Research Mission
Strategic Plan

Introduction

Research & Scholarship at Augusta University

Research and scholarship at Augusta University encompasses discovery, creativity and innovation. Research includes both extramurally funded and institutionally funded programs and scholarly activities across all disciplines.

Research and scholarship at Augusta University is designed to generate new knowledge, encourage students, faculty, and staff development, enhance Augusta University's reputation, engage the community, provide opportunities for students, generate revenue for further research, and encourage transdisciplinary/interdisciplinary activities and partnerships both within Augusta University and with external entities.

Research is defined by 1) peer review, 2) public dissemination, and 3) measurable impact and includes basic, clinical, population-based, community-based, translational, educational, social behavior, and business research, as well as other types of research such as media contributions, artistic performance, artistic contributions, contracts and grants, intellectual contributions, intellectual property, presentations, etc.

Our Strategic Planning Process

Planning Process & Timeframe

The Research Mission Strategic plan development began in December 2014 and was concluded in _____ 2015. Existing research-focused committees reviewed initial drafts of the research mission focus areas and discussed future vision and goals. Academic leadership and staff provided input throughout the process, and the plan was posted on the Augusta University website for on-line discussion opportunities for students, faculty and staff members.

Planning Team Members

The following faculty and staff provided input into the development of this plan:

• Provost Cabinet	• Academic Leadership Meeting Participants	• Staff Focus Group Sessions	• Academic Focus Group Participants

Planning Assumptions

Following are assumptions used during the research mission strategic planning process:

1. The Research Mission Plan is focused on the next 3-5 years.
2. The research plan will include all nine Augusta University colleges and the libraries.
3. Limited new resources will be available to expand research initiatives.
4. Funding: State research support will at a minimum remain substantially stable. Federal funding is expected to go down. Private funding will be more significant and more targeted.
5. We will maintain our current research strengths, while expanding research in STEM research and clinical and translational research.
6. Focus is needed on undergraduate research.
7. We have an established commitment to expand the current Cancer Research Center. Additional space in another new building is needed for future research expansion based on the number of investigators that would need space. However, there is no commitment to build such a building.

Mission, Vision, & Values

Augusta University Mission

Our mission is to provide leadership and excellence in teaching, discovery, clinical care, and service as a student-centered comprehensive research university and academic health center with a wide range of programs from learning assistance through postdoctoral studies.

Augusta University Vision

Our vision is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity, and innovation.

Augusta University Values

Collegiality – reflected in collaboration, partnership, sense of community, and teamwork.

Compassion – reflected in caring, empathy, and social responsibility.

Excellence – reflected in distinction, effectiveness, efficiency, enthusiasm, passion, and quality.

Inclusivity – reflected in diversity, equality, fairness, impartiality, and respect.

Integrity – reflected in accountability, ethical behavior, honesty, and reliability.

Leadership – reflected in courage, honor, professionalism, transparency, and vision.

Augusta University Strategic Priorities & Organizational Goals

Strategic Priority 1 CONSOLIDATION

BE A NATIONAL MODEL for the successful consolidation of two higher-education institutions into one fully integrated and aligned research university.

SP1. Organizational Goal 1	Deliver excellent education and training throughout our expanding footprint.
SP1. Organizational Goal 2	Cultivate a collaborative, enriching work environment that generates open, honest, and constructive communication.
SP1. Organizational Goal 3	Ensure that facilities and infrastructure fulfill the needs of our academic, athletic, clinical, military outreach and research programs.
SP1. Organizational Goal 4	Promote access to higher education, in the context of a research university, and respond to the needs of our communities.
SP1. Organizational Goal 5	Attain national and international recognition as an integrated and innovative university and academic health system.

Strategic Priority 2 EDUCATION

BE A COMPREHENSIVE RESEARCH UNIVERSITY that leverages its history of excellence in health science and medical education with a strong foundation in liberal arts education and professional degrees.

SP2. Organizational Goal 1	Deliver excellent education and training throughout our expanding footprint.
SP2. Organizational Goal 2	Create, enhance, and sustain programs that prepare graduates for success in a rapidly changing global workplace and society.
SP2. Organizational Goal 3	Provide an environment that promotes innovative education.
SP2. Organizational Goal 4	Increase student retention, progression, and graduation.
SP2. Organizational Goal 5	Develop an undergraduate curriculum with a distinctive profile that embraces the principles of liberal arts education as fundamental to all disciplines and that recognizes the value of a culture of intellectual inquiry, creativity, and undergraduate research.

Strategic Priority 3 RESEARCH

BE A NATIONALLY & INTERNATIONALLY RECOGNIZED LEADER in research, discovery, and scholarship.

SP3. Organizational Goal 1	Support a culture of collaboration and interdisciplinary research, discovery, and scholarship.
SP3. Organizational Goal 2	Foster novel research and creative activities that lead to discoveries with significant academic, therapeutic and economic impact.
SP3. Organizational Goal 3	Lead in training, attracting, and retaining highly qualified researchers and scholars from diverse backgrounds
SP3. Organizational Goal 4	Promote a culture of undergraduate and graduate student research.
SP3. Organizational Goal 5	Practice distinction in biomedical research and health science education.

Strategic Priority 4 SERVICE

PROVIDE SERVICE to the local, state, national, and global communities.

SP4. Organizational Goal 1	Partner with our constituent communities and regional health care assets to leverage coordinated inter-professional care and empirically-based expertise
SP4. Organizational Goal 2	Provide scholarly service and leadership in local, state, national, and international venues.
SP4. Organizational Goal 3	Engage in service that demonstrates a sustained commitment to diversity and inclusion.
SP4. Organizational Goal 4	Demonstrate excellence in patient care by developing high-quality, culturally appropriate, cost-effective patient- and family-centered health care.

Strategic Priority 5 EFFICIENCY

OPTIMIZE OUR POTENTIAL as a whole through greater efficiency, effectiveness and productivity supporting strategic growth and development.

SP5. Organizational Goal 1	Optimize leadership, faculty, and staff recruitment, retention, productivity, and engagement.
SP5. Organizational Goal 2	Develop innovative employee-sensitive policies, practices, and programs that establish Augusta University as an employer of choice
SP5. Organizational Goal 3	Enhance the effectiveness and efficiency of the enterprise's administrative, academic, student services, and clinical infrastructure, systems, and processes to maximize the stewardship of all resources.
SP5. Organizational Goal 4	Efficiently use existing resources and identify new resources to meet our current and future needs.
SP5. Organizational Goal 5	Advance a coordinated philanthropic strategy to increase and enhance fundraising activities supporting all aspects of the enterprise.

Strategic Priority 6 DIVERSITY

Provide sustained commitment to DIVERSITY AND INCLUSION across all missions.

SP6. Organizational Goal 1	Develop practices and policies of inclusivity that are implemented and embraced across the enterprise.
SP6. Organizational Goal 2	Facilitate ongoing cultural competency development.
SP6. Organizational Goal 3	Enhance efforts to reduce population disparities.

Research Mission Strategic Focus Areas & Goals

Strategic Focus Area 1: INNOVATION & INTEGRATION

As a comprehensive institution, Augusta University will seek opportunities to integrate research into all of our mission areas including educational activities and clinical care to foster and facilitate the use of interdisciplinary research. Augusta University will encourage collaborative, interdisciplinary efforts using the expertise of all nine colleges (including their regional campuses) and the libraries to improve the breadth of research and scholarly activities, and increase our competitiveness for grants and scientific/scholarly recognition. Augusta University will foster an entrepreneurial environment by supporting the scholarly research activities that result in new innovations and commercialization.

Goal 1.1:

To integrate research into our education mission, research leadership will work to:

1.1.1 Increase the number of degrees in research education (i.e. PhD, MD PhD, Certificates, and Masters).

1.1.2 Enhance available educational programs, from formal degree yielding programs to career development opportunities (i.e. research proposal preparation, responsible conduct of research) to support investigators at all levels in conducting research.

1.1.3 Ensure alignment of promotion and tenure policies to support interdisciplinary research collaborations.

1.1.4 Foster student research.

Goal 1.2:

To integrate research into our clinical mission, research leadership and faculty will:

1.2.1 Establish programs leading to clinical practice implementation of diagnostic tests and therapeutic interventions.

1.2.2 Promote interdisciplinary research teams and institutional support of promising technology.

1.2.3 Expand and seek out incubator opportunities for collaboration and commercialization.

Goal 1.3:

To increase funding available for research, leadership will:

1.3.1 Continue support of the Intramural Grant Programs and Pilot Funding Programs to help faculty members compete successfully for major research funding from external sponsors.

1.3.2 Continue promoting availability of funding opportunities through the Division of Sponsored Program Administration.

Strategic Focus Area 2: INFRASTRUCTURE & SUPPORT

Augusta University will strive to enhance and centralize research infrastructure and support resources to enable investigators and researchers (students, faculty, and staff) to conduct higher quality and more efficient research and scholarship. The centralization of research resources may include institutional clinical trials office, regulatory research support, dedicated information technology systems and teams (i.e. bio-repository, clinical trial data management system, core lab system, etc.), and appropriate facilities.

Goal 2.1:
To improve support for research activities at Augusta University, research leadership and faculty will:

2.1.1   Evaluate current resources available to faculty in support of research and scholarly activities.

2.1.2   Develop, prioritize, and implement a plan to support faculty in their research and scholarly activities that could include, but not be limited to:
- Increasing faculty education and training opportunities
- Increasing training and career development awards
- Developing processes for protecting research time
- Developing and implementing faculty mentoring programs

2.1.3   Enhance the research environment by providing clinical trial data management, registry, and bio repository support and by providing Good Laboratory Practice Lab Animal Services and Good Clinical Practice testing programs.

2.1.4   Integrate and streamline processes for core lab marketing and services, and clinical research protocols.

2.1.5   Enhance research and clinical trial processes so that goals include facilitation of initiation and conduct of research.

Goal 2.2:
To improve the facilities available for research, research leadership with faculty input will:

2.2.1   Continue working with the master planning initiative in evaluating existing research space and allocations.

2.2.2   Develop prioritized recommendations for more efficient use of existing research space.

2.2.3   Identify development opportunities for expanding research space.

2.2.4   Expand wet and dry bench research space and establish designated clinical and translational research facilities for patient research (outpatient, inpatient, and community-wide) and laboratory science.

Goal 2.3:
To enhance the institutional-wide information technology services in support of research, institutional leadership will:

2.3.1   Increase the basic and specialized information technology support for research faculty.

2.3.2   Develop the information technology infrastructure to support research programs and increased research capabilities.

Strategic Focus Area 3: COLLABORATION & PARTNERSHIPS

Augusta University will support collaborative research partnerships with new and existing entities including USG institutions, governmental agencies (i.e., Ft. Gordon, Charlie Norwood VA, State of Georgia Correctional System), and other entities (i.e. SRS).   Augusta University will also continue to leverage partnerships with Philips and Cerner to enhance innovation in big data and personalized medicine.

Goal 3.1:

To excel in collaborative research through partnerships with educational entities, institutions, and industry partners statewide, research leadership and faculty will:

3.1.1   Facilitate consortium Institutional Review Board agreements as well as regulatory, budgetary, intellectual property, and contracting issues agreements.

3.1.2   Establish capacity for research data, specimen, and record exchange, analysis, curation, and preservation, including HIPAA and privacy policies.

3.1.3   Become a model for statewide coordinated research trials leveraging the strengths of our regional campus network and strategic partners.

3.1.4   Leverage our expertise to enhance research training throughout Georgia.

3.1.5   Increase collaboration with strategic partners (including Philips and Cerner) and strategic initiatives (including Cyber).

Goal 3.2:

To increase local, regional, statewide, national, and international recognition of Augusta University research activities, research leadership and the Division of Communications and Marketing will:

3.2.1   Work to increase media coverage in all forms of media (TV, radio, newspaper, journals).

3.2.2   Encourage presentation of research findings at conferences and other professional forums.

3.2.3   Continue publishing the research-focused magazine.

Strategic Focus Area 4: COMMUNITY ENGAGEMENT

Augusta University will seek opportunities to enhance and improve the efficiency and effectiveness of research initiatives through coordination and integration with community groups and patient and community advocacy groups throughout the CSRA.

Goal 4.1:

To increase community engagement, research advocacy, and increased participation in clinical trials, research leadership and faculty will:

4.1.1   Work collaboratively with community groups (i.e. i.e. faith based groups, societies, municipalities, community health departments, health departments, churches, schools, agencies, etc.) to identify research areas for focused approaches to increase participation in clinical trials and enhance research advocacy.

4.1.2   Work collaborative with health care advocacy groups (i.e. the literacy group, Boys & Girls Clubs, Ronald McDonald House, Endometriosis Association) to identify research areas for focused approaches to increase participation in clinical trials and enhance research advocacy.

4.1.3   Provide communications support through the Division of Communications and Marketing for research initiatives with patient and community advocacy groups.

Goal 4.2:

To increase participation in clinical trials at Augusta University, research leadership and the Division of Communications and Marketing will work to:

4.2.1   Create an internet accessible website for actively enrolling clinical trials at Augusta University.

4.2.2   Explore other communications and marketing strategies for increasing clinical trial enrollment.

Strategic Focus Area 5: CULTURE & ENGAGEMENT

Augusta University will continue committing to our values and fostering a culture of engagement among faculty, students, and staff across all of our missions. We will accomplish this through collaboration, cooperation, effective communications, celebration of accomplishments, professional development opportunities, frequent occasions for interaction, and a strong service-orientation. Augusta University will focus on implementing new and enhancing existing programs and processes to increase retention of qualified research faculty and increase recruitment opportunities.

Goal 5.1:

To foster a supportive research culture on all campuses, Augusta University will focus on implementing new and enhancing existing programs and processes to increase retention of qualified research faculty and increase recruitment opportunities.

> 5.1.1 Implement recruitment and retention strategies for investigators and key research personnel. (Examples include increased bridge funding and clinicians' protected research time.)
>
> 5.1.2 Foster collaborative research relationships on and between campuses.

Goal 5.2:

To improve research faculty and staff engagement, recognition, and incentives, research leadership will:

> 5.2.1 Provide opportunities to recognize faculty members for their contributions and accomplishments in research and align them with promotion and tenure to ensure faculty success.
>
> 5.2.2 Provide opportunities to recognize students and trainees for their contributions and accomplishments in research and align them with graduation requirements and achievement of successful training opportunities.
>
> 5.2.3 Enhance dissemination of research related activities and opportunities as well as dissemination of Augusta University faculty and student notable accomplishments.

Goal 5.3:

To improve organizational communications, research leadership and the Division of Communications & Marketing will:

> 5.3.1 Provide ongoing opportunities for engagement, sharing, and collaboration among and between faculty, students, and staff focused around research.
>
> 5.3.2 Create and distribute newsletters from individual units to highlight research activities.
>
> 5.3.3 Hold periodic town hall meetings to highlight research activities and accomplishments.
>
> 5.3.4 Enhance the research website and implement a process for keeping the content current.

Appendix A: Potential Outcomes/Metrics to Monitor Research Effectiveness

- Number of research publications, abstracts, and presentations submitted by Augusta University faculty and students
- Number of patents and copyrights earned by Augusta University faculty and students
- Number of inter-college collaborations and the funding for inter-college collaborations
- Number of artist showings, performances, and other presentations of scholarly works
- Number of submissions of grant proposals (NIH and others) and awards
- Number of investigators submitting grants and the number of investigators who gain funding
- Percentage of effort funded on grants
- Number of awards (NIH and others)
- Number of IRB submissions
- Time from IRB submission to approval
- Dollars of pilot funding
- Return on investment from pilot funding
- Dollars from funded projects paid to the Georgia Regents Medical Center
- Dollars from funded projects paid to the Georgia Regents Medical Associates
- Number of training grants and career development grants

Appendix A: Strategic Planning Components and Taxonomy

USG Strategic Plan	The University System of Georgia strategic plan is the highest level plan at the USG and provides direction from the Georgia Board of Regents on the priorities for 2013 – 2018.
USG Strategic Imperative	An identified focus area within the framework of the 2013 – 2018 University System of Georgia strategic plan that is critical to the success of creating a more educated Georgia.

Augusta University Strategic Plan	The Augusta University Strategic Plan, *Transition Forward,* supports the USG Strategic Plan and designed to meet the mission, vision, and values of Augusta University. The Augusta University strategic plan is accomplished through the mission-based strategic plans, college strategic plans, other unit strategic plans, and annual unit plans.
Augusta University Strategic Priority	An aspirational and visionary statement that encapsulates a clear priority to enable Augusta University to meet its mission and achieve its vision. Supported by the Augusta University organizational goals.
Augusta University Organizational Goal	A clear statement that describes the means by which the Augusta University strategic priorities will be met.

Mission Strategic Plan **Education | Research | Clinical**	The mission strategic plans support the Augusta University Strategic Plan and focus on the on the three Augusta University missions. These plans include mission strategic focus areas and mission goals.
Mission Strategic Focus Area	An identified focus area within the relevant mission with a description.
Mission Strategic Goal	A clear statement of purpose within the relevant mission's strategic focus area. May include specific intentions.

College Strategic Plan	A college-focused plan that supports the Augusta University Strategic Plan and focuses on the relevant Augusta University mission(s). Includes college/ strategic focus areas and goals. All nine Augusta University colleges develop strategic plans.
College Strategic Focus Area	An identified strategic focus area for the college with a description.
College Strategic Goal	A clear statement of purpose for the college within the strategic focus area. May include specific intentions.

Other Strategic Plans *Includes Support Services for academic affairs, research, and the healthy system.*	A strategic plan that supports the Augusta University Strategic Plan, the relevant mission strategic plans, and the college plans. Includes strategic focus areas and goals. Examples include Enrollment & Student Affairs, the Libraries, Institutional Effectiveness, and Facilities.
Strategic Focus Area	An identified strategic focus area for the division or unit with a description.
Strategic Goal	A clear statement of purpose for the division or unit within the strategic focus area. May include specific intentions.

Annual Unit Plans	Individual units at Augusta University develop annual unit plans with multi-year goals and annual tactics and measures to support all of the Augusta University strategic planning efforts.
Goal	A clear statement of intention around a specific area that could span multiple years. These goals directly support the college, division, and mission-focused plans.
Tactic	Specific annual activities or tasks to accomplish a goal – describes how the goal will be met.
Measure – Expected Results	A statement of expected results for a specific tactic – describes what results are expected and how to measure the achievement of the tactic.