# Table of Contents

- **Executive Summary**
  - Page 1

- **Strategic Themes**
  - Page 2

- **Core Values**
  - Page 3

- **CY 2023: Build the Foundation**
  - Pages 4-5

- **CY 2024: Gain Momentum**
  - Page 6
Executive Summary

Between FY2018 - FY2022, the VCU research enterprise has grown at an astonishing rate. Sponsored program awards have increased by 49%, representing a growth of over $130 million. As part of the One VCU Research Strategic Research Priorities Plan, it is the goal of the University to exceed $500 million in research by FY2028. In anticipation of such a dynamic and flourishing environment, it is critical to the University’s success, that we as a department, and as the financial stewards of the University’s research enterprise, build a foundation that can uphold such growth in a reliable and sustainable manner.

To that end, VCU Grants & Contracts Accounting has developed a strategic plan that will help our team navigate the exciting and challenging road ahead. Initially comprising two phases that will carry us through CY2024, this plan seeks to lay a new foundation for G&C. One that is capable of meeting the demands the growth in research and changing regulatory landscape will bring, while simultaneously providing career growth and satisfaction to each member of our team. Detailed in the proceeding sections are the overarching themes & values, as well as specific projects and timelines that will help us achieve our goals.

As we embark on this new chapter, let us remain committed to doing so in a way that fulfills our mission:

The Office of Grants & Contracts Accounting is committed to providing exceptional customer service by ensuring compliance, transparency, and integrity in the fiscal management of sponsored research.
Serving as an overarching guide to the execution of our strategic plan are four themes that will help us achieve our vision. Each of the four themes inform, support, and enable each other as well as the projects & tasks outlined within the plan. Collectively, they serve to represent both the approach and the outcome we intend to achieve.

1. **Automation**
   Through tools like Robotic Process Automation and JotForm, we have the ability to automate and streamline tasks that have traditionally consumed time and resources unnecessarily. Analyzing our existing portfolio of responsibilities, and strategically scaling the use of these tools will allow our team to put their efforts towards more fulfilling work.

2. **Standardization**
   Recognize opportunities for streamlining and standardization. Build standard operating procedures (SOPs) and best practices. Maintain accountability for staff and stakeholders, while adhering to high standards fitting of Tier 1 Research institution.

3. **Diversity of Thought**
   Respect and integrate diverse and innovative approaches to current and future challenges through constant collaboration, both within and external to VCU.

4. **Growing Leaders**
   Ongoing training and development of leadership skills to provide long term career growth and professional development opportunities within VCU and higher education.
CORE VALUES

Accountability
Serving as the financial stewards of the University’s sponsored research requires accuracy, timeliness, and integrity. We hold ourselves to a high standard, learn from our mistakes, and set the standard in the financial administration of research amongst our peer institutions.

Collaboration
Our team culture is one built upon teamwork, valuing each other, and consistently pursuing opportunities to engage with our colleagues campus-wide in the work we do which leads to optimal results and a cohesive work environment.

Communication
We provide an inclusive and transparent work environment, which enables individuals to confidently contribute to the University’s mission, while sustaining professionalism and respect in our interactions with others. Every voice deserves to be recognized and represented.

Ethical
To maintain integrity we uphold a code of interpersonal behavior that assures we are good financial stewards and representatives of the University.

Knowledgeable
Through continuous learning, process improvement, and knowledge transfer, we are committed to being subject matter experts and serving the University with care, attention to detail, and proficiency.