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Research & Innovation

The Research & Innovation Strategy of *[Insert University Name]* (2020-2024)

Submission Date: *XX-XX-2020*

Strategy Contents

Part 1: The Context

Section 1: Mission and Scope for Research

- 1.1** *University Mission Statement for Research*
- 1.2** *Current Research Focus Areas*

Sections 2: Current Capabilities for Research

- 2.1** *Researchers and Support Staff*
- 2.2** *Research Environment*
- 2.3** *Funding*

Section 3: Research Accomplishments

- 3.1** *Output*
- 3.2** *Impact*

Part 2: The Plan

Section 4: Research Plan

- 4.1** *Overarching R&D Goals*
- 4.2** *Research Priorities & Associated Activities*
- 4.3** *Overall Targets*

Part 1: The Context

Part 1: The Context

The core objectives in developing 'The Context' section of this University Research & Innovation Strategy Plan:



R&D Baseline

To establish a baseline of knowledge on your university's existing R&D activities



Existing Capabilities

To generate an overall understanding of your internal capabilities and broader R&D advantages across the Kingdom's R&D ecosystem



Future Enhancement

To develop key findings as well as specific recommendations to further enhance R&D internal capabilities and output

From the lens of institutional funding....



To assess R&D historical performance data you provide in relation to institutional funding evaluation criteria

Section 1: Mission and Scope for Research

1.1: University Mission Statement for Research

Instructions:

In the boxes below, provide high-level statements that describe the purpose of your university's R&D (why does it exist), and what makes your university's R&D unique. Feel free provide statements that may be linked to the following areas (if applicable):

1. *The excellence in research and scientific outcomes that the university aims to achieve (or continue to achieve)*
2. *The innovation/commercialization challenges that the university aims to address (or continue to address)*
3. *The economic and/or industrial sectors that the university will target (or continue targeting)*
4. *The societal issues or community challenges that the university aims to contribute to (or continue contributing to)*

The University Mission Statement for Research

1

[insert statement 1 here]

2

[insert statement 2 here – if applicable]

3

[insert statement 3 here – if applicable]

4

[insert statement 4 here – if applicable]

1.2: Disciplinary Strengths

Instructions:

In the next slides, provide a list of Disciplinary Strengths that your university is currently concentrating its research, development and innovation activities on.

What is a “Disciplinary Strength”?

- A Disciplinary Strength is a “Second-level classification” of disciplines based on the Frascati Manual 2015 [see next slide for full list]

Notes:

- 1- Please select the number of Disciplinary Strengths in a manner that fits with your university’s existing research and innovation capacity***
- 2- The order of the Disciplinary Strengths will reflect your university’s priority areas***

“Focus Area” – A second-level disciplinary classification as outlined in the 2015 Frascati Manual

Disciplinary List

1. Natural Sciences

- 1.1 Mathematics
- 1.2 Computer and information sciences
- 1.3 Physical sciences
- 1.4 Chemical sciences
- 1.5 Earth and related environmental sciences
- 1.6 Biological sciences
- 1.7 Other natural sciences

2. Engineering and technology

- 2.1 Civil engineering
- 2.2. Electrical engineering, electronic engineering, information engineering
- 2.3 Mechanical engineering
- 2.4 Chemical engineering
- 2.5 Materials engineering
- 2.6 Medical engineering
- 2.7 Environmental engineering
- 2.8 Environmental biotechnology
- 2.9 Industrial biotechnology
- 2.10 Nano-technology
- 2.11 Other engineering and technologies

3. Medical and health sciences

- 3.1 Basic medicine
- 3.2 Clinical medicine
- 3.3 Health sciences
- 3.4 Medical biotechnology
- 3.5 Other medical science

5. Social sciences

- 5.1 Psychology and cognitive sciences
- 5.2 Economics and business
- 5.3 Education
- 5.4 Sociology
- 5.5 Law
- 5.6 Political science
- 5.7 Social and economic geography
- 5.8 Media and communications
- 5.9 Other social sciences

4. Agricultural and veterinary sciences

- 4.1 Agriculture, forestry, and fisheries
- 4.2 Animal and dairy science
- 4.3 Veterinary science
- 4.4 Agricultural biotechnology
- 4.5 Other agricultural sciences

6. Humanities and the arts

- 6.1 History and archaeology
- 6.2 Languages and literature
- 6.3 Philosophy, ethics, and religion
- 6.4 Arts (arts, history of arts, performing arts, music)
- 6.5 Other humanities

Example: Broad Classification: *Natural Sciences* Second-Level Classification: *Mathematics; Computer & Info. Sciences, etc.*

Please duplicate this slide and the slide below according to the number of 'Disciplinary Strengths' your university wants to share in this Plan

1.2: Disciplinary Strengths

Disciplinary Strength #*[Insert Number Here]*: *(Insert Discipline Here)*

What specific sub-disciplinary topics would you identify your university to have research excellence in:

- *[insert response here]*
- ...

- *[insert response here]*
- ...

A	Number of Post-Docs in this discipline (2018-19 academic year)	<i>[insert response here]</i>
B	Number of PhDs in this discipline (2018-19 academic year)	<i>[insert response here]</i>
C	Number of Master's Students in this discipline (2018-19 academic year)	<i>[insert response here]</i>
D	Name of the University Academic Department(s) involved in this discipline (2018-19 academic year)	<i>[insert response here]</i>
E	Name of the Specialized Research Center(s)/Institute(s) in this discipline (2018-19 academic year)	<i>[insert response here]</i>
F	Number of ongoing projects contributing to the discipline (2018-19 academic year)	<i>[insert response here]</i>
G	Number of Scopus publications contributing to this discipline (2014-18)*	<i>[insert response here]</i>
H	Number of non-Scopus publications contributing to the discipline (2014-18)*	<i>[insert response here]</i>
I	Number of Patents filed in the discipline (2015-2018)*	<i>[insert response here]</i>
J	Number of Patents issued in the discipline (2015-2018)*	<i>[insert response here]</i>

*Use the standard year format to provide these data points (not academic year)

Note: Please refer to the 'All Science Journal Classification' as a reference in selecting your university's 'Sub-disciplinary topics'

Please duplicate this slide and the slide above according to the number of 'Disciplinary Strengths' your university wants to share in this Plan

1.2: Disciplinary Strengths

Disciplinary Strength #*[Insert Number Here]*: (*Insert Discipline Here*)

K	Name of journals published by your university that focus on this discipline, in addition to the journal's Scopus CiteScore metric	<ol style="list-style-type: none"> 1. <i>[Insert title here, and CiteScore (if applicable)]</i> 2. <i>[Insert title here, and CiteScore (if applicable)]</i> 3. ...
L	Contribution towards economic, social, or industry issues in this discipline (2015-2018)	<i>[insert response here]</i>
M	Field-Weighted Citation Impact of your discipline based on the 'Fields of Research and Development' Frascati Manual classification available in Scopus (2014-2018)	<i>[insert response here]</i>
N	Average citations per publication in this discipline based on the 'Fields of Research and Development' Frascati Manual classification available in Scopus (2014-2018)	<i>[insert response here]</i>
O	The name and a short description of any key collaborations or strategic partnerships your university had with external stakeholders in this discipline (2015-2018)	<i>[insert response here]</i>

1.2: Disciplinary Strengths

Interdisciplinary Research & Innovation Activities

P Define the level of interdisciplinary research that exists within any of your aforementioned Disciplinary Strength Areas. This may include interdisciplinary projects, theses, research teams & collaborations, technology development, or research techniques and perspectives.

1 *[insert response here]*

2 *[insert response here]*

3 *[insert response here]*

Section 2: Current Capabilities for Research

2.1 Researchers and Support Staff

INSTRUCTIONS: For your university as a whole, provide the following statistics based on the **2018–2019 academic year**

2.1.1 Researchers

- | | | |
|---|---|-------------------------------|
| A | Total Number of PhD Holders (either faculty or full-time researchers) | <i>[insert response here]</i> |
| B | Total Number of MSc Holders (full-time researchers only) | <i>[insert response here]</i> |
| C | Total Number of Post-Docs | <i>[insert response here]</i> |
| D | Total Number of Enrolled Master and PhD Students | <i>[insert response here]</i> |

2.1 Researchers and Support Staff

INSTRUCTIONS: For your university as a whole, provide the following statistics based on the **2018–2019 academic year**

2.1.1 Researchers

E If your university has PhD Degree Programs, indicate below the (a) Program Title, and (2) Number of enrolled PhD students

	<u>PhD Program Title</u>	<u>Number Enrolled Students</u>
1	<i>[insert title and affiliated department here]</i>	<i>[insert response here]</i>
2	<i>[insert title and affiliated department here]</i>	<i>[insert response here]</i>
3	<i>[insert title and affiliated department here]</i>	<i>[insert response here]</i>
4	...	
5	...	
6	...	
7	...	
8	...	

2.1 Researchers and Support Staff

INSTRUCTIONS: For your university as a whole, provide the following statistics based on the **2018–2019 academic year**

2.1.2 Research-Support Staff

- | | | |
|---|--|-------------------------------|
| F | Total Number of Lab Technicians | <i>[insert response here]</i> |
| G | Total Number of Administrators and Non-Technical Staff | <i>[insert response here]</i> |

2.1.3 Research-Support Office and Other Research Support

- H Below, list the existing research support services your university offers:
- | | |
|----------------------------------|----------------------------------|
| 1. <i>[insert response here]</i> | 2. <i>[insert response here]</i> |
| 3. <i>[insert response here]</i> | 4. <i>[insert response here]</i> |
| 5. ... | 6. ... |
| 7. ... | 8. ... |

2.2 Research Environment

INSTRUCTIONS: For your university as a whole, provide the following statistics based on the **2018–2019 academic year**

2.2.1 Research Centers – Centers of Excellence – Research Institutes

List the names of your university’s Research Centers, Centers of Excellence, and Research Institutes (other than academic departments)	
1 <i>[insert name here]</i>	2 <i>[insert name here]</i>
3 <i>[insert name here]</i>	4 <i>[insert name here]</i>
5 <i>[insert name here]</i>	6 <i>[insert name here]</i>
7	8
9	10
11	12
13	14
15	16
17	18

2.2 Research Environment

INSTRUCTIONS: For your university as a whole, provide the following statistics based on the **2018–2019 academic year**

2.2.2 Major Research Labs - Facilities

J	List the names of your university’s major research facilities and labs managed by (a) academic departments or (b) Research Centers, Centers of Excellence and Research Institutes		
1	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>	2	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>
3	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>	4	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>
5	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>	6	<i>[insert lab/facility name, and its affiliated Dept./Center here]</i>
7		8	
9		10	
11		12	
13		14	
15		16	
17		18	

2.3 Funding

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

2.3.1 External Funding

External Grants

	2015	2016	2017	2018	Total
K Total Number of Grants	<i>[insert here]</i>	...			
L Total Funding (SAR Million)					

Contractual Projects

	2015	2016	2017	2018	Total
M Total Number of Projects	<i>[insert here]</i>	...			
N Total Revenues (SAR Million)					

2.3 Funding

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

2.3.2 Internal Funding

Internal Grants

	2015	2016	2017	2018	Total
O Total Number of Grants	<i>[insert here]</i>	...			
P Total Funding (SAR Million)					

Section 3: Research Accomplishments

3.1 Research Output

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

3.1.1 Scientific Output

	2015	2016	2017	2018	Total
A Scholarly Output: Number of Publications (Articles & Reviews only)*	<i>[insert here]</i>	...			
B Other Scholarly Output: No. Conference Papers, Books, Book Reviews, etc.*					
C Number of Non-Scopus Publications (Articles & Reviews)					
University Self-Journals					
	Title		CiteScore* (if applicable)	Indexed in Scopus? (Yes/No)	
D List the names of the Journals your university owns and publishes (if applicable)	1. <i>[insert title here]</i> 2. 3. 4.		1. <i>[insert here]</i> 2. 3. 4.	1. <i>[insert here]</i> 2. 3. 4.	

3.1 Research Output

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

3.1.2 Innovation / Commercialization Output

	2015	2016	2017	2018	Total
E Number of Issued Patents through SAIP	<i>[insert here]</i>	...			
F Number of Issued Patent Families Applications Filed (simple families)					
G Number of Published PCT Applications					

3.1.3 Entrepreneurship Output

	2015	2016	2017	2018	Average
H Number of university students & faculty involved in projects for startup formation OR incubated businesses	<i>[insert here]</i>	...			
I Number of projects for startup formation OR incubated businesses (resulting from patented or non-patented university research outcomes)					



3.2 Research Impact

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

3.2.1 Scientific Impact

	2015	2016	2017	2018	Average
J Publications in Top Journal Percentiles: Publications in top 10% of journals*	<i>[insert here]</i>	<i>[provide 2015-18 average]</i>
K Proportion of Publications in Top Journal Percentiles: Publications in top 10% of journals*					
L Publications in Top Citation Percentiles: Publications in top 10% of most cited publications worldwide*					
M Proportion of Publications in Top Citation Percentiles: Publications in top 10% of most cited publications*					
N Citation Count (Articles & Reviews only)*					
O Citations per Publication*					

3.2 Research Impact

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

3.2.2 Innovation / Commercialization Impact

	2015	2016	2017	2018	Total
P Number of Licensing/Option Deals	<i>[insert here]</i>	...			
Q Number of Patents Involved in all Licensing/Option Deals					

3.2.3 Entrepreneurship Impact

	2015	2016	2017	2018	Average
R Number of Startups that Resulted from Licensing/Option Deals (Technology-Transfer)	<i>[insert here]</i>	...			
S Number of Startups that Resulted from Non-Patented Research Results (Knowledge-Transfer)					

3.2 Research Impact

INSTRUCTIONS: For your university, provide the following statistics from **2015 to 2018**:

3.2.4 Economic - Social Impact

	2015	2016	2017	2018	Average
T Citing-Patents Count: number patents citing publications published at your university*	<i>[insert here]</i>	...			
U Patent-Cited Scholarly Output: number of publications from your university that have been cited in patents*					
V Patent-Citation Count: number of patent citations your university received*					

3.2 Research Impact

INSTRUCTIONS: For your university, provide a brief response to the below questions for **2015 to 2018**:

3.2.4 Other Economic – Social Impact

W	List your contribution to any major <u>industrial problems/challenges</u> (if applicable):
1	<i>[insert here]</i>
2	
3	
4	
X	List your contribution to any national or regional <u>social challenges</u> (if applicable):
1	
2	
3	
4	

3.2 Research Impact

INSTRUCTIONS: For your university, provide a brief response the below questions:

3.2.4 Other Economic – Social Impact

Y	List your contribution to any national or regional <u>economic challenges</u> (if applicable) from 2015-2018:
1	<i>[insert here]</i>
2	
3	
4	

3.2.5 Impactful Collaborations / Strategic Partnerships (International & National)

Z	International Collaboration Field-Weighted Citation Impact (2014-2018):	<i>[insert response here]</i>
AA	National Collaboration Field-Weighted Citation Impact (2014-2018):	<i>[insert response here]</i>

3.2 Research Impact

INSTRUCTIONS: Please list some key research and innovation partnerships/collaborations your university established from **2015 to 2018:**

3.2.5 Impactful Collaborations / Strategic Partnerships (International & National)

With (a) Universities and (b) Research Institutions

BB	Name of Partner/Collaborator	Nature of Collaboration/Partnership	Major Outcomes
1.			
2.			
3.			
4.			

3.2 Research Impact

INSTRUCTIONS: Please provide the following information for the period **2015 to 2018:**

3.2.6 Recognition and Esteem

CC List key official Conferences or Symposia (if any) your university organized

1. *[insert here]*

2.

3.

4.

DD List key rewards your university (or faculty/researchers) received

1.

2.

3.

4.

EE List editorships your university's faculty/researchers held

1.

2.

3.

3.2 Other Research Impact

INSTRUCTIONS: Please list below any other impact you would like to include for the period **2015 to 2018:**

FF

[insert additional information here]

Part 2: The Plan

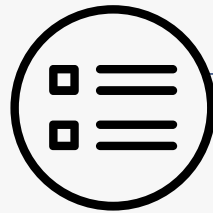
Part 2: The Plan

The core objectives in developing 'The Plan' section of this University Research & Innovation Strategy Plan:



Strategic Direction

To provide a sense of direction in where to focus R&D activities and associated funding



KSA National Priorities

To align internal R&D capabilities to broader KSA national and regional priorities



R&D Institutional Alignment

To establish internal consistency across all researchers within a university in contributing to the same R&D goals

From the lens of institutional funding....



To assess continued institutional funding based on proposed goals, activities and targets

Section 4: Research Plan

4.1: Overarching R&D Goals

Instructions:

In the box below provide a maximum of 4 high-level, overarching goals that will drive the strategic direction for your university's R&D for the next 5 years (2020-2024):*

What makes a "Goal"?

- *Goals support the achievement of a larger purpose or strategy*
- *Goals are what you want to achieve (rather than how you want to achieve it)*
- *Goals may not be measurable and have longer time frames*
- *Goals are aligned within and across functions and departments to ensure everyone is contributing to a higher purpose*

Strategy Goals

1

[insert statement 1 here]

2

[insert statement 2 here – if applicable]

3

[insert statement 3 here – if applicable]

4

[insert statement 4 here – if applicable]

INSTRUCTIONS:

4.2: Research Priorities and Associated Activities

In the next slides, provide a list of Research Priorities that your university would like to concentrate its research, development, and innovation activities in relation to:

- (a) The allocation of Ministry of Education institutional funding from 2020-2022, as well as*
- (b) Your broader University Research & Innovation Strategy over the period of 2020-2024*

What is a “Research Priority”?

- An area, be it within the scope of research, development, or innovation your university would like to focus on given your existing “Disciplinary Strengths” from Part 1, internal capabilities and external KSA opportunities for R&D
- Note that Research Priorities can be shaped in terms of a discipline, type of R&D [basic vs. applied], economic, social, or industrial challenges, or any other factor the university deems worthy of focus that falls within the R&D activity limits of the Deputyship for Research & Innovation (DRI)

Notes:

- 1- Please select the number of Research Priority Areas in a manner that fits with your university’s existing R&D capacity*
- 2- The Deputyship for Research & Innovation at the Ministry of Education will evaluate universities based on their ability to identify appropriate, yet strategic Priority Areas linked to their Disciplinary Strengths and submit appropriate reports*

Please duplicate this slide and the 2 slides below according to the number of 'Disciplinary Strengths' your university wants to share in this Plan

4.2: Research Priorities and Associated Activities

Research Priority #*[Insert Number Here]*: *(Insert Research Priority Here)*

Description

Please provide a description of your Research Priority:

[Insert response here]

Impact on KSA and International Ecosystem

Describe how the priority is aligned to broader KSA priorities (economic, societal, industrial, developmental) (provide evidence whenever possible):

[Insert response here]

Describe how the priority is aligned to broader, international R&D trends (if applicable):

[Insert response here]

Please duplicate this slide and the above & below slides below according to the number of 'Disciplinary Strengths' your university wants to share in this Plan

4.2: Research Priorities and Associated Activities

Research Priority #*[Insert Number Here]*: *(Insert Research Priority Here)*

Core Activities								
Priority	Research Priority Activity Title & Brief Description	Proposed Outcome	Involved Stakeholders	Other Considerations*				
#1	<p><i>[Insert Research Activity Title here]</i></p> <ul style="list-style-type: none"> <i>[insert description of the type of activity within this Research Priority your university plans to undertake here]</i> 	<i>[What application or problem will this activity address; how to define success?]</i>	<i>[Which stakeholders and partners outside of your university, if any, will contribute to this activity]</i>	<table border="1"> <tr><th>Duration</th></tr> <tr><td><i>[Month, 20XX – Month, 20XX]</i></td></tr> <tr><th>Expected Budget (SAR)</th></tr> <tr><td><i>[Insert expected budget here]</i></td></tr> </table>	Duration	<i>[Month, 20XX – Month, 20XX]</i>	Expected Budget (SAR)	<i>[Insert expected budget here]</i>
Duration								
<i>[Month, 20XX – Month, 20XX]</i>								
Expected Budget (SAR)								
<i>[Insert expected budget here]</i>								
#2	<p><i>[Insert Research Activity Title here]</i></p> <ul style="list-style-type: none"> <i>[insert description of the type of activity within this Research Priority your university plans to undertake here]</i> 	<i>[What application or problem will this activity address; how to define success?]</i>	<i>[Which stakeholders and partners outside of your university, if any, will contribute to this activity]</i>	<table border="1"> <tr><th>Duration</th></tr> <tr><td><i>[Month, 20XX – Month, 20XX]</i></td></tr> <tr><th>Expected Budget (SAR)</th></tr> <tr><td><i>[Insert expected budget here]</i></td></tr> </table>	Duration	<i>[Month, 20XX – Month, 20XX]</i>	Expected Budget (SAR)	<i>[Insert expected budget here]</i>
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<i>[Insert expected budget here]</i>								
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Duration								
<i>[Month, 20XX – Month, 20XX]</i>								
Expected Budget (SAR)								
<i>[Insert expected budget here]</i>								

*Note that the 'Expected Budget' and 'Duration' for obtaining institutional funding for these research activities must fall between 2020 and 2022

Please duplicate this slide and the 2 slides above according to the number of 'Disciplinary Strengths' your university wants to share in this Plan

4.2: Research Priorities and Associated Activities

Research Priority #*[Insert Number Here]*: (*Insert Research Priority Here*)

Core Activities				
Priority	Activity Title	Activity Owner(s)	Resources Required	Other Considerations
#1	<i>[Insert Activity Title from previous slide here]</i>	<i>[Insert university Department(s) and/or Research Center(s) to be involved in this activity]</i>	<i>[What existing facilities will be used, new equipment/software that will be required, additional consumables, etc.]</i>	<i>[Highlight any other important considerations such as IT Support, Researcher and Researcher Support requirements]</i>
#2	<i>[Insert Activity Title from previous slide here]</i>	<i>[Insert university Department(s) and/or Research Center(s) to be involved in this activity]</i>	<i>[What existing facilities will be used, new equipment/software that will be required, additional consumables, etc.]</i>	<i>[Highlight any other important considerations such as IT Support, Researcher and Researcher Support requirements]</i>
#3	<i>[Insert Activity Title from previous slide here]</i>	<i>[Insert university Department(s) and/or Research Center(s) to be involved in this activity]</i>	<i>[What existing facilities will be used, new equipment/software that will be required, additional consumables, etc.]</i>	<i>[Highlight any other important considerations such as IT Support, Researcher and Researcher Support requirements]</i>

4.3 Research Targets

INSTRUCTIONS: For your university as a whole, please provide the following projections for **2020 to 2023**:

4.3.1 Research Capabilities

Funding

	2020	2021	2022	2023
A Total Number of Grants	...			
B Total Funding (SAR Million)				

Researchers and Support Staff

	2020	2021	2022	2023
C Number of Post-Docs				
D INCLUSIVITY: Please list any targets to increase women participation and access to R&D opportunities	<i>[Insert response here]</i>			
E INCLUSIVITY: Please list any targets to increase student participation and interest in R&D opportunities (Undergraduates, Masters)	<i>[Insert response here]</i>			

4.3 Research Targets

INSTRUCTIONS: For your university as a whole, please provide the following projections for **2020 to 2023**:

4.3.2 Output

Scientific

	2020	2021	2022	2023
F Scholarly Output: Number of Publications (Articles & Reviews only)*	...			
G Other Scholarly Output: No. Conference Papers, Books, Book Reviews, etc.*				

Innovation

	2020	2021	2022	2023
H Number of Patents Filed				
I Number of Patents Issued				

4.3 Research Targets

INSTRUCTIONS: Please provide the following projections for **2020 to 2023**:

4.3.3 Impact

Scientific

	2020	2021	2022	2023
J Citation Count (Articles & Reviews only)*	...			
K Publications in Top Journal Percentiles: Publications in top 10% of journals*				
L Publications in Top Citation Percentiles: Publications in top 10% of most cited publications worldwide*				

Innovation - Entrepreneurship

	2020	2021	2022	2023
M Number of Licensing/Option Deals				
N Number of Startups that Resulted from Licensing/Option Deals				

4.3 Research Targets

INSTRUCTIONS: Please provide the following projections for **2020 to 2023**:

Economic				
	2020	2021	2022	2023
O Patent-Cited Scholarly Output: number of publications from your university that have been cited in patents*				

4.3.4 Economic , Societal, Development, Other Impacts

P

[insert additional information regarding other targets here]

