

**University of Central Florida  
Office of Research and Commercialization**

**Strategic Plan**

**Vice President for Research  
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## **UCF Mission**

The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity! The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

## **UCF Vision**

UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

## **UCF Values**

- Integrity
- Scholarship
- Community
- Creativity
- Excellence

## **UCF Goals**

- Goal 1: Offer the best undergraduate education available in Florida.
- Goal 2: Achieve international prominence in key programs of graduate study and research.
- Goal 3: Provide international focus to our curricula and research programs.
- Goal 4: Become more inclusive and diverse.
- Goal 5: Be America's leading partnership university.

## **ORC Mission**

Enable international prominence in key areas of research, commercialization and creative activities that will enrich the academic, economic and cultural environment in the city-state in which we live.

## **ORC Vision**

To excel as an organization that takes Ideas to Innovation to Realization

## **ORC Values**

- Integrity
- Scholarship
- Community
- Creativity
- Excellence
- Service
- Entrepreneurial

## **ORC Goals**

1. Establish and sustain a national and internationally recognized leading research program that features partnerships and interdisciplinary approaches.
2. Foster community and economic development.
3. Develop state-of-the-art research infrastructure.
4. Recruit and retain nationally recognized research faculty.
5. Recruit and retain the best graduate research students and promote and support undergraduate research programs.
6. Assist faculty in obtaining support for their scholarship.
7. Provide leadership and support to ensure compliance and responsible conduct of research.

### ORC Objectives, Key Performance Indicators and Target Performance

Objective	Key Performance Indicator	One – Year Target	Division Goal(s) Supported
<p>Increase research and development activities by building on existing programs and developing new programs</p>	<ol style="list-style-type: none"> <li>1. Increase total academic research and development expenditures</li> <li>2. Increase federal academic research and development expenditures</li> <li>3. Reinstate major equipment fund</li> <li>4. Create matching fund for facilities modifications and development</li> <li>5. Establish Florida Space Institute as a State of Florida Center</li> <li>6. Establish new centers under the New Florida program</li> <li>7. Work with College of Medicine to recruit research oriented clinical and science faculty to fulfill promise of a research-based medical school</li> <li>8. Help CECS create a new chemical engineering/energy/material department</li> </ol>	<ol style="list-style-type: none"> <li>1. FY11: \$157M total research (Projection based on extrapolation of linear regression of FY 07-FY09 federal research expenditures.)</li> <li>2. FY11: \$87M federal research (Projection based on extrapolation of linear regression of FY 07-FY09 federal research expenditures.)</li> <li>3. FY11: \$500K</li> <li>4. FY11: \$2M</li> <li>5. Submit FSI proposal to BOG</li> <li>6. Generate RFP for planning grants for new centers</li> <li>7. Identify ORC point of contact with COM</li> <li>8. Proposal development working group for new CECS department formed and proposal submitted</li> <li>9. Institute policy for red-team reviews of limited submission and large proposals</li> </ol>	<p style="text-align: center;">1,3,4,6</p>

**ORC Objectives, Key Performance Indicators and Target Performance (continued)**

<b>Objective</b>	<b>Key Performance Indicator</b>	<b>One – Year Target</b>	<b>Division Goal(s) Supported</b>
Strengthen our ability to ensure responsible conduct of research	<ol style="list-style-type: none"> <li>1. Increase faculty and staff compliance with conflict of commitment requirements</li> <li>2. Update policies and procedures</li> <li>3. Provide training to research faculty, students and staff</li> <li>4. Obtain accreditation of key human and animal subject programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Achieve 100% compliance</li> <li>2. Update IRB and Responsible Conduct of Research policies</li> <li>3. Create training modules</li> <li>4. Accreditation of IACUC and IRB</li> </ol>	1,5,7
Transfer innovative ideas and intellectual property into the commercial market	<ol style="list-style-type: none"> <li>1. Increase license income</li> <li>2. Increase number of licenses and options executed</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase license income by 10%</li> <li>2. Increase number of licenses/options executed by 3</li> </ol>	1,2,4
Reduce the contract & grant close-out process to 90 days.	<ol style="list-style-type: none"> <li>1. Percent of contracts &amp; grants not closed after the 90<sup>th</sup> day.</li> <li>2. Percent of contracts &amp; grants not financially closed after the 90<sup>th</sup> day.</li> <li>3. Percent of contracts &amp; grants not administratively closed after the 90<sup>th</sup> day.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of federal contracts &amp; grants closed within 90 days.</li> <li>2. Reduce private contracts &amp; grants close-out delinquency time periods by 50%.</li> <li>3. Reduce State and local government contracts &amp; grants close-out delinquency time periods by 75%.</li> </ol>	1,6
Reduce the faculty conflict of interest disclosure and review time period from 9 months to 3 months.	<ol style="list-style-type: none"> <li>1. Percent of faculty disclosures completed within 30 days of the reporting period.</li> <li>2. Percent of completed reviews within 60 days of the reporting period.</li> <li>3. Percent of completed exemptions and monitoring plans within 90 days from the reporting period.</li> </ol>	<ol style="list-style-type: none"> <li>1. 90% completion rate for faculty within 30 days of the reporting period.</li> <li>2. 95% completion rate for reviewers within 60 days of the reporting period.</li> <li>3. 95% completion rate for processing faculty exemptions and monitoring plans within 90 days of the reporting period.</li> </ol>	7

<b>Objective</b>	<b>Key Performance Indicator</b>	<b>One – Year Target</b>	<b>Division Goal(s) Supported</b>
Develop operating guidelines for the sponsored program office.	<ol style="list-style-type: none"> <li>1. Complete draft subcontract templates and operating guidelines.</li> <li>2. Complete contract &amp; grant operating guidelines as they apply to human subjects, intellectual property, and conflict of interest conditions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide contract &amp; grant operating guidelines as they apply to human subjects by August 30, 2010.</li> <li>2. Provide contract &amp; grant operating guidelines as they apply to conflict of interest conditions October 30, 2010.</li> <li>3. Provide draft subcontract templates and operating guidelines by Dec. 30, 2010.</li> <li>4. Provide C&amp;G operating guidelines for intellectual property by March 30, 2010.</li> </ol>	1,6,7