan solution. This is being beta tested now. With implementation imminent, 100% coverage of the Athens campus by the end of CY23 is planned.</i>		
FY2024	100%	50%	
FY2025	100%	100%	

KPI 11.3: Improved laboratory safety, as evidenced by a decrease in unsatisfactory laboratory inspection findings at all UGA research sites.

KPI 11.3 Annual Targets

	Unsatisfactory laboratory inspection rate		
	Athens	Tifton, Griffin	Skidaway, Sapelo, Brunswick
FY2023	Define baseline (x)		
FY23 report	<i>The Athens baseline for laboratory unsatisfactory rate has been established. The inspection program for the extended campus sites has just been reestablished.</i>	<i>The Tifton Veterinary Diagnostic Lab and the CAES Tifton campus will be inspected fall 2023. The Office of Research Safety is using income they are generating to fund this activity. Baseline inspection performance at these sites will be deferred to FY25.</i>	
FY2024	x-2%	Define baseline (x)	
FY2025	x-4%	x-2%	Define baseline (x)

KPI 11.4: Implementation of a robust Occupational Health and Safety Program (OHSP), as evidenced by annual enrollees and the total number of services provided.

KPI 11.4 Annual Targets

	Annual total enrollees in Occupational Health and Safety Program	Total number of services provided by Occupational Health and Safety Program
FY2023	Define baseline (x)	Define baseline (x)

FY23 report	<i>Unable to baseline in 2023 due to OHSP nurse resignation. The position was vacant the last quarter of FY23 and the first quarter of FY24. The new goal is to get the new nurse established. A 0.5EFT admin position has been dedicated to support the nurse; we are hiring to fill that position now. Baselineing is on hold until we get the program and nurse back up to speed.</i>	
FY2024	x+2%	x+2%
FY2025	x+4%	x+4%

Unit Goal 12: In collaboration with Marketing & Communications, elevate production and dissemination of robust, accessible news stories and marketing content about UGA research and research commercialization for a range of strategic audiences, with a focus on societal impact, innovation and entrepreneurship, and industry collaboration.

KPI 12.1: Steps taken to achieve goal.

KPI 12.1 Annual Targets

FY2022	<input checked="" type="checkbox"/> Complete redesign of Innovation Gateway and Industry Engagement websites, newsletter and social media presence, to best engage the corporate sector and other stakeholders with the UGA innovation ecosystem.
FY2023	<input type="checkbox"/> Completion of all tactics outlined in FY22 internal communications plan, including: redesign of Research Insights newsletter; relaunch of Research Matters webinar, automated method to refresh research faculty listserv; Pivot marketing campaign; creation of OoR “enhancements” web page; creation of web page to assist in wayfinding of UGA research comms channels; 2x/annual town hall; faculty internal comms survey; and launch of STEM digital signage
FY23 report	<input checked="" type="checkbox"/> All projects have been completed with the exception of creating an automated method to refresh the research faculty listserv (this project is still ongoing in collaboration with F&A and HR); and the publication of the OoR Enhancements Page, which has been created but not yet widely shared/publicized as it awaits final approval.
FY2024	<input type="checkbox"/> Reassess performance of all internal communications tactics conducted and established in FY22 & FY23 and revise internal comms plan as necessary.
FY2025	<input type="checkbox"/> Completion of all tactics outlined in revised FY24 internal comms plan.

KPI 12.2: Scope and reach of research communication, as evidenced by the number of media stories pitched to external media, media impressions from Office of Research-produced stories, and website views with Office of Research-produced content.

KPI 12.2 Annual Targets

	No. of research media stories pitched to external media (RComm/overall)	No. of media impressions (total potential audience) from research stories (RComm/OoR)	No. of unique pageviews to UGA Today from RComm stories	No. of unique pageviews to @UGAResearch from RComm stories
FY2022	23/35		221,000	58,272
FY22 report	18 / 22	7.5M /13.2M	30,432	75,967
FY2023	12/17	7.3M/10.4M	22,050	58,525

FY23 report	17/17	<i>UGA MarComm is source for this info, and they ask for patience as they transition between media monitoring platforms. However, I anticipate FY23 numbers will fall well short of goals.</i>	2,230	72,438
FY2024	13/18	7.7M/10.9M	23,150	61,450
FY2025	14/19	8.1M/11.4M	25,000	65,000

KPI 12.3 Growth of Innovation Gateway media audience, as evidenced by web traffic and social media followers.

KPI 12.3 Annual Targets

	Volume of Innovation Gateway web traffic (Total UPVs)	Innovation Gateway social media: LinkedIn (followers/engagement)	Innovation Gateway Twitter (followers/engagements)
FY2022	28,911	2,613 / 4,655	998 / 2,219
FY22 report	25,558	2,873 / 6,479	780 / 781
FY2023	30,350	3,148 / 6,190	900 / 1000
FY23 report	25,154	4,109 / 13,756	822 / 82
FY2024	31,865	3,542 / 7,735	1100 / 1200
FY2025	33,450	3,936 / 9,670	1300 / 1400