



UNIVERSITY OF GEORGIA

2025 STRATEGIC PLAN

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Office of Research

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Introduction/Unit Narrative

The Office of Research 2020-2025 Strategic Plan is designed to significantly enhance existing services and resources, as well as introduce new services and resources, with an overall objective of serving UGA researchers and supporting excellence in research and innovation at the University. A global outcome of these combined efforts will be to facilitate continued growth of externally-sponsored research funding to UGA, with a target of 5% annual increases in UGA's total R&D expenditures and 7% annual increases in federally-funded R&D expenditures through the Strategic Plan period. These broad goals will be achieved through a variety of efforts driven by key Office of Research units and through collaboration with multiple colleges and units across the institution.

To support growth of sponsored research, **Sponsored Projects Administration** (SPA) monitor and improve its proposal and award processing times by expanded use of internal dashboards, and it will launch a new initiative to elevate the training of both SPA and unit-based personnel responsible for proposal submission and sponsored projects management across campus. The initiative, with retraining and optional certification programs, will create a more knowledgeable, efficient, and resilient workforce and also standardize expectations and work products exchanged between SPA and unit staff. SPA's goals will be supported by our **IT Operations** unit, which will work with OIR, EITS, and other units to improve and automate sponsored project data storage, sharing, and report development on campus.

Several other goals are also designed to diversify sponsored project funding and increase the scope of research. Our **Proposal Enhancement Office** will expand its offerings of workshops on grant writing for different audiences, while the **Team Science Initiative** is a multi-pronged plan to create better infrastructure and a stronger ecosystem for interdisciplinary grant writing and success. This will include a faculty Training in Team Science program, program coordinator support for funded teams, and a new team science award to recognize the best efforts. Additionally, our **Industry Engagement** and **Defense and Security Engagement** teams will introduce new programs to build better awareness of relevant opportunities on campus, engage interested faculty, and establish long-term partnerships with industry or DOD (and other mission agencies) that lead to sponsored projects. **Internal Grants and Awards** will collaborate with the Office for Global Engagement to identify and pursue strategic international partnerships, including through the application of targeted inter-institutional seed grant programs, as another important step towards elevating UGA's research expenditures and global rankings.

Additional goals collectively address efforts to provide the exceptional training, laboratory space, and infrastructure necessary to foster a safe, welcoming, and cutting-edge research environment for faculty, postdocs, and student researchers. **Office of Research Personnel and Postdoctoral Affairs** will develop new programming for professional development of graduate students and postdocs through collaboration with the Graduate School and the Office of Experiential Professional Development. New mentoring support and resources for students, postdocs, and their faculty mentors will also be offered, with a strong focus on diversity and inclusion. Recognizing the importance of postdocs in the research enterprise, specific goals target the expansion of professional development and grant writing offerings for this demographic. A responsible conduct in research offering will also be developed for graduate students and postdocs in partnership with the Graduate School and our **Office of Research Integrity and Safety**.

The Office of Research Integrity and Safety has also led the recent transformation of campus research safety culture. Additional efforts will extend the new, risk-based lab inspection program, which is now fully implemented on main campus, to satellite campuses. Efforts will begin with Griffin and Tifton and then move to Skidaway, Brunswick, and Sapelo facilities. The office will also complete the implementation of new Chemical Safety Plans on the Athens campus. Other planned initiatives include expansion of Occupational

Health and Safety services that address needs associated with UGA's expanding infectious disease programs. We appreciate that access to state-of-the-art facilities and personnel are key to enhanced successes with sponsored research funding. Our **AVPR for Facilities**, working with other campus and Office of Research leaders, will provide critical expertise and vision for the design and planning of new and renovated research facilities. This includes developing a comprehensive master plan, with external input, for addressing the critical shortage of housing for lab animal species, particularly larger, non-rodent species.

To build on UGA's success with technology transfer, **Innovation Gateway** will increase its outreach efforts to identify novel intellectual property across campus, as well as commercialization opportunities. Additionally, it will expand Bootcamp, Innovation Fellows, and Mentor-in-Residence offerings in order to support the Innovation District and bring more faculty and students—in particular women and underrepresented minorities—into the innovation and entrepreneurial space. It also will collaborate with other UGA units to revise and integrate various campus policies that influence entrepreneurial and innovation efforts, with the creation of a new, user-friendly UGA toolkit of related policies as one desired outcome.

Lastly, recognizing the importance of advertising UGA's research and innovation successes, the **Research Communications Office** will expand its application of metrics to align platform use with strategically targeted news delivery. It will also collaborate more extensively with central Marketing & Communications, integrating editorial planning and production in order to gain greater reinforcement and amplification among UGA media platforms. Among other initiatives, there will be new, joint video and podcast content offered.

We believe that these various goals will collectively foster and support growth of the UGA research enterprise, including increases in externally sponsored expenditures.

Strategic Direction I: Promoting Excellence in Teaching & Learning

Strategic Goal 1.1: Expand experiential learning opportunities for all students.

Unit Goal:

Strategic Goal 1.2: Enhance training, support, and recognition for all who provide instruction.

Unit Goal:

Strategic Goal 1.3: Enhance infrastructure and support for evidence-based teaching methods across the curriculum.

Unit Goal:

Strategic Goal 1.4: Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students.

Unit Goal:

Strategic Direction II: Growing Research, Innovation, & Entrepreneurship

Strategic Goal 2.1: Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.

Unit Goal 1: Facilitate continued expansion of campus-wide R&D expenditures, with a particular emphasis on funding from federal agencies.

Key Performance Indicator 1.1: Annual research expenditures.

Data Source: NSF-HERD annual reports

Annual Targets:

	Total R&D Expenditures	Federally supported R&D Expenditures
Baseline (FY2020)	\$495.2 M	\$171.3 M
FY2021	\$520 M	\$183 M
FY2022	\$546 M	\$196 M
FY2023	\$573 M	\$210 M
FY2024	\$602 M	\$225 M
FY2025	\$632 M (5% annual increase)	\$241 M (7 % annual increase)

Unit goal 2: Catalyze and foster a culture of innovation and entrepreneurship with broad, diverse engagement across UGA’s innovation ecosystem by providing strategic input, education, mentoring, and programming for the Innovation District and by eliminating administrative barriers to innovation.

Key Performance Indicator 2.1: Steps taken to achieve goal.

Data Source: Innovation Gateway

Annual Targets:

FY2021	<input type="checkbox"/> Launch and activate the Innovation District Spring Street building and associated programming. <input type="checkbox"/> Identify and update policies that govern entrepreneurship and research commercialization at UGA, including through the work of the Entrepreneurship and Research Commercialization Policy Working Group.
FY2022	<input type="checkbox"/> Develop a policy compliance toolkit for University faculty, staff, and students engaging with entrepreneurship and/or research commercialization activities.
FY2023	<input type="checkbox"/> Develop and implement a robust plan for education and training on the newly developed toolkit across the UGA community, with an emphasis on faculty and administrators.
FY2024	<input type="checkbox"/> 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.
FY2025	<input type="checkbox"/> Ensure ongoing enhancement of these education and training efforts by incorporating feedback from key stakeholders.

Key Performance Indicator 2.2: Engagement in entrepreneurship and innovation programmatic offerings, as evidenced by the number and diversity of participants in Innovation District events.

Data Source: Innovation Gateway

Annual Targets:

	Total Innovation	Innovation District	No. of faculty	No. of faculty &	Total Innovation

	District programming events	participants: Total (Women and URM, 'Y')	Innovation Fellows	students served by Mentors-in-Residence	Bootcamp participants
FY2021	Define baseline (x)	Define baseline (x)(y)	Define baseline (x)	Define baseline (x)	Define baseline (x)
FY2022	X+5%	X+5% (Y+7%)	X+2	X+5%	X+10%
FY2023	X+10%	X+10% (Y+12%)	X+4	X+10%	X+15%
FY2024	X+12%	X+12% (Y+15%)	X+6	X+12%	X+20%
FY2025	X+15%	X+15% (Y+ 18)	X+8	X+15%	X+25%

Strategic Goal 2.2: Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

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.

Key Performance Indicator 3.1: Steps taken to achieve goal.

Data Source: Integrated Team Initiatives

Annual Targets:

FY2021	<input type="checkbox"/> Design and pilot professional training in Team Science for team leads. <input type="checkbox"/> Adapt/redesign existing UGA/Office of Research seed and pre-seed programs to catalyze strong teams. <input type="checkbox"/> Identify faculty research in areas of strategic emphasis and establish websites to collectively convey integrative research in these areas.
FY2022	<input type="checkbox"/> Design and pilot Team Science training for team participants. <input type="checkbox"/> Create mechanisms to support PI time to prepare complex grants by establishing a release-time program for large proposal development. <input type="checkbox"/> Establish Program Coordinator support for teams. <input type="checkbox"/> Assess and build partnerships with industry and agencies consistent with team strengths and strategic university directions. <input type="checkbox"/> Establish an annual Team Research Award.
FY2023	<input type="checkbox"/> Partner with units on campus in 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 Project Management support for large research project development and execution.
FY2024	<input type="checkbox"/> Adapt and update ongoing team training programs for project leaders and team participants. <input type="checkbox"/> Incorporate developed Education and Workforce, Diversity and Culture of Inclusion, and Innovation Ecosystem strategic activities in proposals.
FY2025	<input type="checkbox"/> Leverage mature partnerships for external support of and collaboration in seed grant programs. <input type="checkbox"/> Promote review of unit P&T guidance to identify and remove disincentives to team scholarship.

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

Data Source: Integrated Team Initiatives

Annual Targets:

	No. of team leaders in team	No. of team participants	No. of industry and	No. of teams engaged in Education and
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	science training programs	in team science training programs	government partners in teams	Workforce, Diversity and Culture of Inclusion, and Innovation Ecosystem activities
FY2021	Establish baseline (x)			
FY2022	x+10%	Establish baseline (x)	Establish baseline (x)	
FY2023	x+ 20%	x+10%	x + 5%	Establish baseline (x)
FY2024	x+ 20%	x+ 20%	x+ 10%	x+ 5%
FY2025	x+ 20%	x+ 20%	x+ 15%	x+ 10%

Key Performance Indicator 3.3: Support for development, submission, and execution of large, complex interdisciplinary research projects (e.g., center grants, contract bids, and training grants), as evidenced by the number of research teams receiving seed grants and assistance through the Office for Proposal Enhancement for proposal submission and project management.

Data Source: Integrated Team Initiatives

Annual Targets:

	No. and value of interdisciplinary seed funding provided	No. of teams receiving Office for Proposal Enhancement proposal submission support	No. of teams receiving Office for Proposal Enhancement program coordinator and project management support
FY2021	Establish baseline (x)		
FY2022	x + 10%	Establish baseline (x)	Establish baseline (x)
FY2023	x + 20%	x + 5%	x + 5%
FY2024	x + 30%	x + 10%	x + 15%
FY2025	x+ 30%	x + 15 %	x + 25%

Key Performance Indicator 3.4: Impact on extramural funding for large, complex, multi-investigator research projects (proposals >\$3M), as evidenced by the total of such proposals submitted and awarded.

Data Source: Office for Proposal Enhancement, Sponsored Projects Administration

Annual Targets:

	No. of proposals >\$3M submitted with Office for Proposal Enhancement support	Percentage of all proposals >\$3M that participated in Office for Proposal Enhancement programs	No. of new awards >\$3M with Office for Proposal Enhancement support	Percentage of all new awards >\$3M that participated in Office for Proposal Enhancement programs
Baseline	6	14.44%	2	11.11%
FY2021	8	18%	3	15%
FY2022	9	22%	3	20%
FY2023	10	25%	4	24%
FY2024	11	28%	4	28%
FY2025	12	31%	5	32%

Unit goal 4. Launch new strategic partnerships with mission-driven federal agencies including Department of Defense, Department of Homeland Security, and NASA, and leverage these partnerships to increase research sponsorship at UGA.

Key Performance Indicator 4.1: Steps taken to achieve goal.

Data Source: Defense and Security Collaborations

Annual Targets:

FY2021	<input type="checkbox"/> Establish a program to support and facilitate faculty visits to mission agencies, hosting visits from mission agency representatives, and faculty fellowships at agencies. <input type="checkbox"/> Support participation in conferences and seminars sponsored by, or for the purpose of greater understanding of, mission agencies.
FY2022	<input type="checkbox"/> Establish a program to support and facilitate student internships and scholarships with mission agencies.
FY2023	<input type="checkbox"/> Establish a program to support and facilitate internal and external partnerships to pursue funding from mission agencies.
FY2024	<input type="checkbox"/> Identify opportunities and develop a strategy to pursue non-monetary partnership agreements, such as Cooperative Research and Development Agreements and Educational Partnership Agreements.
FY2025	<input type="checkbox"/> Identify opportunities and develop a strategy to pursue large-scale multi-year funding, e.g. Other Transaction Agreements and Research Centers.

Key Performance Indicator 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.

Data Source: Defense and Security Collaborations

Annual Targets:

	No. of visits to, and visits from, mission agencies	No. of faculty fellowships at mission agencies	No. of faculty and trainees participating in conferences and seminars	No. of student internships and scholarships with mission agencies
Baseline	3	2	5	-
FY2021	5	3	7	Define baseline (x)
FY2022	10	5	10	x +3
FY2023	12	5	13	x +5
FY2024	15	5	15	x +8
FY2025	15	5	15	x +10

Key Performance Indicator 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.

Data Source: Defense and Security Collaborations, Sponsored Projects Administration

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
Baseline	40	\$4M	16	\$3M

FY2021	45	\$4M	18	\$3M
FY2022	48	\$6M	20	\$4M
FY2023	50	\$9M	21	\$7M
FY2024	52	\$12M	22	\$10M
FY2025	54	\$15M	22	\$13M

Unit Goal 5. Expand and integrate comprehensive industry engagement efforts to increase sponsored research funding from industry and industry-adjacent organizations.

Key Performance Indicator 5.1: Steps taken to achieve goal.

Data Source: Industry Engagement

Annual Targets:

FY2021	<input type="checkbox"/> Assess strategic partnership needs, opportunities, and establish targets. <input type="checkbox"/> Develop a prioritized list of opportunities for new large partnerships and significant funding streams. <input type="checkbox"/> Assess the current efficiency of administering industry partnerships, as evidenced by time to execute nondisclosure and sponsored research agreements.
FY2022	<input type="checkbox"/> Engage with targeted industry partners to develop new programs, with a focus on large, strategic partnerships that involve multiple units and/or multiple types of engagements across the University. <input type="checkbox"/> Develop an accurate and robust reporting structure for industry funding to guide strategic efforts and measure performance. <input type="checkbox"/> Improve the time to execute nondisclosure and sponsored research agreements to be consistent with standards and expectations defined by external benchmarking and stakeholder input.
FY2023	<input type="checkbox"/> Establish the University as a “preferred research partner” for industry by increasing overall efficiency and simplicity of interaction, from initial contact through life of engagement, as demonstrated by stakeholder feedback.

Key Performance Indicator 5.2: Faculty engagement with industry partners, as evidenced by faculty visits, student and trainee placement in industry, and the number of collaborations that are being actively pursued as University-wide strategic industry partners.

Data Source: Industry Engagement

Annual Targets:

	No. of visits to, or visits from, industry partners	No. of industry partners engaged on campus or in University programs (e.g., advisory boards, lectures)	No. of collaborations with Corporate and Foundation Relations or unit partners that are being actively pursued as University-wide strategic industry partners
FY2021	Establish baseline (x)	Establish baseline (x)	Establish baseline (x)
FY2022	x+2	x+5	x+1
FY2023	x+4	x+10	x+2
FY2024	x+6	x+15	x+4
FY2025	x+10	x+25	x+5

Key Performance Indicator 5.3: Project-based support from industry sponsors, as evidenced by total dollar value and number of active sponsored projects awards from industry and industry-adjacent organizations, the total expenditures supported by industry and industry-adjacent sponsored projects, and the number

of industry and industry-adjacent organizations with multiple sponsored research agreements engaging multiple faculty/units.

Data Source: Industry Engagement, Sponsored Projects Administration

Annual Targets:

	Total sponsored projects award dollars funded by industry partners	No. of active sponsored projects with industry partners	Total sponsored projects expenditures supported by industry partners	No. of industry partners supporting multiple sponsored projects and/or engaging multiple faculty/units
FY2021	Establish baseline (x)	Establish baseline (x)	Establish baseline (x)	Establish baseline (x)
FY2022	x+5%	x+5%	x+5%	x+5%
FY2023	x+10%	x+10%	x+10%	x+10%
FY2024	x+15%	x+15%	x+15%	x+15%
FY2025	x+20%	x+20%	x+20%	x+20%

Strategic Goal 2.3: Align the human and physical capital of the University to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization.

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.

Key Performance Indicator 6.1: Steps taken to achieve goal.

Data Source: Sponsored Projects Administration

Annual Targets:

FY2021	<ul style="list-style-type: none"> <input type="checkbox"/> Implement new Customer Service Standards within Sponsored Projects Administration to improve the customer service culture. <input type="checkbox"/> Incorporate average processing times into Sponsored Projects Administration performance dashboards. <input type="checkbox"/> Develop a comprehensive research administration training program for Sponsored Projects Administration and unit-based personnel.
FY2022	<ul style="list-style-type: none"> <input type="checkbox"/> Expand the number of unit-based proposal submitters with signatory authority (DLSAs) and provide them with additional authority after appropriate training. <input type="checkbox"/> Automate all Sponsored Projects Administration performance dashboards.
FY2023	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a certification program to incentivize central and unit research administration training and provide professional development opportunities across the institution.
FY2024	<ul style="list-style-type: none"> <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.
FY2025	<ul style="list-style-type: none"> <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.

Key Performance Indicator 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).

Data Source: Sponsored Projects Administration

Annual Targets:

	No. of attendees at research administration training programs	No. of research administration training programs offered
FY2021	Define Baseline (x)	Define Baseline (x)
FY2022	x +2%	x+2%
FY2023	x +4%	x+4%
FY2024	x +6%	x +6%
FY2025	x +8%	x+8%

Key Performance Indicator 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).

Data Source: Sponsored Projects Administration

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
FY2021	Define Baseline (x)	Define Baseline (x)	Define Baseline (x)	Define Baseline (x)
FY2022	x-1%	x- 1%	x-1%	x-1%
FY2023	x-2%	x-2%	x-2%	x-2%
FY2024	x-3%	x-3%	x-3%	x-3%
FY2025	x-4%	x-4%	x-4%	x-4%

Unit Goal 7: Create new professional development and mentoring offerings with a focus on grant writing and Responsible Conduct of Research and Scholarship, and launch a central repository that elevates the impact and visibility of these resources and best practices in mentoring.

Key Performance Indicator 7.1: Steps taken to achieve goal.

Data Source: Office of Postdoctoral Affairs, Office for Proposal Enhancement, and Office of Research Integrity and Safety

Annual Targets:

FY2021	<input type="checkbox"/> Establish a brown bag lunch series for postdoc professional development and co-host industry-focused professional development programming with the Graduate School. <input type="checkbox"/> Conduct an initial Responsible Conduct of Research and Scholarship climate survey and needs assessment of faculty, staff, postdocs, and graduate students. <input type="checkbox"/> Provide a template and guidance for postdocs transitioning to fellowships.
FY2022	<input type="checkbox"/> Develop suite of 'on-demand' self-guided grantsmanship modules, including for pre- and post-doctoral fellowships. <input type="checkbox"/> 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.
FY2023	<input type="checkbox"/> Establish a Research Mentoring Support and Resource Center, including website, listserv, and newsletter focused on research mentoring resources, opportunities, and events. <input type="checkbox"/> Create fellowship grant writing programs targeted at postdocs through collaboration between Office of Postdoctoral Affairs and Office for Proposal Enhancement. <input type="checkbox"/> Collaborate with departments, faculty, and Research Communications to develop recruitment materials targeting postdocs.
FY2024	<input type="checkbox"/> Define mechanism for postdocs supported on individual fellowships to maintain employee benefits through collaboration between Office for Postdoctoral Affairs and Human Resources.

FY2025	<input type="checkbox"/> Reassess Responsible Conduct of Research and Scholarship climate survey outcomes to gauge progress and redirect programmatic focus.
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Key Performance Indicator 7.2 Grant writing and professional development training and outreach provided, as evidenced by participation in face-to-face professional development programs, the number of on-demand grant writing modules produced, and participation in those programs by faculty, postdocs, graduate students, and undergraduate students

Data Source: Office for Proposal Enhancement and Office of Postdoctoral Affairs

Annual Targets:

	No. of participants in face-to-face professional development programs	No. of on-demand grant writing modules produced	No. of participants accessing on-demand modules
FY2021	15	3	20
FY2022	20	4	50
FY2023	25	6	80
FY2024	30	8	100
FY2025	35	10	120

Key Performance Indicator 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.

Data Source: Office of Research Integrity and Safety

Annual Targets:

	No. of enrollees in GRSC 8550	No. of GRSC8550 sections offered
Baseline	30	1
FY2021	32	2
FY2022	34	2
FY2023	36	3
FY2024	38	3
FY2025	40	3

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.

Key Performance Indicator 8.1: Steps taken to achieve goal.

Data Source: Office of Research-Information Technology, Sponsored Projects Administration

Annual Targets:

FY2021	<input type="checkbox"/> Further align Grants Portal data elements with UGA PeopleSoft Financials data elements to streamline system interoperability; in collaboration with Office of Institutional Research, create a central repository in UGA’s Data Warehouse for Office of Research data; create data quality audit processes for all Office of Research data collections. <input type="checkbox"/> Coordinate with Office of Research units to define an IT service catalog with five-year operational goals in order to better align IT service offerings with Office of Research need.
FY2022	<input type="checkbox"/> Develop processes with EITS to evaluate cloud-based resources for Office of Research business continuity/disaster recovery objectives. <input type="checkbox"/> Identify cost effective processes for meeting needs identified in the IT service catalog.

FY2023	<input type="checkbox"/> Automate annual and quarterly Sponsored Projects Reports showing proposal, award, and expenditure data that reconciles with NSF HERD Survey and UGA PeopleSoft Financials.
FY2024	<input type="checkbox"/> Finalize data sharing and management infrastructure to improve integration of research data with other campus information systems. <input type="checkbox"/> House key research data (as defined by research unit leaders) in the Data Warehouse and properly document and define data elements in the Data Warehouse.
FY2025	<input type="checkbox"/> Fully implement the IT service catalog along with recommendation goals. <input type="checkbox"/> Complete the cloud resources plan in conjunction with EITS.

Key Performance Indicator 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).

Data Source: Office of Research-Information Technology, Sponsored Projects Administration

Annual Targets:

	No. of sponsored projects reports available
Baseline	6
FY2021	18 (Increase 300%)
FY2022	18
FY2023	18
FY2024	18
FY2025	18

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

Key Performance Indicator 9.1: Steps taken to achieve goal.

Data Source: Associate Vice President for Research Facilities

Annual Targets:

FY2021	<input type="checkbox"/> In partnership with the Office of Finance & Administration, develop a strategy for ongoing space assessment and management. <input type="checkbox"/> Provide support for completion of STEM I construction, completion of STEM II design, and initiation of STEM II construction.
FY2022	<input type="checkbox"/> Initiate a comprehensive assessment of all research space and incorporate into single database. <input type="checkbox"/> Provide input into completion of STEM II construction, the full design of Chemistry, and the study of Biological Sciences renovation.
FY2023	<input type="checkbox"/> Complete comprehensive assessment of all research space and incorporate into single database. <input type="checkbox"/> Provide input into Chemistry renovations.
FY2024	<input type="checkbox"/> Analyze space usage based on 2023 research space assessment to inform future planning efforts and requests for space or renovations. <input type="checkbox"/> Provide input into the completion of Chemistry renovations and the design of Biological Sciences renovation.
FY2025	<input type="checkbox"/> Conduct annual review and update of space assessment data. <input type="checkbox"/> Provide guidance on the initiation of Biological Sciences renovation.

Key Performance Indicator 9.2 Research space constructed or renovated with major Office of Research strategic input and expertise.

Data Source: Associate Vice President for Research Facilities

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.)
FY2021	97,000 (STEM I)	
FY2022	100,000 (STEM II)	
FY2023		
FY2024		120,000 (Chemistry)
FY2025		

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.

Key Performance Indicator 10.1: Steps taken to achieve goal.

Data Source: Office of Research Integrity and Safety

Annual Targets:

FY2021	<input type="checkbox"/> Document need, establish scope, and determine budget for master plan study of animal care and use needs. <input type="checkbox"/> Contract consultant and convey scope of work.
FY2022	<input type="checkbox"/> Conduct site visits and data gathering in furtherance of master plan study of animal care and use needs. <input type="checkbox"/> Obtain master plan deliverable.
FY2023	<input type="checkbox"/> Establish a funding model for prioritized animal care and use needs. <input type="checkbox"/> Obtain commitments from CAES, Forestry, and Ecology on pursuing AAALAC International accreditation.
FY2024	<input type="checkbox"/> Implement master plan related to animal care and use needs. <input type="checkbox"/> Prepare AAALAC Program Description of unaccredited units.
FY2025	<input type="checkbox"/> Apply for AAALAC International accreditation of unaccredited units.

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.

Key Performance Indicator 11.1: Steps taken to achieve goals.

Data Source: Office of Research Integrity and Safety

Annual Targets:

FY2021	<input type="checkbox"/> Complete the implementation of Chemical Safety Plans on the Athens campus. <input type="checkbox"/> Initiate the Chemical Safety Plan Program on Tifton and Griffin campuses. <input type="checkbox"/> Add Skidaway, Brunswick, and Sapelo campuses to the Laboratory Safety Inspection Program. <input type="checkbox"/> Establish an Occupational Health and Safety Program Clinic at the University Health Center. <input type="checkbox"/> Conduct an initial risk assessment and gap analysis at the Savannah River Ecology Lab.
FY2022	<input type="checkbox"/> Initiate annual inspections at the Tifton, Griffin, Skidaway, Brunswick, and Sapelo campuses. <input type="checkbox"/> Complete implementation of the Chemical Safety Plan Program at the Tifton and Griffin campuses. <input type="checkbox"/> Initiate the Chemical Safety Plan Program on the Skidaway, Brunswick, and Sapelo campuses. <input type="checkbox"/> Conduct a risk inventory of the research enterprise to identify gaps in current Occupational Health and Safety Program services.

	<input type="checkbox"/> Survey Occupational Health and Safety Program clients to assist in determining needs.
FY2023	<input type="checkbox"/> Apply the established risk-based process for Athens lab inspections to the Tifton and Griffin campuses, based on the FY21/22 lab inspections. <input type="checkbox"/> Complete the implementation of the Chemical Safety Plan Program at the Skidaway, Brunswick, and Sapelo campuses. <input type="checkbox"/> Create a risk-based prioritization of additional needed Occupational Health and Safety Program services. <input type="checkbox"/> Develop a master plan for implementing additional Occupational Health and Safety Program services.
FY2024	<input type="checkbox"/> Apply the risk-based rubric to the Skidaway, Brunswick, and Sapelo campuses. <input type="checkbox"/> Implement the Occupational Health and Safety Program master plan.
FY2025	<input type="checkbox"/> Conduct risk assessments at the UGA Research and Education Centers at Blairsville, Calhoun, and Watkinsville. <input type="checkbox"/> Survey Occupational Health and Safety Program clients to evaluate progress and plan next steps.

Key Performance Indicator 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.

Data Source: Office of Research Integrity and Safety

Annual Targets:

	Percentage of research spaces with an active chemical safety plan (CSP)		
	Athens	Tifton, Griffin	Skidaway, Sapelo, Brunswick
FY2021	100%	50%	
FY2022		75%	50%
FY2023		100%	75%
FY2024			100%

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

Data Source: Office of Research Integrity and Safety

Annual Targets:

	Unsatisfactory laboratory inspection rate		
	Athens	Tifton, Griffin	Skidaway, Sapelo, Brunswick
FY2021	Define baseline (x)	Define baseline (x)	
FY2022	x-2%	x- 5%	Define baseline (x)
FY2023	x-4%	x-10%	x-5%
FY2024	x-6%	x-12%	x-10%
FY2025	x-8%	x-14%	x-12%

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

Data Source: Office of Research Integrity and Safety

Annual Targets:

	Annual total enrollees in Occupational Health and Safety Program	Total number of services provided by Occupational Health and Safety Program
FY2021	Define baseline (x)	Define baseline (x)

FY2022	x+2%	x+2%
FY2023	x+4%	x+4%
FY2024	x+6%	x+6%
FY2025	x+8%	x+8%

Strategic Goal 2.4: Enhance communications about the University’s strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national, and international communities.

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.

Key Performance Indicator 12.1: Steps taken to achieve goal.

Data Source: Research Communications

Annual Targets:

FY2021	<input type="checkbox"/> Integrate Office of Research editorial planning and production with Marketing & Communications by creating a model for content reinforcement & amplification between @UGAResearch and UGA Today news sites and by developing content strategy & calendar for social media content in collaboration with MarComm. <input type="checkbox"/> Identify dedicated communications support for Innovation Gateway to help publicize research commercialization, entrepreneurship, and industry partnerships.
FY2022	<input type="checkbox"/> Complete redesign of Innovation Gateway and Industry Engagement websites, newsletter and social media presence, in coordination with emerging Innovation District branding, to best engage the corporate sector and other stakeholders with the UGA innovation ecosystem.
FY2023	<input type="checkbox"/> Leverage new website and social media tools to expand marketing of research capabilities, technologies, and startup opportunities to industry partners.
FY2024	<input type="checkbox"/> Launch a new project to produce short videos featuring research programs and/or technologies available for licensing.
FY2025	<input type="checkbox"/> In collaboration with MarComm and the Innovation District initiative, create an “Innovation Hour” radio spot/podcast highlighting UGA innovation (e.g. inventor showcases, innovation award winners, student entrepreneurs, commentary on UGA-derived products, spotlights on industry partners).

Key Performance Indicator 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.

Data Source: Research Communications

Annual Targets:

	No. of research media stories pitched to external media (RComm)	No. of media impressions (total potential audience) from research stories (RComm)	No. of unique pageviews to UGA Today from RComm stories	No. of unique pageviews to @UGAResearch from RComm stories
Baseline FY2020	21 / 32	12,765,291 / 34,658,808	24,997	50,671
FY2021	+ 5%: 22 / 34	+ 5%: 13,403,556 / 36,391,748	+ 5%: 26,247	+ 5%: 53,205
FY2022	+ 10%: 23 / 35	+ 10%: 14,041,820 / 38,124,689	+ 10%: 27,497	+ 10%: 55,738
FY2023	+ 15%: 24 / 37	+ 15%: 14,680,084 / 39,857,629	+ 15%: 28,747	+ 15%: 58,272

FY2024	+ 20%: 25 / 38	+ 20%: 15,318,349 / 41,590,570	+ 20%: 29,996	+ 20%: 60,805
FY2025	+ 25%: 26 / 40	+ 25%: 15,956,613 / 43,323,510	+ 25%: 31,246	+ 25%: 63,339

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

Data Source: Research Communication

Annual Targets:

	Volume of Innovation Gateway web traffic (homepage UPVs)	Innovation Gateway social media: LinkedIn (followers/engagement)	Innovation Gateway Twitter (followers/engagements)
Baseline FY2020	6,853	1,574 / 3,487	600 / 1,337
FY2021	+ 5%: 7,196	+ 33%: 2,093 / 4,638	+ 33%: 800 / 1,778
FY2022	+ 10%: 7,538	+ 66%: 2,613 / 5,788	+ 66%: 1,000 / 2,219
FY2023	+ 15%: 7,881	+ 100%: 3,148 / 6,974	+ 100%: 1,200 / 2,674
FY2024	+ 20%: 8,224	+ 125%: 3,542 / 7,846	+ 125%: 1,350 / 3,008
FY2025	+ 25%: 8,566	+ 150%: 3,936 / 8,718	+ 150%: 1,500 / 3,343

Strategic Direction III: Strengthening Partnerships with Communities across Georgia & around the World

Strategic Goal 3.1: Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world.

Unit Goal:

Strategic Goal 3.2: Strengthen UGA’s role in economic development across the state, with a particular emphasis on underserved communities.

Unit Goal

Strategic Goal 3.3: Broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and world on locally identified needs and issues.

Unit Goal:

Strategic Goal 3.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.

Unit Goal 13: Partner with the Office of Global Engagement to expand the impact of ongoing successful global research programs and identify and establish new strategic global research partnerships that align with the University’s research priorities and elevate the University’s international rankings and global impact.

Key Performance Indicator 13.1: Steps taken to achieve goal.

Data Source: Office of Research-Internal Programs

Annual Targets:

FY2021	<input type="checkbox"/> Develop processes to assess ROI and productivity of ongoing seed funding programs, in terms of both grant dollars and citations. <input type="checkbox"/> In collaboration with Office of Global Engagement, identify strategic research areas in which the University is poised to become an international leader, and determine faculty champions and international partner institutions.
FY2022	<input type="checkbox"/> In collaboration with Office of Global Engagement, facilitate faculty hosting an international workshop and/or conference in strategic areas.
FY2023	<input type="checkbox"/> Collaborate with Office of Global Engagement to define new areas for strategic partnership to include a permanent research presence in identified areas.
FY2024	<input type="checkbox"/> Based on ongoing ROI analysis, re-invest in key global partnerships with additional, targeted seed funding programs and support of permanent international research sites.
FY2025	<input type="checkbox"/> Widely promote UGA as an international leader in multiple research disciplines, with evidence of University faculty leading international meetings, sponsored projects, and research centers in these fields.

Key Performance Indicator 13.2: Total external funding for global collaboration projects and the impact of Office of Research/Office of Global Engagement seed fund programs on such external funding.

Data Source: Office of Research-Internal Programs, Sponsored Projects Administration

Annual Targets:

	No. of global collaboration awards	Percentage of awards with prior Office of	Total amount of global collaboration awards	Total amount of global collaboration awards with prior

		Research seed funding		Office of Research seed funding
FY2021	Establish baseline (x)	Establish baseline (x)	Establish baseline (x)	Establish baseline (x)
FY2022	x+5%	x+10%	x+5%	x+10%
FY2023	x+10%	x+20%	x+10%	x+20%
FY2024	x+15%	x+30%	x+15%	x+30%
FY2025	x+20%	x+40%	x+20%	x+40%