



As the holidays approach, it provides a wonderful opportunity to reflect on the past year. Just over a year ago we embarked on a journey to reimagine research at Emory University. Guided by the One Emory Strategic Framework, we are developing strategies for implementing the University's bold aspirations for harnessing innovation and discovery to

address 21st century challenges. By creating a heightened focus on research, we can leverage our global reputation in health sciences and continue to elevate interdisciplinary collaborations while creating more opportunities for research and scholarship in the arts, humanities and our professional schools.

Emory University's goals are ambitious:

- To be recognized as a top-ranked global leader in health science research to drive societal impact.
- To be the preeminent destination for innovative arts leaders.
- To become an innovative research leader in the humanities, natural and social sciences.

Underpinning these goals is an emphasis on creating new ways of working and cutting across disciplines to accelerate research and innovation. This office serves as the matchmaker for a new generation of scholarly discovery--at the intersection of arts and sciences.

A FRAMEWORK FOR FUTURE SUCCESS

In this first year, we've thoughtfully and collaboratively built the framework for future success. In a short amount of time we've begun systemic research administration process improvements and have created new faculty communication channels. We've taken significant steps to address challenges that have resulted from an almost decade-long restructuring of some of research administration services. With new, experienced leadership and staff,



including a new Vice President for Research Administration (VPRA), a new Assistant Vice President for Research Administration Services (RAS), and a new Process Improvement Team (Dragon Team), we'll continue to pursue opportunities to elevate faculty service and efficiencies.

At the heart of this work is engaging with faculty to remove obstacles and strengthen partnerships. None of this is possible without a dynamic, intellectual community. One of my initial steps as Emory's first Senior Vice President for Research was to launch a 10-month listening tour to talk about faculty issues, share planned enhancements, and encourage their participation in what comes next related to strategy and innovation.



CREATING COLLABORATION OPPORTUNITIES

Our primary focus has been on improving the fundamentals and creating opportunities for stronger collaboration. We have a big agenda and we're moving at pace to achieve it. Several key milestones we achieved this year include:

- Developing the first SVP Research Council, inclusive of the Associate Deans of Research or Faculty Research Leaders of every school and unit, to set cross-cutting research and innovation priorities and create an environment where collaboration thrives. Our first-ever retreat in October identified three compelling priorities that will be the focus of 2020 initiatives: (1) Data Science, (2) Race, Equity and Resilience, and (3) Global Impact.



- Engaging in the first faculty research-focused town hall and initiating research administration staff annual town halls and awards, including faculty partnership awards.
- Announcing the first SVPR pilot grant program, “Leveraging Emory’s Priority Global Countries through Bi-directional Research.” The program supports health and well-being research in those who have emigrated from five priority countries (Brazil, China, Ethiopia, India and South Korea).
- Engaging faculty through an operations-focused faculty advisory board to the VPRA as well as a number of task forces, all faculty-led, to create a forum for input on research operation priorities, open communication channels and improve processes and faculty service.

While building a new research paradigm, we never lose sight of our critical mission to develop best practices for education, training and guidance in the promotion of responsible conduct of research and ensure compliance in all areas of research.

ENSURING CONTINUED COLLABORATION AND REGULATORY COMPLIANCE WITH INTERNATIONAL PARTNERS

An area of heightened focus for all major federal agencies that fund research is potential foreign influence on academic research. Emory continues to strongly support international collaboration and exchange with our research partners across the globe. This year we took



steps to clearly define actions that researchers must take to accurately report all sources of research support, financial interests and affiliations and mitigate any potential threats

to intellectual property. We’ll continue to be vigilant and proactive to assure that Emory is in full compliance with federal rules and regulations affecting our research sponsorship, while ensuring continued highly valued international collaborations.

LOOKING AHEAD

Our solid achievements in the past year are a jumping-off point for what comes next, which is equally exciting. We will begin to realize our ambition to create events and



spaces for research at the intersection of the arts and sciences including:

- Continue process improvement within and across all research administration offices and develop a dashboard of “Metrics that Matter” to faculty.
- Launch a series of events and seminars, entitled “Constructive Collisions,” that invite faculty from the arts and sciences to engage on specific research and creative topics.
- Bring a unique, global opportunity to Emory called “Science Gallery” which is a fusion of arts and science and allows Emory to publicly showcase its research and creativity.
- Explore innovation, incubator and accelerator spaces and mentorship for the ever growing number of student and faculty entrepreneurs.

I’m proud that we’ve set in motion strategies that will continue Emory’s recognition as an eminent research university as we chart a new course as a leader in research at the intersection of science and the arts.

I am appreciative of the collaboration our team has experienced and energized by the possibilities ahead for our faculty, students and leaders.

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