UNIVERSITY OF GUAM
UNIBETSEDÅT GUÅHAN

STRATEGIC PLAN 2023-2028

OFFICE OF RESEARCH & SPONSORED PROGRAMS

https://www.uog.edu/research/

Office of Research and Sponsored Programs
Strategic Plan 2023-2028

Department Overview

Mission	*Ina, Deskubre, Setbe* - To Enlighten, To Discover, To Serve The University of Guam empowers the region by uniting island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respects and benefits local and global communities.

Vision	Transforming communities through excellence in research.

Shared Value	We value innovative scholarly research that is ethical and inclusive and that is culturally engaged.

Strategic Initiatives	To operationalize the UOG Research Community's Vision and Mission Statements, the following Strategic Initiatives provide the framework for deliberate, timed, and impactful action.

1. Place-based Research with Local, Regional, and Global Relevance
2. Talent Acquisition, Development, and Support
3. Infrastructure and Financial Support
4. Operational Excellence (ORSP's Office)
5. A Great Place to Work (ORSP's Office)

Strategic Initiative 1

Place-based Research with Local, Regional, and Global Relevance

GOAL 1:	To be recognized as a world class research institution.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To communicate our research capabilities and showcase our subject matter expertise.	**Action 1:** To update and maintain the UOG web directory Subject Matter Expertise (SME) and CV **Anticipated Impact(s):** Increased visibility, create collaborations	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: Leverage our institutional capacity to ascertain local and regional needs. **Anticipated Impact(s):** Doing relevant research that benefits community - needs-based research agenda.	HIGH	☐	☐	☐	☐	☐	☐
	Action 3: To facilitate collaboration within the convergence of research needs, researchers, and funding opportunities. **Anticipated Impact(s):** An increased in funded research tied directly to community needs.	HIGH	☐	☐	☐	☐	☐	☐

Strategic Initiative 2

Talent Acquisition, Development, and Support

GOAL 1:	To develop new graduate programs that will increase research capacity at UOG.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have a two-year Master's in Statistics & Data Science by Fall 2024 (cohorts of 8-10 or 10-15 students), which will also contribute to STEM workforce development at UOG and the region.	**Action 1:** To continue to develop curriculum. **Anticipated Impact(s):** We will have a trained workforce to do analysis for research. To attract graduated students.	MEDIUM	☐	☐	☐	☐	☐	☐
	Action 2: (To look into) Recruit more faculty into the Math and Computer Science programs. **Anticipated Impact(s):** Able to staff the program.	MEDIUM/ HIGH	☐	☐	☐	☐	☐	☐
	Action 3: Develop and perform a job market survey (like SENG and SOH-NA funding) **Anticipated Impact(s):** We will be able to recruit more effectively; we will know who needs our graduates.	MEDIUM/ HIGH	☐	☐	☐	☐	☐	☐
	Action 4: Develop a policy that allows faculty to teach graduate-level courses, and have it count as part of their regular CFES load allocation **Anticipated Impact(s):** Will support graduate degree programs.	MEDIUM/ HIGH	☐	☐	☐	☐	☐	☐

GOAL 2:	To improve the recruitment and retention of UOG employees.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have a formal structure/plan for Graduate Teaching Assistantships (that include tuition waivers, and health insurance) by April 2024.	**Action 1:** Research how other universities make it work and the costs. **Anticipated impact(s):** We will know what we have to do to make the objective happen.	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: To "sell" the Graduate Teaching Assistant support program to decision-makers to acquire long-term funding. **Anticipated impact(s):** Less burden on faculty, will be closer to developing a more sustainable ecosystem, more robust academic offerings, continue to build-out the "pipeline" of our highest quality students becoming UOG researchers, workforce/career development due to work experience.	HIGH	☐	☐	☐	☐	☐	☐

GOAL 3:	To have a flexible allocation of the faculty role that supports research.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have a list of options that are financially feasible for the allocation of faculties' time/role, which support research.	**Action 1:** To investigate what other university research institutions are doing and how they are doing it (and covering teaching at the same time). **Anticipated Impact(s):** To be able to have an informed conversation.	**HIGH**	☐	☐	☐	☐	☐	☐
	Action 2: To codify the list of options and present to decision-makers. **Anticipated Impact(s):** More faculty involved in research and increased job satisfaction.	**HIGH**	☐	☐	☐	☐	☐	☐
2. To have updated job descriptions for UOG Research Employees for PTE positions.	**Action 1:** To compile a list of positions and identify / adopt draft job descriptions that need to be updated or added. **Anticipated Impact(s):** Task and job title alignment.	**MEDIUM**	☐	☐	☐	☐	☐	☐
	Action 2: To embed the updated job descriptions in the UOG system, via the shared-governance process. **Anticipated Impact(s):** Strengthen the research eco-system.	**MEDIUM**	☐	☐	☐	☐	☐	☐

Strategic Initiative 3

Infrastructure & Financial Support

GOAL 1:	To have additional and up-to-code workspaces.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To know research faculty needs for space by June 2023.	**Action 1:** To survey research faculty space issues. **Anticipated Impact(s):** Needs identified.	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: Create prioritization criteria and prioritize the list by Dec 2023. **Anticipated Impact(s):** Informed decision-making.	HIGH	☐	☐	☐	☐	☐	☐
	Action 3: To act on plan. **Anticipated Impact(s):** More efficient research. More options for faculty.	HIGH	☐	☐	☐	☐	☐	☐

GOAL 2:	To increase informatics and technology research infrastructure so that world-class research can be conducted at UOG.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have high quality security to conduct research on an on-going basis.	**Action 1:** To update the recent EPSCOR IT assessment by December 2023. **Anticipated impact(s):** Knowing where to focus resources based on highest needs.	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: Act on plan. **Anticipated impact(s):** Stable and secure infrastructure to do high quality research work.	HIGH	☐	☐	☐	☐	☐	☐
	Action 3: Once an assessment of existing software (e.g., statistical analysis software) on campus is conducted, to purchase software deemed high priority to support research needs. **Anticipated impact(s):** Increase research capacity and increase collaboration.	MEDIUM	☐	☐	☐	☐	☐	☐
2. To increase research capability by improving access to library resources and software.	**Action 1:** Perform a needs assessment and identify who has what software. **Anticipated impact(s):** Prioritize, cost savings, and increased efficiency.	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: To develop a software directory and enhance OIT's website list of software. **Anticipated impact(s):** Cost savings, consolidation, and sharing of resources.	HIGH	☐	☐	☐	☐	☐	☐

Strategic Initiative 4

Operational Excellence

GOAL 1:	To provide the support to acquire and manage grants.		2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have a campus community that knows how to write competitive grants, with an average campus-wide success rate of 30%.	**Action 1:** To have a continuous grant writing training and coaching program. **Anticipated Impact(s):** More funding, more operational money, more impact.	HIGH	☐	☐	☐	☐	☐	☐
	Action 2: Develop a grant alert/newsletter for campus subscribers. **Anticipated Impact(s):** 100% of everyone who wants to know about available grants will be informed as soon as information is available.	HIGH	☐	☐	☐	☐	☐	☐
	Action 3: Standardize campus communications on grants, press releases, etc., but setting up a conversation/meeting with MarComm and other campus Scientific Communicators. **Anticipated Impact(s):** An increased in funded research tied directly to community needs.	MEDIUM	☐	☐	☐	☐	☐	☐
	Action 4: Activate Time & Effort reporting in Cayuse. **Anticipated Impact(s):** Comply with accurate time and effort (T&E) reporting.	HIGH	☐	☐	☐	☐	☐	☐

Strategic Initiative 5

A Great Place to Work

GOAL 1: To have a workplace that encourages professional development, has effective work environments, and is led by qualified, dedicated, passionate, caring, fair, and considerate professionals.			2023	2024	2025	2026	2027	2028
OBJECTIVE	**BENCHMARKS**	**PRIORITY**						
1. To have leadership that is adept, agile, and ever improving.	**Action 1:** To work to establish a campus leadership development program by doing some research and reconnaissance on best practices and hosting conversations to get the idea off the ground and operational. **Anticipated Impact(s):** To have professionals that have the capability to progress and sustain the mission and goals of an unit/office.	**MEDIUM/ HIGH**	☐	☐	☐	☐	☐	☐
2. 100% of employees have Professional Development Plans (PDP) that are refreshed every year at the annual performance evaluation, starting June 1, 2023.	**Action 1:** Establish an on-going electronic calendar for Professional Development opportunities. **Anticipated Impact(s):** Employees are constantly evolving their skill set and that will lead to increased efficiency through additional proficiency.	**HIGH**	☐	☐	☐	☐	☐	☐
3. To have a work environment that is always efficient, comfortable, and safe.	**Action 1:** To have sufficient office space to accommodate all employees - perform a space assessment. **Anticipated Impact(s):** Employees work comfortably (meeting International Building Code standards for office space sizes) and in spaces that are in compliance with Health Insurance Portability and Accountability Act (HIPAA) rules and other data confidentially rules.	**HIGH**	☐	☐	☐	☐	☐	☐
	Action 2: To have infrastructure working and safe 100% of the time - do an assessment of current space for any issues. **Anticipated Impact(s):** Employees will be working in comfortable and safety working environments and that will lead to an increase in productivity.	**HIGH**	☐	☐	☐	☐	☐	☐
	Action 3: Based on Action 1 and Action 2, develop a request for ORSP Infrastructure needs to submit to Senior Leadership. **Anticipated Impact(s):** Getting space needs met will allow for a safer, more productive, and more compliant work environment.	**HIGH**	☐	☐	☐	☐	☐	☐

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