

# **25-26 Direct Report Annual Goals**

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## **Research2030 - Transform Phase**

**The current phase of Research2030 leverages the Digital Futures, Biosciences & Bioeconomy, and Society & Culture Urban Futures Pathway initiatives to enhance our national reputation and ranking. See more at <https://ucurbanfutures.com/>.**

## **Research2030 - OoR Excellence**

**The Office of Research will become the model of an urban public university research office; a leader in Inclusive, Ethical and Secure research activities; supporting the growth in our research enterprise's impact and resource base**

## **Sustain Success within an Evolving Federal Landscape**

**The Office of Research will lead the campus' research enterprise through the constantly evolving federal research landscape.**



# GOAL 1

## Goal Description

Research2030 – Transform Phase

The current phase of Research2030 leverages the Digital Futures, Biosciences & Bioeconomy, and Society & Culture Urban Futures Pathway initiatives to enhance our national reputation and ranking. See more at <https://ucurbanfutures.com/>.

### Goal Type

Strategic

### Hoshin?

Yes

### % Weight

62

## Action(s)/Initiatives(s)

### Digital Futures

(1) Identify follow-up and follow-on actions from the inaugural Digital Futures external review in June 2025. Prioritize action items and next steps for Digital Futures growth; (2) Establish the National Security Research Institute (NSRI) which capitalizes on our research expertise in five verticals and our research infrastructure (including our classified research program.); (3) Develop initial business and operational plans for the Institute for Transportation Innovation & Workforce Development (ITIWD) with a goal of offering training courses by Summer 2026; (4) Establish summer research residency program for Nirma (India) students to begin in 2026; (5) Continue visiting DC and other appropriate venues to develop partnerships with research sponsors.

### Biosciences & Bioeconomy

(1) Secure the land and create the preliminary program for BioFutures, which will need to be adjacent to Digital Futures due to our ability to leverage AI with bench science as well as our Classified Research Program infrastructure. The NBI and UC-EI2 (below) are already a major part of the BioFutures program but additional areas of programming appropriate for this facility need to be identified; (2) Grow the research portfolio of the NanoBiosciences Institute (NBI) by identifying new collaborative funding opportunities, outside partners, and UC faculty members; (3) Work with appropriate faculty SMEs and consultants to refine the UC Energy Innovation Institute (UC-EI2) programmatic opportunities; (4) Continue visiting DC and other appropriate venues to develop partnerships with research sponsors.

### Society & Culture

(1) Continue to refine and enhance our pipeline for nominating faculty for Nationally Competitive Awards (NCA). Implement learnings from year one to increase volume and quality of UC nominations; (2) Continue scouting trips to relevant Foundations and other NCA organizations to establish relationships with key program managers and identify models for success.

### Research2030 - General

(1) Continue to work with the UC Foundation on donor cultivation and stewardship with a goal of identifying solicitation opportunities aligned with UC's major research initiatives; (2) Note - a final determination needs to be made with respect to Next Graduate Scholars/UC Graduate College...to be discussed during goal setting

## Measurable Outcomes(s)

Digital Futures

(1) Top three action items from DF external review addressed; (2) Submission of at least six institutional level proposals through the NSRI including one proposal that includes a classified research component; (3) Conduct market research survey to identify top areas for ITIWD training courses. Identify site development costs and establish business plan for initiating track construction; (4) First cohort of at least six students from Nirma are spending the summer conducting research with DF lab leaders; (5) Take group of NSRI-affiliated researchers to Washington DC to meet with DoD-funding agencies and relevant members of Ohio delegation.

### Biosciences & Bioeconomy

(1) Revise BioFutures business and program plans to reflect current funding situation. Commission economic impact study to refine non-UC building program. Ensure land is acquired for future development; (2) Evaluate initial NBI pilot funding - expand and modify program as necessary. Recruit at least three external partners to the NBI; (3) Create charter, faculty executive team, and year one goals for UC-EI2; (4) Support faculty visits to external sites that would serve as benchmarks for UC-EI2.

### Society & Culture

(1) Grow nomination target to at least 20 faculty for NCAs plus expand the NCA feeder program by supporting faculty nominations in other prestigious awards (e.g., AAAS Fellows); (2) Identify alternatives to National Endowment for the Arts (NEA) and National Endowment for the Humanities (NEH) for the Research2030 Society & Culture matching award program.

### Research2030 - General

(1) In partnership with UC Foundation, create appropriate “Vision documents” for at least two of the major institutional research initiatives in Research2030. Continue cultivating lead gift candidates for UC BioFutures. Complete additional fundraising training courses. Collaborate with senior leadership on philanthropic approach to support Strategic Hiring initiative – with a focus on recruiting candidates to UC in the areas of quantum, nuclear, and materials sciences; (2) Next Graduate Scholars - tbd

## GOAL 2

### Goal Description

Research2030 - OoR Excellence

The Office of Research will become the model of an urban public university research office; a leader in Inclusive, Ethical and Secure research activities; supporting the growth in our research enterprise's impact and resource base

### Goal Type

Operational

### Hoshin?

No

### % Weight

20

### Action(s)/Initiatives(s)

I will focus on three specific areas this year:

1. Closer oversight and management of UC's Classified Research Program (CRP). While we have much to celebrate with receiving our FCL, it becomes imperative that UC live into the terms of our agreement with the DCSA and other relevant agencies.
2. Active and effective support for enhancing the research infrastructure and capabilities of our College of Medicine.
3. Continued investment in AI-based tools and technologies that enhance the work that must be accomplished by the staff of the OoR.

### Measurable Outcomes(s)

1. I will establish a recurring schedule of meetings and check-ins for those charged with overseeing the CRP. Similarly, I will hold regular meetings with faculty who are conducting classified research to ensure UC is supporting their work and that their research is successful. As needed, pop-in inspections of our facility will be conducted to verify that our security protocols are operating as planned.
2. In partnership with the EVP Health Affairs, create a timeline and funding model to re-open the vivarium in Kettering, and advocate successfully for a 5-year (or so) plan for the systematic renovation of Kettering and MSB labs to ensure we can recruit and retain high quality CoM researchers. And lastly, again in partnership, identify the unique research capability requirements for CoM that are best included in the BioFutures research building.
3. Pilot studies conducted in the past year that are determined to be successful will be expanded; new pilot studies will be explored with our research compliance and management platforms that are heavily used by faculty and research staff.



## GOAL 3

### Goal Description

Sustain Success within an Evolving Federal Landscape

The Office of Research will lead the campus' research enterprise through the constantly evolving federal research landscape.

### Goal Type

Strategic

### Hoshin?

No

### % Weight

15

### Action(s)/Initiatives(s)

1. Leadership and management of the changing research funding landscape. While it appears (at present) that there may not be draconian cuts in federal F&A reimbursement, it is clear that we will be entering a new environment in terms of how the operations of our research institution will be supported. This action will remain my top priority until we understand the future and have established appropriate processes and modes of operation that are sustainable.

2. Ensure our strategic research plans are administration-agnostic with a focus on major activities that leverage our status as a public R1 urban institution.

### Measurable Outcomes(s)

1. After we have guidance from federal sponsors, I will ensure that the OoR is both supporting our research enterprise while doing so in a fiscally responsible manner. As necessary, I will work with other senior leaders to modify UC policies and processes to support our continued growth in research. To enhance efficiencies, we will also conduct a study into the consolidation of all pre-award activities into geographically (rather than college-based) units; such consolidation could not only enhance efficiency but could also reduce variability on research grant & contract submissions and expectations.

2. As already proposed during the BoT retreat in May, all new major initiatives must contain some workforce development linkage and plan. For this year, my focus will be on demonstrating a successful model for creating such a linkage via the ITIWD (in Goal 1).