Growing Research, Innovation and Entrepreneurship
College of Family and Consumer Sciences
Unit Goals, Key Performance Indicators, and Annual Targets

The College acknowledges we will review the annual targets and strategies to achieve the targets post-COVID-19 and adjust based on budget reductions and changes in personnel in FY21.

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Key:
- University Level Strategic Directions, Goals and KPIs are in Italics
- College Goals and KPIs are numbered with additional label and numeral, e.g., FACS KPI 1.3.1
- FY is Fiscal year (July-June), CY is Calendar Year (January-December)

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Introduction: The College of Family and Consumer Sciences (FACS) has established FACS Goals that align with four university-level Strategic Goals (2.1; 2.2; 2.3; and 2.4). Each FACS Goal is designed to grow research, innovation and entrepreneurship to provide solutions to the grand challenges facing individuals and families. The Key Performance Indicators (KPIs) for each goal are coupled with yearly targets relative to the previous year. The strategies for each FACS Goal are designed to ensure progress towards achieving these goals and take into account the current strengths of the college and opportunities for growth in defined areas related to research, innovation and entrepreneurship.

FACS Goal 2.1.1 will bolster this growth by enhancing faculty, staff and student capacity coupled with increased physical resources. KPIs for FACS Goal 2.1 include the following: 1) increase in externally sponsored faculty research expenditures from diverse funding sources; 2) enhanced efforts to grow graduate student research training programs as assessed by yearly increases in the percentage of faculty with external funding supporting graduate assistantships the number of graduate degrees awarded; and the progress towards achieving graduate enrollment targets (MS and PhD); 3) increase in national and international research awards granted to faculty; 4) increase in number of research presentations at national/international conferences; 5) increased percentage of faculty serving as editors or associate editors of prominent peer-review journals; 6) expanded participation of faculty serving on grant review panels; 7) increased invention disclosures; and 8) increased numbers of research-based products to market.

FACS Goal 2.2.1 will facilitate interdisciplinary research across academic units and institutions to address high-priority issues and, when outcomes align with opportunities for new product development, establish new sustainable industry partnerships. KPIs for FACS Goal 2.2 include the following: 1) externally-sponsored research expenditures generally and by tenure track faculty members; 2) sponsored projects involving principal investigators from at least two disciplines; 3) publications involving authors from at least two disciplines; 4) sponsored projects partnering unit with commercial entities; and 5) networking opportunities for faculty within and between units with a focus on development of new interdisciplinary teams to address complex issues as a springboard for seed grants followed by large-scale external grants and networking

opportunities with potential collaborators at other institutions by virtual meetings with select follow-up in-person meetings.

FACS Goal 2.3.1 will enhance research growth by promoting and facilitating the utilization of university-wide research infrastructure and expertise by aligning faculty and staff with physical resources. KPIs for FACS Goal 2.3 include the following: 1) externally sponsored project expenditures from underrepresented funding sources; and 2) external doctoral fellowships.

FACS Goal 2.4.1 will expand capacity to enhance discipline specific and timely communication coinciding with research discoveries to increase visibility of unit accomplishments and relevant impact. KPIs for FACS Goal 2.41 include the following: 1) Earned media about unit research, innovation, and entrepreneurship; 2) Stories produced about high impact research, innovation, and entrepreneurship; and 3) Rankings of unit, departments, and/or programs in national and international rankings.

UNIVERSITY AND FACS STRATEGIC GOALS; KPIs AND ANNUAL TARGETS

STRATEGIC GOAL 2.1: Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship

FACS Goal 2.1.1: Enhance acquisition and utilization of human and physical resources to facilitate the development of new, and expand current, research, innovation and entrepreneurship endeavors while broadening the impact.

KPI 2.1: Externally sponsored research expenditures (federal, private/public sector) generally and by tenure-track faculty members

Data Source: Office of Research (Fiscal Year)

Annual Targets:

FY2021	FY2020 Total Expenditures +2%
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	FY2024 + 2%
FY2027	FY2024 + 2%

FACS KPI 2.1.1: Percentage of all faculty and of tenure-track faculty who have external research funding.

Data Source: FACS Annual Report (Calendar Year)

FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +2%

FY2025	CY2023 +2%
FY2026	CY2026 + 2%
FY2027	CY2026 + 2%

FACS KPI 2.1.2: Percentage of faculty with external support for graduate assistantships.

Data Source: FACS Annual Report (Calendar Year)

Annual Targets:

FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +2%
FY2025	CY2023 +2%
FY2026	CY2024 + 2%
FY2026	CY2025 + 2%

KPI 2.7: Graduate degrees awarded generally and by demographic.

Data Source: Office of Institutional Research FACTS

FACS Total Master's Enrollment Target:

Annual Targets (Fall Semester):

FY2021	Baseline Fall 2020
FY2022	Fall 2021 + 16%
FY2023	Fall 2022 + 15%
FY2024	Fall 2023 + 12%
FY2025	Fall 2024 + 12%
FY2026	Fall 2025 + 8%
FY2027	Fall 2026 + 8%

FACS PhD Enrollment Target:

Annual Targets (Fall Semester):

FY2021	Baseline Fall 2020
FY2022	Fall 2021 + 7%
FY2023	Fall 2022 + 6%
FY2024	Fall 2023 + 6%
FY2025	Fall 2024 + 6%
FY2026	Fall 2025 steady
FY2027	Fall 2026 steady

KPI 2.9: Research awards granted to faculty

Data Source: Office of Research (Fiscal Year, latency one year)

Annual Targets:

FY2021	FY2019 +3%
FY2022	FY2020 +3%
FY2023	FY2021 +3%
FY2024	FY2022 +3%
FY2025	FY2023 +3%
FY2026	FY2024 + 3%
FY2027	FY2025 + 3%

FACS KPI 2.1.3 National and international research awards granted to faculty

Data Source: FACS Annual Report (calendar year)

FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +2%
FY2025	CY2023 +2%
FY2026	Assess whether this goal is redundant with others and how international awards are reported; CY2024 + 2%
FY2027	Depending on assessment, develop new goal; CY2025 + 2%

FACS KPI 2.1.4: Research journal publications by faculty

Data Source: FACS Annual Report (calendar year)

Annual Targets:

FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +3%
FY2025	CY2023 +3%
FY2026	CY2024 + 2%
FY2027	CY2025 + 2%

FACS KPI 2.1.5: Research presentations at national/international conferences.

Data Source: FACS Annual Report (calendar year)

Annual Targets:

FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +2%
FY2025	CY2023 +2%

FY2026	CY2024 + 2%
FY2027	CY2025 + 2%

FACS KPI 2.1.6: Faculty serving as editors or associate editors of prominent peer-review journals

Data Source: FACS Annual Report (calendar year)

Annual Targets:
FY2021	CY2019 +2%
FY2022	CY2020 +4%
FY2023	CY2021 +4%
FY2024	CY2022 +4%
FY2025	CY2023 +4%
FY2026	CY2023 steady
FY2027	CY2024 steady

FACS KPI 2.1.7: Faculty serving on grant review panels

Data Source: FACS Annual Report (calendar year)

Annual Targets:
FY2021	CY2019 +2%
FY2022	CY2020 +2%
FY2023	CY2021 +2%
FY2024	CY2022 +2%
FY2025	CY2023 +2%
FY2026	Assess how accurate reports are; CY2024 + 2%
FY2027	Depending on assessment, adjust goal; CY2024 + 2%

KPI 2.2: Invention disclosures generally and by demographic.

Data Source: Office of Research (fiscal year)

Annual Targets:
FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +3%
FY2025	FY2024 +3%
FY2026	FY2025 + 2%
FY2027	FY2026 + 2%

KPI 2.6: Research-based products to market.

Data Source: Office of Research (fiscal year)

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +3%
FY2025	FY2024 +3%
FY2026	FY2025 + 2%
FY2027	FY2026 + 2%

Strategies over the next 5 years for reaching the annual targets related to Goal 2.1.1:
- Fill positions with faculty who have an outstanding external funding track record to grow external funding, enhance publication record and attract top graduate students.
- Assign Research space based on productivity of faculty (e.g., external funding, research publications, national/international reputation/recognitions, and external funding for graduate student training programs).
- Equipment and space will be shared to expand research infrastructure (e.g., designate specific space as shared core facility for specialized equipment).
- A new FACS leadership position (Director of Research) will be filled (3–5-year term) by a senior faculty member with a well-established research program. Responsibilities of this position include: 1) work with departmental graduate coordinators and key faculty to prepare and submit highly competitive training grants to secure funding for new PhD students (e.g. USDA PhD National Needs Fellowships) and PhD training grants specific for minority students; and 2) coordinate research team efforts to prepare external funding proposals including those for specialized equipment; 3) facilitate faculty efforts to expand sources of external funding; 4) expand efforts at the departmental level to secure funds from alumni to provide support for specific research areas of research aligned with their professional and personal; and 5) work with faculty to develop proposals for industry supported research forums with a focus on research-based innovations.
- A FACS *Innovation and Entrepreneurship Committee* will be appointed and will be charged with 1) expanding faculty's understanding of what is meant by innovation and entrepreneurship; 2) facilitating faculty involvement in programs offered through the UGA Innovation Gateway; and (3) identifying opportunities offered through the UGA Innovation Gateway for faculty to translate their research into commercialization (e.g. patents and small business startups).
- Revise FACS Annual Report to better collect and integrate quantitative and qualitative data gathered in UGA Elements, Office of Institutional Research, Office of Research, Academic Analytics, and international and national peer rankings.

STRATEGIC GOAL 2.2
Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

FACS Goal 2.2.1: Facilitate interdisciplinary research across academic units and institutions to address high-priority issues and, when outcomes align with opportunities for new product development, establish new sustainable industry partnerships. Specific industries and agencies

will be connected with research groups to explore innovative approaches to broaden impact by development and potential commercialization of new products and/or programs.

KPI 2.1: *Externally sponsored research expenditures (federal, private sector, public sector) generally and by tenure track faculty members.*

Data Source: Office of Research (fiscal year)

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	FY2025 + 2%
FY2027	FY2026 + 2%

KPI 2.11: *Sponsored projects involving principal investigators from at least two disciplines*

Data Source: Office of Research (fiscal year)

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	Assess progress on this goal for understanding what two disciplines could mean
FY2027	Adjust goal based on assessment

KPI 2.12: *Publications involving authors from at least two disciplines*

Data Source: Office of Institutional Research (OIR)

Annual Targets:

FY2021	FY2020 +2%
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	FY2025 + 2%; assess reporting accuracy, perhaps do a sampling of joint authored publications.
FY2027	Depending on assessment, review target, provisionally FY2026 + 2%

KPI 2.15: *Sponsored projects partnering unit with commercial entities*

Data Source: Office of Research

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	FY2025 + 2%
FY2027	FY2026 + 2%

FACS KPI 2.2.1: The departments' leadership will organize networking opportunities (e.g., brown bag lunches) for faculty within and between departments with a focus on development of new interdisciplinary teams to address complex issues as a springboard for seed grants followed by large-scale external grants. Departments' leadership will also facilitate networking with potential collaborators at other institutions and/or industry by organizing virtual meetings with select in-person follow-up in person meetings.

Data Source: FACS Annual Report (calendar year)

Annual Targets:

FY2021	Each department organizes one CY2021 (FACS N=4)
FY2022	Each department organizes one CY2022 (FACS N=4)
FY2023	Each department organizes two CY2023 (FACS N=8)
FY2024	Each department organizes two CY2024 (FACS N=8)
FY2025	Each department organizes two CY2025 (FACS N=8)
FY2026	Continue to offer and provide opportunities within departments and across; N = 8
FY2027	Continue to offer and provide opportunities within departments and across; N = 8

Strategies over the next 7 years for reaching the annual targets related to Goal 2.2.1
- Apply for external federal agency equipment funding opportunities for interdisciplinary research teams.
- Faculty will seek opportunities to share infrastructure (physical or human resources) with other units for interdisciplinary research and graduate training programs.
- Facilitated participation by unit faculty in collaborative research endeavors enabling faculty to take advantage of enhanced opportunities to secure external funding and infrastructure support from the GA Clinical and Translational Science Alliance.
- Virtual and in-person meetings with industry leaders will be organized, new discipline-specific industry and agency connections will be fostered.
- Potential funding and/or industry partnerships for business startups and commercialization will be identified and new endeavors facilitated.

STRATEGIC GOAL 2.3

Align the human and physical capital of the university to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization.

FACS Goal 2.3.1: Promote and facilitate utilization of university-wide research infrastructure and expertise by aligning human and physical resources, and to enhance capacity to successfully secure external support and enable innovative approaches to accomplish research objectives.

KPI 2.18: Externally sponsored project expenditures from underrepresented funding sources (federal agencies, philanthropic individuals/foundations, and venture capital)

Data Source: Office of Research (fiscal year)

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +3%
FY2025	FY2024 +3%
FY2026	FY2025+ 2%
FY2027	FY2026 + 2%

KPI 2.20: External doctoral fellowships

Data Source: Office of Research, Graduate School (fiscal year)

Annual Targets:

FY2021	FY2020
FY2022	FY2021 +2%
FY2023	FY2022 +2%
FY2024	FY2023 +2%
FY2025	FY2024 +2%
FY2026	FY2025 + 2%
FY2027	FY2026 + 2%

Strategies over the next 5 years for achieving annual targets related to Goal 2.3.1
- Enhance utilization of university-wide infrastructure (e.g., core research facilities; animal facilities). In addition, FACS will facilitate the ability of the new faculty hire to network with other UGA faculty conducting similar types of research to enhance opportunities for collaboration and shared resources.
- The FACS Director of Research will facilitate efforts to identify potential users of specialized research equipment and encourage their collaboration on external grant proposals for the purchase of new shared equipment.
- Mid-career faculty (Associate Professors promoted and tenured >10 years) who wish to enhance external funding opportunities by retooling in their research area or redirecting their research program will be encouraged to do so (e.g., scholarly leave to join external research programs as a visiting scientist).

- To enhance the research progress of early-career tenure-track and mid-career faculty, they will be assigned a senior research mentor who has agreed to provide guidance and track progress.

STRATEGIC GOAL 2.4
Enhance communications about the University's strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national and international communities.

FACS Goal 2.4.1: Expand capacity to enhance discipline specific and timely communication of new research discoveries to increase visibility of unit accomplishments and relevant impact.

KPI 2.22: Earned media about unit research, innovation, and entrepreneurship

Data Source: Division of Marketing and Communications (semi-annually, April and October)

Annual Targets:

FY2021	FY2020 +3%
FY2022	FY2021 +3%
FY2023	FY2022 +3%
FY2024	FY2023 +3%
FY2025	FY2024 +3%
FY2026	FY2025 + 3%
FY2027	FY2026 + 3%

KPI 2.23: Stories produced about high impact research, innovation, and entrepreneurship

Data Source: Division of Marketing and Communications (semi-annually, April and October)

Annual Targets:

FY2021	FY2020 +3%
FY2022	FY2021 +3%
FY2023	FY2022 +3%
FY2024	FY2023 +3%
FY2025	FY2024 +3%
FY2026	FY2025 steady
FY2027	FY 2026 steady

FACS KPI 2.4.1: Rankings of unit, departments, and/or programs in national and international rankings.

Data sources: Relevant reputational and metric-based rankings for each department/program

Targets: This is a qualitative KPI in that its goal is to promote attention to national and international rankings. The success of achievement of this KPI is to engage in the process of

attending to and seeking to improve rankings, rather than any pre-defined criteria for improvement.

FY2021	Each department / program formulates and prioritizes rankings for their area. Study methodology / ranking criteria of these rankings. Connect these criteria to other strategic goals.
FY2022	Improve ranking from previous year. Assess areas for further growth.
FY2023	Improve ranking from previous year. Assess areas for further growth.
FY2024	Improve ranking from previous year. Assess areas for further growth.
FY2025	Improve ranking from previous year. Assess areas for further growth.
FY2026	Improve ranking from previous year. Assess areas for further growth.
FY2027	Improve ranking from previous year. Assess areas for further growth.

Strategies over the next 7 years for achieving annual targets related to Goal 2.4.1
- Increase visibility of faculty's research by an increased percentage of faculty with professional profiles (e.g., LinkedIn; Google Scholar etc.) and updated, well- designed laboratory websites.
- Enhance national and international reputation by encouraging faculty research experiences and presentations at other universities within and outside of the US.
- Increase opportunities for international students and faculty to visit FACS and experience a cultural exchange.
- Committees at the departmental level will seek out national and international award opportunities for faculty with strong research portfolios and facilitate the process of nomination eligible faculty.
- Graduate Coordinators will lead efforts to track the professional positions and accomplishments of former graduate students and ensure that this information is captured in PR materials to be sent to prospective graduate students.
- Enhance the ability of the FACS Director of Communications to develop discipline-specific and timely media reports regarding faculty and graduate student research accomplishments. Faculty with a research appointment will write an annual "impact statement" providing evidence of their research's impact (e.g., citation index; agencies who base policy changes on research findings etc.) and facilitate the efforts of the Director of Communications to translate their research findings for lay audiences.
- Marketing support provided by FACS will high light core areas of research strength and related accomplishments in FACS and departments in the college by creative web-based means (e.g., videos); focus on college/departmental research at national/international conferences (e.g., sponsorships, exhibit booths) to develop strong research identities.
- Faculty and graduate student award winners will be highlighted to help with recruiting.
- FACS will co-host in-person or virtual symposia on research areas identified as core research strengths. High profile nationally recognized scientists in the field will be invited with media coverage that focuses on the research expertise of FACS faculty and graduate students.
- New graduate student awards (e.g., poster, presentation, best dissertation awards) to increase visibility and enhance competitiveness for national awards will be implemented

by the college.

- New efforts will be made to advertise FACS research programs to undergraduates and facilitate their participation in college research programs working with faculty and presenting at the university-level CURO Symposium.
- Improved college messaging related to specific research programs by producing new short videos of current faculty, graduate students, and alumni to be posted on departmental websites.
- Training will be scheduled for interested faculty on social media/ LinkedIn to post personal research-related accomplishments and help establish a professional network and will arrange for televised interview training.
- FACS will invite stakeholders (e.g., industry, funders, alumni) to college open houses targeted and tailored to invitees highlighting successes and identifying needs.
- New initiatives will be undertaken to facilitate opportunities for FACS Extension specialists with research appointments as well as faculty engaged in community-based research to include county agents as research collaborators.
- New media releases regarding FACS education will be disseminated to high schools in an effort to increase exposure of Extension agents and rural health organizations to this college major.
- Stories will be developed that illustrate how current FACS research programs support specific industries and agencies with targeted release.

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