

Priority Area 4: Research and Community Engagement

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Goal 4.1: Develop and strengthen infrastructure to develop research

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Total extramural R&D funding annually, number of training/professional development programs to support research by OSRP	Target: $\geq 1\%$ increase in total extramural R&D funding annually through 2028.	<p>Develop system for billing and salary support expenditures by 2024</p> <p>Hire two OSRP personnel by 2024</p> <p>Increased professional development and training opportunities for faculty by 2024</p> <p>Offer two – three trainings on grant management best practices per academic year</p> <p>Review and revise policies for OSRP by 2025</p>	<p>Tracking measures for research</p> <p>Optimize billing/salary support expenditures for research programs</p> <p>Increase personnel needed to support research programs</p> <p>Professional development increase for research</p> <p>More training about how to manage grants</p> <p>Policy development for the office of research and sponsored programs</p>	1) Review research & billing policies and procedures to determine if revisions are needed ; 2) Survey faculty to determine research/grants needs and develop trainings based on the survey outcomes	More personnel in OSRP (e.g. grant writer or budget tracker), hire company with expertise in training/professional development for research, more policies needed to support research (e.g. incentive plan, billing policies, etc.)

Goal 4.2: Align UMES research strengths with emerging national research priorities

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Annual percentage increase in R&D expenditures by USM institutions in priority research areas	> average of three prior years under each identified priority area of agency	<p>OSRP will receive funding to conduct research on two national priorities by 2025</p> <p>OSRP will collaborate with other USM institutions to develop research clusters that focus on emerging national priorities by 2025</p>	<p>Identify national research priorities and how we are addressing them</p> <p>develop research clusters (interprofessional based on national research priorities (research centers)</p>	<p>Identify 3 top national priorities by 2025 and map how UMES is meeting these priorities</p> <p>Identify leaders for each priority to lead the university in increasing R&D expenditures in priority areas</p>	OSRP

Goal 4.3.: Promote technology transfer and commercialization of the UMES intellectual property.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
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Number of patents and licenses/options annually	Increase the number of patents, licenses, and options in the past 5 yrs	Currently 11 patents at held at UMES.	Increase the number of patents and licenses	1) Identify faculty interested in patents/licenses options and develop trainings to enhance output	N/A

Goal 4.4: Grow the number of research partnerships with industry, agencies, NGOs, international and academic institutions

Measure/Metric	2028-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Percentage of annual USM R&D Expenditures not from federal, state, or local government sources	Target: ≥ the percentage of R&D expenditures coming from the non-governmental sectors in the prior year.	<p>OSPR will expand partnerships with two non-governmental sectors by 2025</p> <p>OSRP will increase their MOU and articulations agreements with non-governmental sectors by 2025</p> <p>OSRP will work with a web designer to redesign the OSRP website by 2024</p> <p>OSPR will develop and share an annual research report by 2024 with the campus community as well as the external research community</p>	<p>Expand and strengthen partnerships by joining professional organizations (MD dept of health, Microsoft, Princeton Univ)</p> <p>Establish MOUs and articulation agreements with external partners</p> <p>Website redesign (focused on research)</p> <p>Research report (annual report) sent to campus, community partners, other universities for people to understand research enterprise at UMES</p> <p>Increase advertising research projects currently available on campus</p>	<p>1) Identify R&D from non-federal, state, or local government sources and develop MOUs/articulation agreements with current sources; 2) Monthly updates of available non-government sources of funding by OSRP; 3) Hire personnel to redesign and manage research website and create annual report</p>	Tracking to see what existing partnerships we have with non-government sectors as a baseline.

Goal 4.5: Diversify our R&D portfolio by securing basic and applied research funding from the private and government sector

Measure/Metric	2028-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
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Percentage of annual USM research expenditures coming from the business and government	Target: ≥ the percentage of R&D expenditures coming from the Business and government sector in the prior year.	Need to obtain updated data from OSP but 42% of federal awards came from USDA. Will need to confirm this with ORSP Workday In FY 20 (reported in FY 21) the percentage of total USM R&D expenditures coming from sources other than federal, state, or local governments was 32.04% and the Business sector was 2.41%.	Increase business and government sector funds	1) Identify sources of R&D research expenditures from business and government sectors; 2) Update faculty monthly about sources of business and government funding opportunities; 3) provide faculty training to secure research funding from private and government sectors	N/A
Goal 4.6: Leverage USM institutional resources and expertise and collaboration with stakeholders to increase UMEs's contributions to climate change and education					
Measure/Metric	2028-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Total annual funding related to climate change and education	Target: ≥ the percentage of climate change and education expenditures coming in the past 3-5 years.	No benchmark exists and will need to reevaluate this data with OSRP on Workday	Work with environmental agencies, NGOs, and government to increase research for climate change Building more K-12 educators Curricular development Strengthening STEM relationship with K-12 educators More DEI among educators	1) Identify current research priorities for climate change and education; 2) Develop MOUs with K-12 educators on climate change and education issues; 3) Identify leader to facilitate resources, collaborations, and develop trainings for K-12 educators ; 4) Identify benchmark based on review of institutional contributions to climate change and education; 5) Hire consultant to lead the subgoal	Consultant needed
Goal 4.7* Expand community-based research to strengthen the communities (USM 4.10)					
Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

Total annual funding for community-based research	Target: ≥ the percentage of expenditures coming community-based research in the prior year.	<p>OSRP will work with community partners to identify community needs and issues by 2025</p> <p><input type="checkbox"/> OSRP will identify funding sources to address community needs by 2025</p> <p><input type="checkbox"/> OSRP will provide opportunities for students to become informed and engaged with the community by 2026</p>	<p>Outreach and leadership development (research needs in the community; program-based development)</p> <p><input type="checkbox"/> Educate students to be informed and engaged global citizens to be change agents in the community</p>	<p>1) Engage community partners to determine research needs; 2) Identify and secure funding sources that will address identified research needs; 3) Provide opportunities for students to be engaged in community-based research</p>	N/A
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