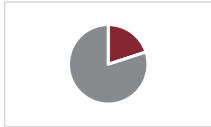
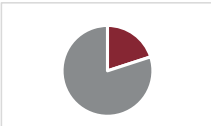


Priority Area 4: Research and Community Engagement OWNER: Moses Kairo
Liaisons - Dr. Yen Dang and Dr. Joyce Bell

Goal 4.1: Develop and strengthen infrastructure to develop research

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
Total extramural R&D funding annually, number of training/professional development programs to support research by OSRP	Target: ≥ 1% increase in total extramural R&D funding annually through 2028.	\$8.6 million in FY21, \$9.3 million in FY 22, \$10.7 million in FY 23, \$13.3 million in FY 24; 2-3 workshops/trainings per year	Tracking measures for research Optimize billing/salary support expenditures for research programs Increase personnel needed to support research programs Professional development increase for research More training about how to manage grants Policy development for the office of research and sponsored programs	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.)	 20%

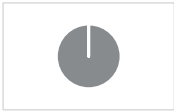
Goal 4.2:* Align UMES research strengths with emerging national research priorities

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
Annual percentage increase in R&D expenditures by USM institutions in priority research areas	Target: > 1% increase in total extramural R&D funding in priority areas annually through 2028.	7% increase in FY 22, 15% increase in FY 23, and 25% increase in FY 24 FY 24 (Climate Change \$1.128 million), JEDI \$437K, Sustainability: 312K	Identify national research priorities and how we are addressing them develop research clusters (interprofessional based on national research priorities (research centers)	Identify 3 top national priorities by 2026 and map how UMES is meeting these priorities Identify leaders for each priority to lead the university in increasding R&D expenditures in priority areas	OSRP	 20%

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	Percentage Completed
Number of patents and licenses/options annually	Increase the number of patents, licenses, and options	1-2 patents/licenses a year	Increase the number of patents and licenses	1) Identify faculty interested in patents/licenses options and areas of need 2) OSRP will develop trainings and workshops for patents/licenses, and options	OSRP	 0%

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 Completed
Percentage of annual USM R&D E	Target: ≥ the percentage of R&D expenditures coming from the non-governmental sectors in the prior year.	\$8.6K in FY21, \$9.3K in FY 22, \$10.7K in FY 23, \$13.4K in FY 24 of R&D funding from non-government sectors	Expand and strengthen partnerships by joining professional organizations (MD dept of health, Microsoft, Princeton Univ) Establish MOUs and articulation agreements with external partners Website redesign (focused on research) Research report (annual report) sent to campus, community partners, other universities for people to understand research enterprise at UMES Increase advertising research projects currently available on campus	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	Tracking to see what existing partnerships we have with non-government sectors as a baseline.	 0%

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	Percentage Completed
Percentage of annual USM research expenditures coming from the Business and government sector the prior year.	Target: ≥ the percentage of R&D expenditures coming from the Business and government sector the prior year.		Expand and strengthen partnerships by advocacy and legislative priorities (earmark funds) by 2025 Establish MOUs and articulation agreements with external partners Website redesign (focused on research) Research report (annual report) sent to campus, community partners, other universities for people to understand research enterprise at UMES Increase advertising research projects currently available on campus	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	OSRP	 0%

Goal 4.6 Expand community-based research to strengthen the communities

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
Total annual funding for community-based research	Target: ≥ the percentage of expenditures coming from community-based research in the prior year.	\$1.7 million in FY24	1) Outreach and leadership development (research needs in the community; program-based development) 2) Educate students to be informed and engaged global citizens to be change agents in the community	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	OSRP, Mr. Woods	 10%