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University Council

August 20, 2021

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Dear Colleagues:

The attached proposal from the Office of Research for a new University of Georgia Research Institute will be an agenda item for the August 27, 2021, Full University Curriculum Committee meeting.

Sincerely,

Susan Sanchez, Chair

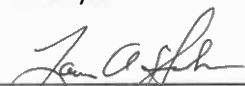
University Curriculum Committee

cc: Provost S. Jack Hu
Dr. Rahul Shrivastav

Proposal to Establish the
University of Georgia Research Institute (UGARI)

August 5, 2021

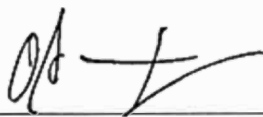
Proposed by:



L. A. Hornak, Co-Director
Associate VP for Research
Proposed Co-Director of UGARI

8/16/21

Date



O. E. Rhodes, Co-Director
Director, Savannah River Ecology Lab
Proposed Co-Director of UGARI

8/16/21

Date

Approved by:



Karen J. L. Burg
Vice President for Research

8-16-21

Date

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1. Background and Motivation

As the research capacity of UGA continues to grow, UGA will increasingly have opportunities to partner with federal mission agencies and industry in applied and fundamental research, including in new use-inspired work that achieves specific mission objectives for these organizations. The University of Georgia Research Institute's (UGARI) purpose is to improve UGA's ability to take advantage of these opportunities to deliver effectively on new and existing partnerships with mission organizations in applied research and in so doing broaden and accelerate further growth of UGA's research enterprise.

An immediate opportunity is UGA's partnership with Battelle and four other regional universities as a member of the *Battelle Savannah River Alliance* (BSRA). BSRA, which is led by Battelle and includes UGA, Georgia Tech, the University of South Carolina, South Carolina State University, and Clemson University, successfully competed for and won the maintenance and operation contract from the Department of Energy (DOE) for the Savannah River National Laboratory (SRNL). DOE is excited about the vision that BSRA articulated in its proposal that establishes a path to prominence for SRNL among DOE's national laboratories. The BSRA management team officially assumed operational responsibilities for SRNL in June 2021, and the SRNL Director and the Associate Director of Science and Technology have emphasized the important role that the university partners, including UGA, will play in delivering on the vision through strengthening the SRNL's core competencies, conducting collaborative research, and enhancing workforce development.

However, being an effective and valued partner in mission driven work, such as that required of the BSRA partnership with DOE, necessitates close collaboration and regular, frequent communication with agency and industry partners to fully understand their needs as well as agility to rapidly respond to opportunities and adapt to changing requirements. The structured project management, timelines, and deliverables required of mission-driven projects require a contract between partners instead of the grant typically awarded for other university research work. As such, full time attention to the mission organization relationship and effective and efficient business processes supporting contract negotiation, award, and on-time execution are essential to being a trusted partner, enabling access to future opportunities.

Successful peer and aspirational universities have established specific research units to bridge the academic, grant-based research enterprise and the schedule-driven requirements of contracted applied research. Examples include the Johns Hopkins Applied Physics Lab (APL), the Georgia Tech Research Institute (GTRI), and University of Maryland's Laboratory for Physical Sciences (LPS). While models differ, common to all is the unit's ability to effectively negotiate and execute contracts and conduct applied research projects while meeting a diverse set of sponsor requirements (teaming, off-campus locations, physical and cyber/data security, etc.). *The purpose of this proposal is to establish and grow UGARI as such an organization at UGA in order to facilitate and support research teams of faculty, research staff, and students in meeting*

the needs and requirements of mission agencies and industry such that value is provided to all participants, long-term relationships are developed, and UGA programs benefit.

2. Goal, Vision, Mission, and Outcomes

The goal of the proposed *UGA Research Institute* (UGARI) is to create an organizational foundation and operational framework at UGA to facilitate and grow UGA's applied research partnerships with mission agencies and industry.

It is the objective of UGARI to facilitate research with multiple mission agencies (DoD, DOE, DHS, NASA, etc.) and industries across multiple sectors. Given the common operational needs to execute effectively on contract work stated above, combined with the distinct applied research needs and requirements of different sponsor organizations, UGARI is being organized with a core of operational support functions around which centers of major sponsor-specific activity can be formed and drawn upon to grow. In this way, UGARI can organically grow as success with funded sponsor relationships grows.

It is not the intent of UGARI to in any way subsume all existing or future UGA relationships with mission driven organizations, but rather to incorporate those elements of UGA research conducted for mission organizations that would benefit from the additional support functions and resources provided by UGARI where it is mutually beneficial to UGA and the sponsors to do so.

2.1 The Savannah River Center of Activity

UGARI will be launched with its initial center of activity around UGA's BSRA partnership and BSRA's DOE SRNL award. As noted previously, the vision and mission of this UGARI center of activity will reflect specific contractual commitments, sponsor requirements, and anticipated efforts needed to maintain and grow the DOE/BSRA relationship. This will be the case for other UGARI centers of activity as they emerge serving other sponsors.

The UGARI Savannah River Center (UGARI-SRC) will have the following vision and mission:

Vision: The UGARI-SRC will facilitate and sustain the growth of a vibrant and productive joint research, education, and outreach ecosystem contributing to the missions of UGA, the Battelle Savannah River Alliance (BSRA), SRNL, and the DOE.

Mission:

- To facilitate collaborative opportunities that allow UGA faculty to lead or participate in research supporting the SRNL mission for DOE and other stakeholders.
- To assess and guide UGA in developing strategic areas of investment for faculty with joint appointment with SRNL.

- To take a leading role in administering research support for faculty participating in collaborative SRNL research, including allocation of committed funding for graduate, undergraduate, or postdoctoral support, allocation of office and laboratory space and equipment which may be available at UGA's Savannah River Ecological Laboratory (SREL) to support research efforts, and coordination of graduate student housing near the Savannah River Site when it is available.

Celebrating its 70th year of operation in 2021, the UGA Savannah River Ecological Lab (SREL) has been an asset to the DOE for decades, providing basic and applied ecological research to SRNL and the Savannah River Site as well as the National Lab complex at large, supporting DOE in achieving its environmental management mission. SREL is directly adjacent to SRNL on the Savannah River Site and is the cornerstone of UGA's contribution in the BSRA Partnership.

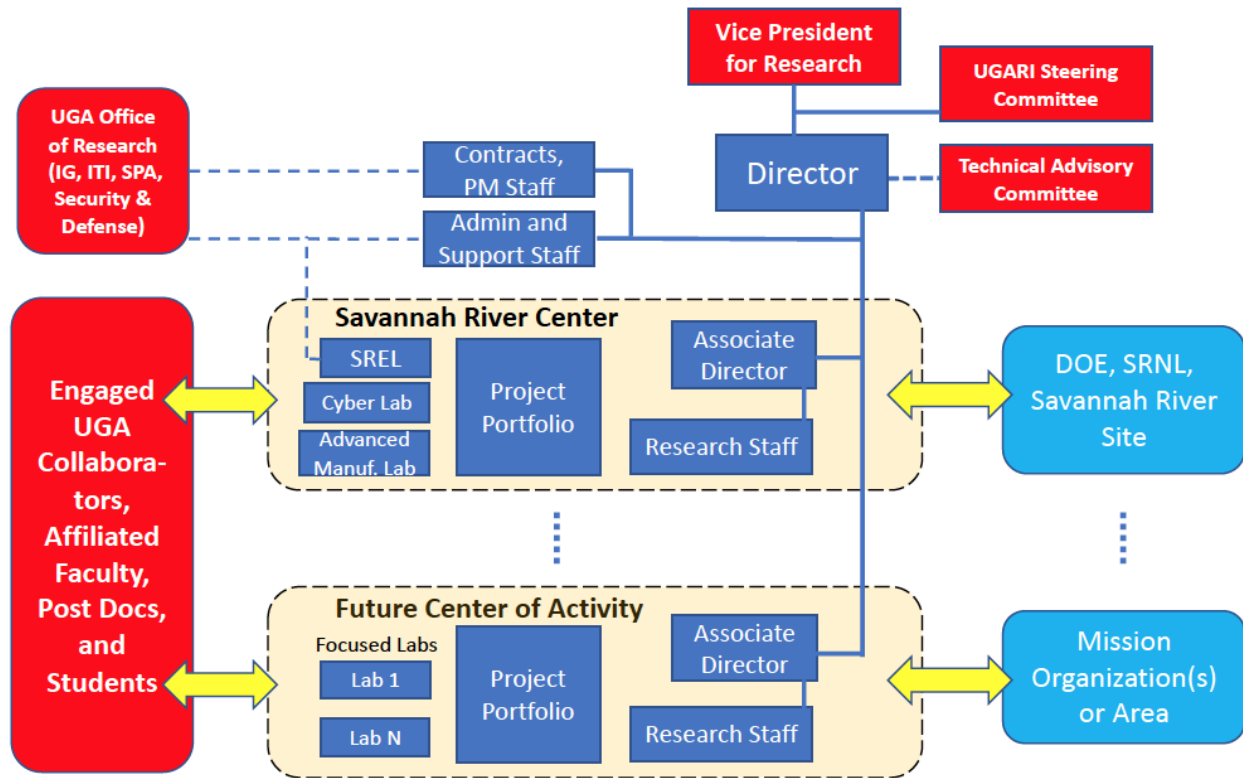
Outcomes and Measures: The primary outcome expected from UGARI is increased funding received from, and engagement of UGA faculty and students in, mission agency and industry applied research. Criteria to measure progress towards achieving this outcome are most clearly seen in the context of specific centers of activity. For UGARI-SRC, specific measures contributing to the UGARI goals would include increased:

- Funded collaborative projects with BSRA universities and other partners supporting the SRNL and DOE mission.
- Collaborations with SRNL technical staff resulting in joint funded projects.
- Joint appointments for UGA faculty and adjunct appointments for SRNL staff.
- Joint publications with SRNL Staff and BSRA university partners.
- Funded graduate students and postdocs with co-mentored experiences.
- Research staff funded from joint projects.

3. Institute Organization

UGARI will launch as a virtual institute without the need for additional space. Either existing or planned facilities will be used for UGARI's first center of activity, UGARI-SRC, with DOE. The figure below shows the overall organization with the leadership, staffing, and oversight that will be further described in this section. Dotted lines indicate either an advisory role or reach back administrative support during launch and afterwards as business practices and need dictate. Such support will be required from Sponsored Projects Administration (SPA) for contracts, Innovation Gateway for IP issues, Integrative Team Initiatives (ITI) for project management, and Security and Defense Collaborations for clearance/security issues. Based on sponsor needs, existing UGA labs (e.g., SREL) will affiliate with each center of activity and/or new UGA labs will form, all of which will serve to focus efforts and expertise in areas specific to that center. Disciplinary foci of UGA committed hires in support of BSRA/SRNL map to environmental science, advanced manufacturing and materials, and various elements of cyber security, which likely will form the basis of new project areas within UGARI-SRC. For example, SREL along with

new project areas in cyber security and advanced manufacturing, indicated in the organizational chart below, will utilize UGARI-SRC expertise and resources as appropriate to do so when collaborating with BSRA/SRNL on topics of common interest. SREL along with the two other new labs indicated in the organizational chart will span these areas in support of initial SRC project activities.



The current SRNL/BSRA effort gives a good example how UGARI will organize to facilitate interactions and promote collaborative projects with mission agencies. The figure also indicates how different mission organizations could also be served with this flexible organizational model, given that the institute support core providing project management, personnel, special requirements, and business operational support for the activity is suitably scaled through the resulting growth in external funding received in close coordination with the units of engaged faculty, the Provost Office, and the Office of Research.

3.1 Leadership and Staffing

Director: The UGARI Director will report to the Vice President for Research. For its launch during the first two years, UGARI will be led by interim Co-Directors Larry Hornak and Gene Rhodes. Hornak is a Professor in the School of Electrical and Computer Engineering and Associate Vice President for Research for Integrative Team Initiatives. He has been engaged with the BSRA SRNL partnership since its inception. Rhodes is a Professor in the Odum School of Ecology and currently serves as SREL Director. As the Director of SREL, which is located at the Savannah River Site adjacent to SRNL, Rhodes has in-depth experience with DOE and SRNL

needs. Hornak and Rhodes have worked together closely throughout the BSRA SRNL proposal effort. The interim co-directors will be responsible for management and execution of the launch of UGARI with the SRC activity with transition to a single institute Director by year three. The co-directors focus will be on standing up the institute and SRC, managing UGA contractual commitments made to BSRA with respect to SRNL, achieving the mission objectives noted earlier, and establishing a strong foundation for a trusted relationship and future partnerships with DOE.

Associate Director: UGARI-SRC achieving its mission relies on effective engagement both with SRNL and DOE, as well as with current and new faculty. Initially this groundwork will be laid by the co-directors, however a key hire for UGARI early in the launch period will be an Associate Director. The Associate Director will:

- Facilitate research and workforce development collaborations between UGA faculty, SRNL, and DOE.
- Facilitate research and workforce development collaborations between UGA faculty and other BSRA university team members.
- Build and maintain a close-knit working group and team environment among the faculty who are jointly appointed with SRNL as well as UGA faculty who are SRNL-engaged.
- Establish an environment to foster postdoctoral research engagement and graduate student engagement in SRNL activities both on and off-site.
- Engage remaining BSRA university partners to identify and pursue opportunities for collaborative research and workforce development initiatives with core and affiliated UGARI-SRC faculty.

It is anticipated that each UGARI center of activity similarly will have its own Associate Director, funded in part from program projects, and focused on growing the center's relationships and funding.

Staff Support: During this initial launch period, administrative staff support, including project management support, will be provided by SREL and existing Office of Research units. Contract support staff time will be provided by SPA in the Office of Research. SPA is now building its industry and mission agency contract group, cognizant of the growing need campus-wide and the specific needs of the BSRA/SRNL partnership. Staffing will have an opportunity to grow as funded activity merits.

Faculty and Research Staff: UGA faculty will affiliate with UGARI through participation in the funded research proposals which the Institute cultivates with mission agency and industry sponsors. The BSRA/SRNL effort currently has no specific projects so no formal faculty affiliations have yet been established. Based on the scope of work in the awarded contract with DOE, faculty in the Franklin College of Arts and Sciences, the College of Engineering, and the School of Ecology, as well as faculty in the School of Public and International Affairs and the Grady College of Journalism, may be among those to first affiliate as projects emerge. As part of UGA's commitment to DOE, two tenure-track faculty hires in materials and environment in the

Franklin College of Arts and Sciences and two in advanced manufacturing in the College of Engineering were committed over the initial five-year award. An additional eight hires in the broad cyber area were committed by the Provost, and support for these positions will transition fully to the associated colleges after three years. It is anticipated that these new faculty would be affiliated with UGARI through their SRC collaborative research developed with BSRA/SRNL.

While tenure-track faculty may engage in research projects managed by UGARI and may have some of their summer and academic year time supported by these projects, tenure-track faculty are not anticipated to be appointed either fully within or jointly with the UGARI. Non-tenure track research faculty, as well as other research professionals and technical staff wholly supported by projects administered by UGARI, are anticipated. These professionals will constitute a critical component of UGARI's capability to be responsive to mission agency needs and reliably meet timelines and requirements.

3.2 Oversight and Advisory

The UGARI permanent Director and initially its Co-Directors report to the Vice President for Research, who will serve as the chair of the *UGARI Steering Committee*. Other members of the Steering Committee will include the Provost and the Deans of the colleges and schools with affiliated faculty and primary disciplinary overlap with the current and projected scope of the Institute's centers of activity, initially including SRC. This committee will provide regular input and oversight in part in response to annual reports provided to the committee by the Director. Based on the planned faculty hire commitments for the initial UGARI-SRC activity, the steering committee will be launched with the Vice President for Research as chair and the Provost and the Deans of the Franklin College of Arts and Sciences and College of Engineering as additional members.

In addition to the Steering Committee, the UGARI Director, or initially its Co-Directors, will form a *Technical Advisory Committee*. This committee will serve to provide advice on strategy that can best leverage UGA capabilities and goals of individual units. This committee will be chaired by the Director (or initially Co-Directors) and will also include as members the Associate Director from each center (including initially the SRC) as well as one Associate Dean for Research (or their faculty delegate) from each of the colleges and schools represented on the Steering Committee. The Director of Security and Defense Collaborations will serve as an ex officio member of this group.

3.3 Organizational Relationship of UGARI to UGA and the UGA Research Foundation (UGARF)

UGARI will be a unit of UGA, not a separate legal entity, consistent with the model established by GTRI, the other similar research institute at a University System of Georgia institution. As such, UGARI's formation as a research institute requires approval via UGA's Academic Affairs Policy Statement No. 7. As discussed earlier, UGARI's research mission would be "applied" or "mission agency driven", requiring business operations and functions (e.g., contracting, security) consistent with customer mission agency requirements and ultimately a

full-time research staff whose salaries are supported by project volume. Employees performing work in UGARI would be BOR/USG employees at UGA, so hiring would follow all university policies.

Initially, UGARF would serve both the sponsored projects administration (SPA) and technology transfer functions for UGARI in the same way that UGARF services UGA broadly through SPA and Innovation Gateway (IG). UGARF would serve as the contracting party for all UGARI research sponsors. At launch, UGARI would benefit from a special SPA team trained in mission agency business processes. As contract volume increased, a separate subsidiary of UGARF could be considered as the legal entity to assume this role – this is consistent with the GTRI model where the Georgia Tech Applied Research Corporation (GTARC) is the named contracting party to sponsored project agreements for GTRI in part to meet the specific business requirements associated with applied work. Regarding intellectual property, UGARF would manage its protection and licensing of new technologies generated by UGARI activities consistent with other technologies.

3.4 Security Requirements and the UGARI-SRC Virtual Configuration

Based on the current organizational configuration proposed, no additional security requirements for UGARI are anticipated. UGA’s pending Facility Clearance, which is being undertaken institutionally as part of the BSRA partnership and SRNL contract, would allow a framework for obtaining individual security clearances if necessary for work related to the SRC specifically. A specific need of the SRNL relationship is to bridge and connect activities on the UGA campus with those at SRNL in a way that facilitates the free flow of people and ideas and provides the ability to handle classified work when needed. As indicated in the figure below, this will be enabled by SREL’s location adjacent to SRNL, attention to open project design, and the pending facility clearance the UGA campus is receiving. Taken together, this will provide the physical access and functionality to support and grow the expected range of interactions.

UGARI-SRC Activity Location: UGA

- Access – Open, **Unclassified and Classified Secure project capability (SCIF*)**
- Function: Increase SRNL Staff on campus for collaboration, joint student advising, visiting/joint positions

*Secure Compartmented Information Facility



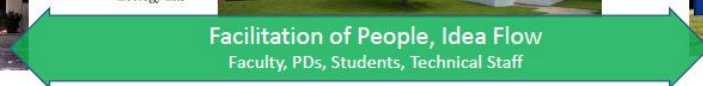
UGARI-SRC Activity Location: SREL Site - Adjacent to SRNL.

- Access – **Unclassified Environment**, Open access to lab/testbeds.
- Function – Promote interaction of SRNL staff, SRC Joint & Affiliate Faculty, students, PDs in collaborative work. Supports classified activity through unclassified open project design and knowledge creation.



UGARI-SRC Activity Location: SRNL

- Access – **Restricted or Classified Environment**. Use of SRNL SCIF*
- Function – Allow SRNL staff, Cleared SRC Joint and Affiliate Faculty, Students, PDs to collaborate on specific secure projects.



Should projects emerge over time requiring classified work on the UGA campus, a Secure Compartmented Information Facility (SCIF) could be established on the UGA campus as warranted. If for the UGARI-SRC activity, need was to arise for a secure location *adjacent but separate* from that at SRNL, this would likely be a shared need across BSRA university partners, and a joint arrangement among the BSRA university partners could be pursued to establish it at one of the nearby facilities outside of the Savannah River Site and SRNL.

4. Funding and Resource Plan

4.1. Startup and Budget Model Development, Year 1-3

During the startup years 1-3 (FY22-FY24), the initial Co-Directors will require no additional support. SPA will provide sponsored contract support, and SREL and OoR will provide administrative support requiring no allocation of additional resources. UGA's commitment to DOE for new faculty hires in connection with the BSRA/SRNL opportunity will begin in the second half of year 2 (FY 23) with the two hires by the Franklin College of Arts and Sciences and with four of the cyber hires. In year 3 (FY 24), the two hires in the College of Engineering will come onboard along with the remaining four cyber hires. UGA has committed 20% of the academic year research time of these faculty for engaging in DOE/BSRA-supported research through the remaining years of the five-year award. Funding for ten undergraduate and 14 M.S. and Ph.D. students over this same period is also part of the commitment made by the Graduate School and the CURO Program. As reflected in the institute's mission, UGARI will lead the administration related faculty research support using the institute as a means to grow faculty engagement.

Hire of the Associate Director for the initial SRC is central to UGARI's initial launch success. The BSRA/SRNL contract will generate an annual fee to the university partners, including UGA, associated with SRNL management functions. While the amount of this fee is not guaranteed, it is anticipated that the fee, when combined with separate sponsored project funding connected to SRNL and the SRC, will support the SRC Associate Director position and enable it to be filled during the year 1 (FY 22).

4.2. Years 3-5 (FY 24-26) and Path to Partial Self-Sufficiency

Following a review of progress by the Office of Research and the Steering Committee for the first two years, a new Director will be appointed for year 3 (FY24). A budget plan will be developed by year 3 for the remainder of UGARI's first five years (through FY 26). The plan will be based on the track record of funded activity, lessons learned over the initial period, project plans in place, and performance goals. This budget plan will be established in close collaboration and negotiation with the UGARI Steering Committee and set the appropriate level of self-sufficiency expected of UAGRI given both the quantifiable ROI and the broader value to UGA derived from UGARI activities.

5. Institute Review

To ensure that UGARI is fulfilling its mission and meeting its goals, periodic reviews will be performed. As part of regular annual reporting to the Vice President for Research, the institute will provide a formative review of progress towards the current year's goals, which reporting will also be provided to the Steering Committee. UGARI's initial review will occur at year three as required by UGA policy and every five years thereafter. Reviews will assess summative progress towards long-term objectives reflecting the growth of centers of activity within the institute and overall impact. This review will include both the Steering Committee and Technical Advisory Committee and may include invited external reviewers from other institutions with similar organizations supporting applied research. As part of this three-year review process, UGARI will produce a report describing all research and funding efforts in the institute, including the scholarly productivity of the faculty and students affiliated with UGARI and its research projects. Key measurable outcomes that will be tracked and quantified by the institute in its reviews were listed in Section 2.1.

6. Education Plan

UGARI has no current plans to offer its own courses or establish new certificate or degree programs. As such, there are no recommendations for creation of specific courses or degrees either inside or outside the institute. However, the UGARI success in cultivating relationships with mission organizations will naturally depend on matching mission organization needs with UGA expertise and resources to meet those needs. Likely collaborations with mission organizations will include UGA providing assistance to meet these organizations' education and training needs. As such, existing UGA education programs and associated faculty and students may benefit from the training opportunities that emerge. For example, there is a significant workforce development component anticipated by the BSRA/SRNL contract. For UGA, this could include not only training of students and postdocs through joint research projects but also opportunities for adjunct appointment of SRNL staff as UGA adjunct professors where appropriate, as well as training and professional development of SRNL staff through existing UGA advanced degree offerings and continuing education courses.

Appendix I: Letters of Support

Letters of Support are included from the Colleges and Schools engaged in current hiring commitments as well as those mentioned in the BSRA SRNL proposal and anticipated to initially engage in funded projects.

- Office of Research
- Franklin College of Arts and Sciences
- Odum School of Ecology
- College of Engineering
- Warnell School of Forestry and Natural Resources
- Grady College of Journalism and Mass Communication
- School of Public and International Affairs
- College of Veterinary Medicine



UNIVERSITY OF
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August 16, 2021

University Council
Institute Review Committees
University of Georgia

Dear Review Committee Members:

On behalf of the Office of Research, I am pleased to provide my full support for the proposed UGA Research Institute (UGARI) led by Professors Hornak and Rhodes. UGARI will enable UGA to partner more effectively with federal mission agencies and industry resulting in a new wider range of opportunities for engagement in sponsored work for our faculty, staff, and students.

UGARI's goal of facilitating contract research with mission agencies such as the Departments of Energy (DOE), Defense (DoD), Homeland Security, and NASA; as well as industries across multiple sectors aligns well with the strategic plan of the Office of Research which targets growth in sponsored research from these sources. Building and maintaining the trusted partnerships with these organizations that UGARI will support is central to achieving this goal. UGARI will meet mission organization needs through facilitation of partnering opportunities, effective project management, and efficient business processes for contract execution, including the capability for conduct of classified work. UGA's participation with four other academic partners in the Battelle Savannah River Alliance (BSRA) for management and operation of the Department of Energy Savannah River National Lab (SRNL) will be the first center of activity for UGARI and will serve as an excellent foundation upon which to build.

UGA's institute framework enables UGARI to adopt a scalable and flexible organizational umbrella structure under which additional centers of activity emerge and grow with strong oversight and rigorous periodic review to ensure UGARI is achieving its mission. The institute leadership will report to me; I, in coordination with the steering and advisory committees, will work with them to ensure that UGARI will receive the needed oversight and the required support in order for it to be a valued asset.

I am excited about the prospects for the UGA Research Institute and pleased to support fully the approval of its establishment. Please do not hesitate to contact me to provide any additional information in support of this proposal.

Sincerely,

Karen J.L. Burg, Ph.D., FNAI, FBSE, FAIMBE
Vice President for Research

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UNIVERSITY OF
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Franklin College of Arts and Sciences

Office of the Dean

July 21, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

Dear Gene and Larry:

On behalf of the Franklin College of Arts and Sciences, I am pleased to support the proposed UGA Research Institute (UGARI). I am optimistic that the Institute will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance, as well as enable UGA to partner more effectively with federal mission agencies and industry resulting in a new wider range of opportunities for our faculty, staff, and students.

The Franklin College of Arts and Sciences is committed to the success of the partnership with the Battelle-Savannah River Alliance. We have committed several faculty positions in support of the BSRA, and the formation of UGARI will aid in managing this partnership.

For all these reasons we are excited about the prospects for the UGA Research Institute and pleased to fully support the approval of its establishment.

Sincerely,

Alan T. Dorsey, Dean
Franklin College of Arts and Sciences



**UNIVERSITY OF
GEORGIA**
Odum School of Ecology

August 3, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

Dear Gene and Larry;

On behalf of the Odum School of Ecology, I enthusiastically support the proposed UGA Research Institute (UGARI), to enhance the university's collaboration with federal mission agencies and industry in pursuing applied and fundamental research.

Your proposal describes how UGARI will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance. The Institute will help UGA engage more effectively with federal mission agencies and industry, resulting in a new wider range of opportunities for our faculty, staff, and students.

UGARI will be especially important for future research activities in the Odum School of Ecology, and will help create opportunities for multiple faculty members who are jointly appointed between Ecology and SREL – and the many Ecology graduate students who are trained through collaborations at SREL. The Odum School of Ecology has a long history of faculty-led research on the Savannah River Site, dating back to work founded by Eugene Odum. Through its strong connections to the DOE Office of Science, Battelle can offer Ecology researchers new avenues for research funded through interactions with UGARI. This is especially important given that most federal funding obtained by Ecology PIs at present is from NSF, and given that our faculty have a growing interest in expanding their research portfolios into more mission-driven federal agencies.

For all these reasons, we are excited about the prospects for the UGA Research Institute, and I am pleased to fully support the approval of its establishment.

Yours sincerely,

Sonia M. Altizer, PhD
Interim Dean, Odum School of Ecology
Athletic Association Professor of Ecology
University of Georgia



August 3, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

RE: Support Letter for the UGA Research Institute

Dear Dr. Rhodes and Dr. Hornak;

On behalf of the College/School of College of Engineering, I am pleased to support the proposed UGA Research Institute (UGARI). I am optimistic that the Institute will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance, as well as enable UGA to partner more effectively with federal mission agencies and industry resulting in a new wider range of opportunities for our faculty, staff, and students.

The UGA Research Institute will be valuable addition to the capabilities of the university as we expand the breadth and depth of research and scholarship across campus. Our college will benefit greatly from the creation of UGARI by enabling the formation of new interdisciplinary partnerships that better serve the needs of our faculty and research staff. It will greatly facilitate opportunities for translational research and allow us to better serve the State and the Nation.

For all these reasons we are excited about the prospects for the UGA Research Institute and pleased to fully support the approval of its establishment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Donald J. Leo'.

Donald J. Leo
Dean and UGA Foundation Professor



UNIVERSITY OF
GEORGIA

**Warnell School of Forestry
and Natural Resources**

Forestry, Fisheries and Wildlife,
Natural Resource Management and Sustainability,
Parks, Recreation and Tourism Management
180 E Green Street
Athens, Georgia 30602-2152
TEL 706-542-2686 | FAX 706-542-8356
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July 29, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

Dear Larry and Gene:

On behalf of the Warnell School of Forestry and Natural Resources, we are pleased to support the proposal to establish the UGA Research Institute (UGARI). We are optimistic that the Institute will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance, as well as enable UGA to partner more effectively with federal mission agencies and industry resulting in a wider range of opportunities for our faculty, staff, and students.

Warnell and SREL share several jointly appointed faculty members and have a long and productive history of collaborative research at the Savannah River Site and beyond. Over the years, dozens of graduate students have (or are currently) earning MS and PhD degrees through Warnell's graduate programs while conducting research under the direction of SREL faculty and scientists. Battelle's strong connections to the DOE office of science, combined with the enhanced agility to respond to emerging needs provided by UGARI, are likely to result in new avenues of research funding for Warnell faculty and expand training opportunities for students.

For these reasons, we are excited about the prospects for the UGA Research Institute and pleased to support the approval of its establishment.

Best regards,

Nathan P. Nibbelink
Associate Dean for Research

W. Dale Greene
Dean



Grady College of Journalism and Mass Communication
Office of the Dean

July 19, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

Dear Gene and Larry;

On behalf of the Grady College of Journalism and Mass Communication, I am pleased to support the proposed UGA Research Institute (UGARI). I am optimistic that the Institute will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance, as well as enable UGA to partner more effectively with federal mission agencies and industry resulting in a new wider range of opportunities for our faculty, staff, and students.

The proposed institute holds great promise for our health communications faculty, graduate students in the New Media Institute's Emerging Media Master's program, as well as a number of other graduate programs. We know that there is much interest in community engagement and health, risk, and possible crisis communication-related projects in the coming years, and the college has many faculty members who could engage with the institute. These days, no research project can succeed without a well-executed communications strategy, and social media plays an ever-increasing role. Grady College faculty and graduate students can help with all of this, and much more.

For all these reasons we are excited about the prospects for the UGA Research Institute and pleased to fully support the approval of its establishment.

Sincerely,

Charles N. Davis
Dean



UNIVERSITY OF
GEORGIA

School of Public and International Affairs
Office of the Dean
The University of Georgia
204 Candler Hall|202 Herty Drive
Athens, GA 30602-1492
TEL: 706-542-2059|FAX 706-583-0095
MATTHEW.AUER@UGA.EDU
WWW.SPIA.UGA.EDU

July 19, 2021

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602

Dear Gene and Larry:

In my capacity as dean of the School of Public and International Affairs, I am delighted to support the proposed UGA Research Institute (UGARI). The UGARI promises to be an efficient vehicle for identifying collaborative teams of faculty, staff, and students at UGA and the Battelle Savannah River Alliance to engage, directly, with federal agencies and private enterprise.

The School of Public and International Affairs, with its three academic departments (Political Science, International Affairs, and Public Administration and Policy) and its three centers (Center for International Trade and Security; Center for the Study of Global Issues; and Survey Research Center) are strong candidates to help lead the applied social science work advanced by UGARI. SPIA has longstanding, internationally-recognized research and applied service work in areas such as strategic trade and export control; forecasting of international tensions over competition for scarce natural resources; quantitative analysis of human rights performance; election administration; political polling; strengthening public administration in developing countries and countries in transition; and analysis of health care policy options related to opioid use and medical cannabis.

SPIA supports creation of the UGARI and hopes to play a meaningful role in the new institute in these or in comparable areas.

Sincerely,

Matthew R. Auer
Dean and Arch Professor of Public and International Affairs



UNIVERSITY OF
GEORGIA

College Of Veterinary Medicine
Dean's Office
501 DW Brooks Drive
Athens, Georgia 30602
TEL 706-542-3461 | FAX 706-542-
8254
www.vet.uga.edu

Dr. Larry A. Hornak and Dr. O. Gene Rhodes
Office of Research, Coverdell Center
500 D. W. Brooks Drive
Athens, GA 30602


Dear Gene and Larry;


On behalf of the College of Veterinary Medicine, we are pleased to support the proposed UGA Research Institute (UGARI). We are optimistic that the Institute will facilitate collaboration among faculty and staff at UGA and its academic partners in the Battelle Savannah River Alliance, as well as enable UGA to partner more effectively with federal mission agencies and industry resulting in a new wider range of opportunities for our faculty, staff, and students.

With the anticipation that several joint faculty positions between CVM and SREL will occur in the coming months and years as we expand our emerging infectious diseases research and teaching missions, we anticipate positioning faculty and students at SREL in order to take advantage of the available world-class facilities and expertise. Through interactions with UGARI, we anticipate developing new connections with funding agencies such as the DOE Office of Science and other mission driven federal agencies in order to initiate potential new avenues of research funding.

For all these reasons, we are excited about the prospects for the UGA Research Institute and pleased to fully-support the approval of its establishment.

Sincerely,

DocuSigned by:

05B2C98204ED484...
Sharron Quisenberry, Ph.D
Associate Dean for Research


Frederick D. Quinn, Ph.D.
Athletic Association Professor of Infectious Diseases and Head

Documentation of Approval and Notification

Proposal: University of Georgia Research Institute

College: Office of Research

Department: Office of Research

Proposed Effective Term: Spring 2022

Unit:

- Co-Director of the University of Georgia Research Institute, Dr. O.E. Rhodes, 8/16/21
- Co-Director of the University of Georgia Research Institute and Associate Vice President for Research, Dr. Lawrence Hornak, 8/16/21
- Vice President for Research, Dr. Karen J. L. Burg, 8/16/21

Additional Support:

- Franklin College of Arts and Sciences Dean, Dr. Alan Dorsey, 7/21/21
- Odum School of Ecology Interim Dean, Dr. Sonia Altizer, 8/3/21
- College of Engineering Dean, Dr. Don Leo, 8/3/21
- Warnell School of Forestry and Natural Resources Associate Dean, Dr. Nathan Nibbelink, 7/29/21
- Warnell School of Forestry and Natural Resources Dean, Dr. Dale Greene, 7/29/21
- Grady College of Journalism and Mass Communication Dean, Dr. Charles Davis, 7/19/21
- School of Public and International Affairs Dean, Dr. Matthew Auer, 7/19/21
- College of Veterinary Medicine Associate Dean, Dr. Sharron Quisenberry
- Infectious Diseases Department Head, Dr. Frederick Quinn