

## MEMORANDUM

February 24, 2019

To: Rector and Board of Visitors  
From: President Jim Ryan  
Re: Interim SIF allocation for Research and Research Infrastructure

### Background

At the December meeting, the BOV approved a proposal that the Strategic Investment Fund be used to fund the University's strategic plan, which will be presented to the BOV by June of 2019. In the interim, until the plan is in place, the BOV endorsed three uses of the Strategic Investment Fund: setting aside \$75M for bicentennial professorships; continuing funding for research and research infrastructure; and taking advantage of genuine strategic investment opportunities that may arise pending the adoption of the strategic plan, ones that would attract significant outside investment. The memo presented to the BOV in December and outlining this approach is attached.

This memo follows up on the second category, funding for research and research infrastructure. As outlined in the December memo, the EVP and Provost, Tom Katsouleas, the Vice President for Research, Ram Ramasubramanian, and the EVP and Provost-Elect, Elizabeth Magill, were charged with developing a plan for this interim use of SIF funds to support research. They consulted with the EVP and Chief Operating Officer to propose an overall amount to be set aside to support research in this interim period.

### Prior SIF Funding of Research and Research Infrastructure

Given the critical need to strengthen the depth, breadth, and impact of the research and scholarship produced at the University, SIF awards have been heavily devoted to research and research infrastructure. Since its beginning, roughly 30% of SIF awards have been devoted to these purposes. In both FY17 and FY18, awards supporting research were \$25.4M and \$23.25M respectively, and in FY19, owing to the major investments in attracting the biocomplexity institute and building the genomics and bioinformatics research at INOVA, that amount was \$78M. Including commitments that extend into FY22, total SIF commitments to support research and research infrastructure are \$182.18M, of which \$28.2M have been dispersed as of December 31, 2018.

With these investments, indefinite, ongoing funding of research has been avoided. Rather, SIF funds have been deployed to create new research infrastructure and to provide seed or start-up money to start new research projects. Descriptions of each are provided below.

*Research infrastructure* refers to facilities, resources, and services that are used by researchers to conduct and facilitate research. Examples include equipment, instruments, facilities, or knowledge resources such as archives, technology-based resources, or computing software. SIF awards to support such infrastructure include:

- UVA ResearchNet, which helps faculty seek sponsored research grants by identifying opportunities and facilitating strong proposals;
- Research Computing Infrastructure Support, which expands high-performance computing clusters critical to retaining and hiring major researchers;
- the CavMan-Center for Advanced Biomanufacturing, which will build the required infrastructure for the development and implementation of novel and more effective tissue engineering/regenerative medicine technologies;
- the Multifunctional Materials Integration Launch Facility (MMI), which creates new capabilities for the characterization and study of advanced materials and devices;
- the Linklab for Cyber Physical Systems, which launched a lab to enhance excellence in cyber-physical systems.

Although there is not a bright line between research infrastructure and research, *research funding* generally supports the individuals doing the research, paying for their time and activities needed to conduct that research, whether it be to start the research or to take a research program in a new direction. SIF funding has been used to provide seed and start-up funding to jump-start a variety of new interdisciplinary research efforts across grounds. All SIF funding has provided time-limited or one-time funding, not an indefinite stream of funds. Examples include:

- the Bold Research Advancement in Neuroscience (BRAIN), which created a center to support research in autism, neurogenerative disease, and sensory disorders;
- the Democracy Initiative, which provided early funding to launch demonstration projects in democratic theory and practice;
- the 3Cavaliers Research Seed-Funding Program, which provides small grants for interdisciplinary groups of faculty with new ideas;
- the PriMed Project, which supports precision medicine strategies to detect, control, and cure type 1 diabetes;
- the Behavioral Research for Society program, which created a multi-functional research lab to facilitate multi-disciplinary collaboration in behavioral sciences research;
- most recently, SIF supported substantial investments to support the move of the Biocomplexity Institute to the University and funds to help renovate and equip the building in order to launch the Genomics and Bioinformatics Research Institute as part of the University's collaboration with INOVA and the Commonwealth.

The process by which these funds were allocated was well explained in the memo presented to the BOV in December. While SIF's record to date is one of great achievement, the bottom-up and many-layered process for generating ideas had limitations as described in that memo. For the interim use of funds, Tom Katsouleas, Ram Ramasubramanian, and Elizabeth Magill were charged with creating a more streamlined process.

### **Interim Use of Funds**

During this interim period, the criteria for funding projects will remain the same, but the process will be streamlined. Although difficult to predict, past practice suggests that the total dollar amount needed during this interim period is likely to be somewhere between \$20-\$30M. As we wait for the adoption of the University's strategic plan, we seek the BOV's approval to disperse this range of funds following the criteria and process outlined below.

*Criteria:* In this interim period, the funds will continue to be allocated to provide seed-funding to launch new research programs or to support research infrastructure. The funds will not be used to address shortfalls in operating budgets. The decision for allocating funds to support research or research infrastructure will rest, as it has in the past, on the quality and potential impact of the proposal, as judged by the following criteria:

- likelihood of exemplary research/scholarship as judged by the past track record and/or future promise of the researcher(s);
- if successful, is likely to attract sustainable funding past the start-up funding phase;
- will foster high-impact research on important societal questions, with a preference for multidisciplinary or multi-school initiatives;
- will support the strategic areas of research of the University and/or school(s);
- will be supported by school-based investments;
- for research infrastructure, will support the research program of a critical mass of researchers;
- if involving recruitment of high-value faculty member(s), their presence at the University will be transformative for the school/University.

*Process:* During this interim period, funds will be allocated similarly to the way they were in the past, including soliciting proposals from deans as well as responding to strategic opportunities that arise outside of the regular call for proposals. First, some funds will be awarded after seeking proposals from the deans; prior SIF grants were made following a campus-wide call for proposals, such as support for the BRAIN Institute and the Democracy Initiative. Deans will be asked to submit and endorse only those proposals they believe are promising under the criteria identified above. Second, funds also may be allocated in response to time-sensitive, strategic opportunities, such as providing start-up research funding and/or research infrastructure if that support will attract high-impact researchers whose presence at the University would be transformative. The use of SIF funds to attract the Biocomplexity Institute is an analogy here. Deans and other senior University leaders will be made aware of this possibility and are encouraged to bring forward such opportunities that they believe meet the criteria outlined above.

As specified in the criteria outlined in this document, domain experts, including deans and others, will be consulted as needed to assess a particular proposal's quality and potential impact. Those assessments will be provided to the Vice President for Research, the Provost, and Provost-Elect. They will consult with the EVP for Health Affairs and EVP/COO, and together they will make recommendations to the President. Requests for SIF funding to take advantage of emergent opportunities will be similarly reviewed by the VPR and EVPs, seeking input from relevant deans, those with domain expertise in the relevant field, and any other experts who are relevant to assessing the opportunity. Following this process of review and assessment, the senior leadership will make recommendations to the President, who will make the final decisions. A report will be provided to the BOV at the June meeting about the allocations made within the approved amount.

All allocations will be monitored through the post-award process already developed for the existing SIF grants. The VPR is charged with that monitoring. Attached is a summary of that post-award monitoring process along with examples of monitoring reports.

Enclosures: SIF Memo considered by the BOV in December 2018  
Post-award monitoring reports

# MEMORANDUM

November 27, 2018

To: Board of Visitors  
From: President Jim Ryan  
Re: Repurposing the Strategic Investment Fund

## Origin and Structure

The Strategic Investment Fund (SIF) was created in 2016 from various reserves across the University, including debt service reserves, maintenance reserves, working capital reserves for the Health System's, and operating reserves. The Board of Visitors elected to invest those reserves through UVIMCO and to apply to those invested reserves the annual spending discipline of the endowment. Owing to years of outstanding performance of UVIMCO and little spending from reserves, the Fund has grown to nearly \$2.5 billion. At a standard spending discipline of 5 percent, this procedure would yield approximately \$125 million annually for expenditure on behalf of the University.

From the beginning, the Strategic Investment Fund aimed to be genuinely strategic. It was not intended to plug holes in the operating budget. Funds were therefore distributed through a special process of application and award. Applications went first to the Evaluation Committee, consisting of five (later seven) senior faculty from across the University. The Evaluation Committee evaluated all proposals, often seeking additional information and suggesting revisions. The Evaluation Committee then submitted written recommendations to the SIF Administrative Committee, a body consisting of the Rector, the Vice-Rector, the President, the Provost, the Executive Vice President for Health Affairs, the Chief Operating Officer, and one former member of the BOV. The Administrative Committee then made recommendations to the Board of Visitors. All grants were approved by the BOV.

A total of 129 applications were considered through this process. Additionally, a few proposals came directly to the BOV. Of the total of 137 proposals, the Board of Visitors has approved funding commitments of \$538.1 million for 39 projects through fiscal year 2022. We have evaluated the timing of these future commitments and the anticipated investment earnings on the SIF through this same period. Given this review, we feel comfortable that there is sufficient capacity for additional reasonable commitments in the short and medium-terms.

## Performance

The bottom-up procedure of application and award predictably resulted in a wide dispersion of SIF requests and projects. The mandate to be genuinely strategic was faithfully observed, and subvention of operating budget deficits meticulously avoided. Beyond that, SIF commitments varied greatly. Most fall into three large categories.

- First, large commitments have been made to matching programs designed to encourage private giving. The Bicentennial Scholars Fund authorized \$100 million in matching funds for donations to new scholarship endowments. When that challenge met with unexpectedly quick success, the Board authorized an additional \$100 million to renew the program on slightly different terms.

Similarly, the Bicentennial Professorships Fund authorized \$75 million in matching grants for new endowed professorships, followed by an additional grant of \$20 million for Research Professorships in Democracy and Equity. Most of the original \$75 million has been committed, though not yet paid.

- Second, the SIF has been used to support research. Generally speaking, direct and ongoing funding of research has been avoided. Rather, SIF funds have been deployed (1) to create research infrastructure and (2) to provide seed money for starting new projects.

Examples of infrastructure support include UVA ResearchNet, which helps faculty seek sponsored research grants by identifying opportunities and facilitating strong proposals; Research UVA, which provided faculty with around-the-clock access to critical financial information associated with sponsored projects; and Research Computing Infrastructure Support, which expanded the high-performance computing clusters essential to retaining and hiring major researchers. In these and other instances, SIF provided the infrastructure needed to enable University faculty and researchers to compete effectively for external funding.

Examples of seed money for research include the Bold Research Advancement in Neuroscience (BRAIN), which created centers to support research in autism, neurodegenerative disease, and sensory disorders; the Democracy Initiative, which provided early funding to launch demonstration projects in democratic theory and practice; and 3Cavaliers Research Seed-Funding Program, which provides small grants for interdisciplinary groups of faculty with new ideas. In these and other instances, SIF was used to jump-start research that will seek and require external funding for long-term success.

- The third category is less clearly defined but not fundamentally different. In a variety of circumstances, the Board has used SIF funds to take advantage of what might be called investment opportunities. These are commitments made

to support or acquire major new capabilities that are strategic rather than merely operational. They resemble matching programs in deploying SIF funds to prepare for or incentivize private funding.

One example is the Biocomplexity Initiative, which is a high-performance computing and data analytic cluster previously housed at Virginia Tech. The team of 80 scientists and staff associated with that project became unhappy with Virginia Tech and resolved to relocate. The Board allocated \$30 million of SIF funds to bring them to the University. This expenditure will dramatically increase outside research funding. The Biocomplexity team currently have \$120 million in federal grants and contracts and are certain to attract more.

A second example of using SIF for major academic investment is a joint venture between the School of Medicine and INOVA. Together, INOVA and the University will create the Genomics and Bioinformatics Research Institute. It will be housed in INOVA's recently acquired campus on the grounds of the former Exxon Mobile headquarters in Fairfax. The Strategic Investment Fund provided \$50 million to renovate and equip Building C, approximately half the amount required. A similar amount will come from INOVA, and an additional \$20 million from the Commonwealth. The repurposed facility will add approximately 100,000 square feet of state-of-the-art research space for use by the University, beginning in 2019.

What these examples of SIF funding have in common is the opportunistic use of SIF resources to take advantage of rare strategic opportunities. These acquisitions could not have been funded from the operating budget of the University. They required the resources and flexibility available only through the Strategic Investment Fund.

### **Evaluation**

The early use of the Strategic Investment Fund enhanced the capabilities and the reputation of the University and improved the quality of the services it provides. In most cases, SIF funding also expanded – or gave reasonable prospect of expanding – the University's resources. SIF's record to date is a great achievement.

Despite these successes, early experience also revealed disadvantages. The bottom-up approach for generating investment ideas has limitations. Relying entirely on proposals volunteered from across the University made coordination among projects difficult. More guidance from the academic leadership of the University would align SIF grants more closely with the strategic goals of the University. A more directed approach to accessing SIF also would improve efficiency. Most SIF applications ultimately received no funding. Applicants nonetheless had to spend many hours defining the project and assembling the participants, describing the proposal, supplying the required budgetary projections, and providing the necessary metrics for assessing results. In many – indeed most – cases, these efforts yielded

nothing. A better approach would be to reserve SIF for projects that directly serve the strategic goals of the University, thereby increasing coherence and reducing wasted effort.

## Proposal

The call for new SIF proposals was suspended in January 2018, with the expectation that I would submit a revised procedure by January 2019. This hiatus was designed, first, to allow considered evaluation and assessment of SIF performance to date, and, second, to give my leadership team and me a voice in deciding how to move forward. That evaluation has been made, and a new procedure proposed as follows.

Moving forward, I would propose that the strategic investment fund be used to fund the forthcoming strategic plan. The strategic plan should be submitted for your consideration by June of 2019, and a financing plan will be submitted either simultaneously or by the next board meeting. Given that a strategic plan, to succeed, will need funding, and given that the strategic investment fund is the only substantial source of discretionary funding, it seems only logical that the strategic investment fund would be used to fund strategic priorities. This was also represented to me, Provost-Elect Liz Magill, and Chief Operating Officer JJ Davis as the path forward for the SIF during our respective recruitments, and this use of the SIF is strongly supported by Executive Vice President for Health Affairs, Rick Shannon, and the current Provost, Tom Katsouleas. The exact process can be worked out at a later date, but I would like to get your approval in principle of the idea of using the SIF to fund the strategic plan.

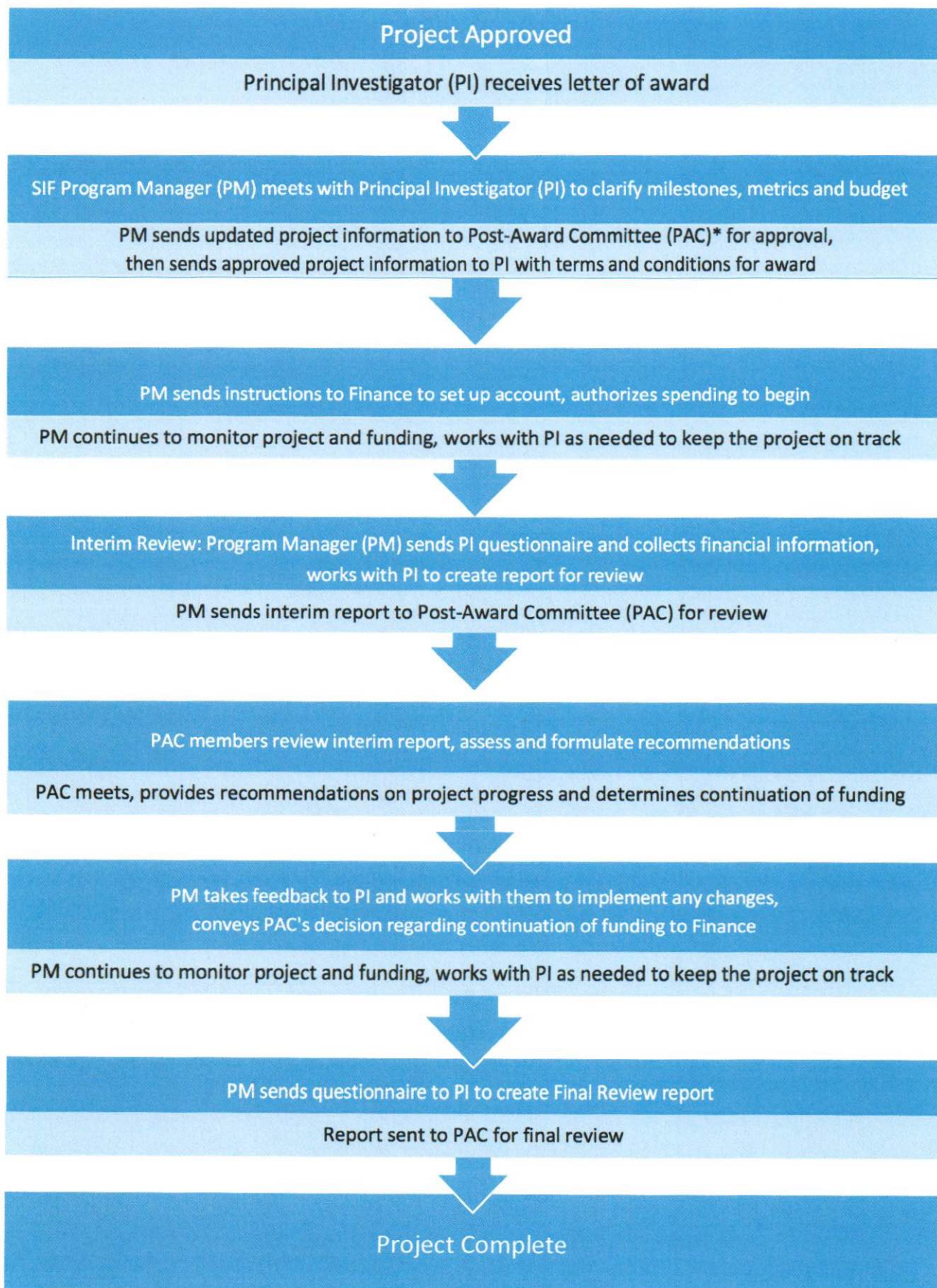
In the meantime, and until the strategic plan is in place, my senior leadership team and I would like to continue three aspects of the current uses of the strategic investment fund.

- First, we would like to set aside another \$75M for faculty chairs, as the bicentennial professorships fund will soon be fully committed. We would retain the same matching criteria that exist today. This would continue a successful program, leveraging SIF funding to attract philanthropy. It is also an investment in the core of the university—faculty—which will undoubtedly be a part of any strategic plan moving forward.
- Second, we would like to allow for the funding of research to be continued, through a procedure to be developed by the Provost, Tom Katsouleas; the Vice President for Research, Ram Ramasubramanian; and the Provost-Elect Liz Magill. The same criteria for funding research—namely providing seed funding for projects that will help faculty attract external funding—will continue to be used as in the past. Continuing to provide seed and support funding for research and research infrastructure is critical to maintaining the momentum and sense of excitement created by SIF. The current process is too cumbersome to continue, so we would propose that Tom, Ram, and Liz develop a more streamlined process and work with Chief Operating Officer JJ Davis to propose



an overall amount to be set aside for the support of research between now and the adoption of a strategic plan. Again, this is the continuation of the core part of SIF and support of research will undoubtedly be in our strategic plan.

- Third, we would like to retain the ability, with BOV approval, to take advantage of genuine strategic investment opportunities that may arise between now and the adoption of a strategic plan. The guiding principle would be to only pursue investments that are necessary to leverage or attract substantial outside funding. No such opportunities may arise, and any and all would have to be vetted first through senior university leadership, including the president's office, and then approved by the BOV. Nonetheless, it would be wise, in my view, to retain the flexibility to make investments during this period so that we do not foreclose our ability to pursue unforeseen opportunities.



\*The PAC develops criteria to evaluate the progress of projects, provides feedback and guidance to PIs, and reports project progress annually.

## Strategic Investment Fund

### Summary of Project #2, USOAR

Project Manager: Brian Cullaty, Office of the Executive Vice President and Provost

#### USOAR Federal Work Study Research Program

USOAR is a program that matches first-, second- and transfer undergraduate students to work in prominent UVA research labs.

BoV Approved: September 2016

Project Dates: 10/19/2016 – 10/18/2019

#### Post-award Assessment Committee Interim Review Conducted October 2017:

**Amount Funded:** \$559,500; **Spent as of 9/30/2017:** \$91,621

##### **Comments:**

1. The USOAR project has provided matching funds for 44 undergraduate students in paid research positions.
2. Project team successfully recruited students from underrepresented populations and provided unique opportunities to experience working on research projects with world famous faculty.
3. This academic experience project has very low risk but high yield in terms of students' exposure to research projects and opportunity to work with UVA faculty and postdocs.

##### **Recommendations:** PAC supports project team's contingency plans as follows:

1. If fundraising efforts are not successful, Center for Undergraduate Excellence (CUE) will pursue faculty mentors willing to contribute 30% portion of student wages.
2. Some faculty may be willing to provide the 30% of wages necessary to hire a student if the CUE is advertising, finding applicants, and taking care of the hiring process.
3. This scenario would likely lead to a smaller group of faculty mentors and a scaled back program.

**Conclusion:** Continue funding with no concerns.

#### Continuing Review Conducted January 2019:

**Amount Funded:** \$559,500; **Spent as of 1/22/2019:** \$380,278

##### **Comments:**

1. The project team has not only achieved the original goals, but has been able to augment the return on investment of the SIF funding in these specific ways:
  - a. The original goal was to recruit 140 students into the program. There are currently 150 students participating in the program.
  - b. The demand for the program is such that there are two applicants for every one spot available.
  - c. The SIF funds have enhanced the program through the training of mentors as well as training of students through a one-credit course in the conduct of academic research.
  - d. An annual research symposium sponsored by the SIF funding allows students to showcase their research accomplishments.
  - e. Results of the student evaluations (an original metric) are being used to strengthen the program and will be shared in the final progress report.
  - f. Many poignant individual success stories are resulting from this program. An example of this is Kevin Bahati, who joined the USOAR program in fall 2016 and was placed with Professor Geoff Geise from the Chemical Engineering department. Kevin came to the United States from the Congo through a refugee program. He had experienced first-hand the effects of water-related diseases. For the past few years Kevin has worked in Geoff's purification lab as a way to directly address the water purity issues. Kevin's story can be found here: <https://news.virginia.edu/content/student-spotlight-african-students-past-leads-research-water-purification>.
2. With regard to finances, review of detailed expenditures demonstrates use of funding commensurate with original project goals.
3. With regard to sustainability, the project manager has requested funds as part of the annual budget process to continue the program at the current level. The results of this request and additional details regarding alternate plans should this request be denied will follow in the final report. Should the request be denied, the program manager anticipates requesting a no-cost extension of the SIF program in order to utilize any remaining funds for a scaled back version in the 2019-2020 academic year.

## Strategic Investment Fund

### Summary of Project #58, SEAS Link Lab

Project Manager: John Stankovic (previously Kamin Whitehouse), School of Engineering and Applied Science

### SEAS Link Lab for Cyber Physical Systems (CPS)

The purpose of this project is to launch a lab to enhance excellence in CPS research.

BoV Approved: September 2016

Project Dates: 10/20/2016 – 10/19/2019

### Post-award Assessment Committee Interim Review Conducted October 2017:

**Amount Funded:** \$4,810,000; **Spent as of 9/30/2017:** \$1,706,099

#### Comments:

1. Developing a common workspace and laboratory space to bring together people from diverse departments is a needed idea and a needed space at the University.
2. PI reports major structural issues discovered during the demolition process that may increase project costs.
3. It is possible that it could delay the project as well. Is a new estimate available?

#### Recommendations:

1. The idea is very good and would benefit from enhanced clarification and support. Please clarify the path forward and address the questions that follow to help achieve successful outcomes.
  - a. What is the mechanism to leverage the SIF funding to increase research activities in the Cyber-Physical Systems (CPS) research beyond current baseline?
  - b. Please explain why SIF funds are earmarked for administrative support such as grant management and fundraising, when UVA Central Administration provides such support.
  - c. Please address how the project will, 1) sustain continued engagement & participation of the faculty and research staff, 2) obtain corporate partnership, and, 3) address planned approach to apply for research grants in CPS research.
  - d. It will be helpful to measure the return on investment from progress metrics, such as proposals vs. awards success rates, or any other metrics that can be directly attributable to CPS research (relative to a baseline).
  - e. What is the vision of the Linklab in relation to raising UVA's profile in CPS research?
  - f. To gain better understanding of progress of the construction of the Linklab, it is recommended that an artist's rendition of the space be included with SIF documentation.

**Conclusion:** Continue funding with concerns for follow-up.

### Continuing Review Conducted January 2019:

**Amount Funded:** \$4,810,000; **Spent as of 1/18/2019:** \$4,511,300

#### Comments:

1. This group has made remarkable programmatic strides since the interim review, most notably:
  - a. Main construction completed: Dec 2017; move-in: Jan 2018.
  - b. Currently houses 17 Faculty, 105 graduate students, and 6 post-docs residing within Link Lab; with another 16 Faculty and 100+ graduate students affiliated as non-residents.
  - c. Seven of the resident Faculty were from the CPS cluster hire, all with dual appointments within Engineering.
  - d. Two staff hires: Program Director over strategy, business operations, and partnerships; and the Lab Coordinator overseeing day-to-day operations, logistics, and events.
  - e. Increase in the research awards from \$11.7M in 2017 to a projected \$24M in 2019; on path to double the average award amount per investigator since our inception.
  - f. Recipient of the first NSF Research Traineeship (NRT) awarded to UVA, a major grant for creating a multidisciplinary graduate education training program in cyber-physical systems.
2. With regard to finances:
  - a. Spend rate: the project team has developed a detailed business plan that would ideally allow use of SIF funds through January of 2020. Consequently, they plan at this point to request a no-cost extension. They have an alternate plan for proper spend down of funding by the current project end date should that request be denied. The extension would, however, allow them to make best use of cash flow, maximize the return on the SIF investment, and get the Lab to the point of self-sustainability.
  - b. The topic of expenditure categories versus original budget was discussed and adequate explanation was provided to demonstrate responsible stewardship of funding. The group can provide documentation, upon request, of the relatedness of food and travel expenses to SIF projects.

**Strategic Investment Fund**  
**Summary of Project #39, Curry Research Faculty**  
**Project Manager: Catherine Bradshaw, Curry School of Education**

**Curry Research Faculty**

The purpose of this award is to support the strategic hiring of research faculty members to increase sponsored research portfolios and awards.

**BoV Approved:** September 2016

**Project Dates:** 10/20/2016 – 10/19/2019

**Post-award Assessment Committee Interim Review Conducted October 2017:**

**Amount Funded:** \$2,406,400; **Spent as of 9/30/2017:** \$148,996

**Comments:**

1. This project is exploring a novel idea of hiring a non-TT faculty cadre to support the research efforts of TT faculty and taking the outcomes to generate non-traditional research funding, specifically, in the implementation space in the education field.
2. The project creates “soft money” positions where the hires have been informed about obtaining extramural support within three years in order to retain their positions.
3. It appears that the cost share portion from faculty seeking these soft money hires is more than expected that will actually result in more hires than proposed. The cost share is an attractive feature of this proposal, although this feature is not mentioned in the proposal.
4. Project strength lies in the strong business plan and novel and achievable objectives.

**Recommendations:**

1. Monitor burn rate.
2. Consider tracking and providing metrics on number of new grant applications submitted that include salary support for the new hires.
3. Consider encouraging new hires seek/engage in cross-school interdisciplinary research projects.
4. Review of the actual expenditures show that administrative staff not part of the proposal has been supported by this grant. Clarification needed on why the funding for this project is used to support existing research infrastructure.
5. Providing a preview of topical areas and sources that the new hires will move forward and pursue funding may strengthen the confidence that the team will achieve proposed outcomes.

**Conclusion:** Continue funding with concerns for follow up.

**Continuing Review Conducted January 2019:**

**Amount Funded:** \$2,406,400; **Spent as of 1/22/2019:** \$1,025,848

**Comments:**

1. The project team reports exceptional program success, with the following highlights resulting from SIF funding:
  - a. Project has exceeded the original goal of hiring seven faculty; eight researcher positions have been filled, one at the Associate Professor level and seven at the Assistant Professor level.
  - b. The two program managers have been hired and have been expanding and strengthening the research administration support core.
  - c. A meeting with two of the new faculty hires provide evidence of their high caliber and potential for success. They report specific substantial achievements in analysis of current research programs, identification of research expansion opportunities, establishment of cross-Grounds and off-Grounds collaborative relationships, and the submission of multiple grant proposals.
  - d. The project manager reports that the SIF award has facilitated an increase in the number of grant submissions and awards. The School rose in the USNWR rankings from 21 to 16 over the past two years. Additional specific metrics to be provided in the final report.
2. With regard to finances, review of detailed expenditures demonstrates use of funding commensurate with original project goals.
3. The project team is currently requesting a no-cost extension to permit the use of funds through October of 2020. This request is consistent with the driving principles of the original business plan to maximize the use of all funding sources to expand the research portfolios and presence of the Curry School faculty, with the ultimate goal of advancing the School further in national rankings.
4. The sustainability plan continues to be self-sustenance of each new researcher through grant support.