Emory Research Town Hall
Support the One Emory: Engaged for Impact

Use the 4 Pillars as a framework for PRIORITY SETTING
• Develop Office of Research Analytics for Forecasting Growth Opportunities

Focus on CROSS CUTTING initiatives
• Create spaces for research collaborations among faculty
• Particular focus on collaborations among CAPs and Health Sciences to start

BE RECOGNIZED as a leading research university
• Have a comprehensive communication plan

Enhance CULTURE of faculty voice and faculty service
• SVP Research Council
• Faculty led advisory boards

LEVERAGE INVESTMENTS in Centers and Institutes

Create an environment for INNOVATION to thrive
• Innovation Hubs
• Incubators/ Accelerators
• Venture Capital
• Civic Innovations
Strategically Identifying the Intersections

Explored new ways of working and opened channels to multidisciplinary collaborations

Research Priorities:
1) Data Science
2) Race, Equity & Resilience
3) Global Impact
Research Operations
| 1 | Align all research administration offices under a single leader with a proven track record of success |
| 2 | Establish dual reporting (central RAS, schools) for key RAS personnel, and ensure faculty can provide formal feedback into RAS performance reviews |
| 3 | Provide faculty with seamless high-quality cradle to grave research administration support services |
| 4 | Increase co-location for RAS staff to help strengthen personal relationships between faculty and staff |
| 5 | Increase RAS capacity |
| 6 | Create and launch a standardized onboarding and training curricula for all RAS staff |
| 7 | Begin measuring and tracking metrics that matter most to faculty |
| 8 | Implement high priority process improvements to address major pain points (e.g., subaward setup, financial reporting) |
| 9 | Invest in a back-end workflow tool to help staff manage and track proposals through the award lifecycle |
| 10 | Implement a faculty-facing tool to enable faculty and their team to easily track proposals through the award lifecycle |
1. Align all research administration offices under a single leader with a proven track record of success

   - Deborah Watkins Bruner, RN, PhD, FAAN
     Appointed as the Senior VP for Research on 10/1/18

   - Denise Ehlen appointed permanent AVP RAS on 1/1/2019

2. Establish dual reporting for key RAS personnel and ensure faculty can provide formal feedback into performance reviews

   - Formerly Finance: Grants and Contracts
     Aligns post-award functions with the Office of Research Administration, effective 11/01/2018.

   - Dual report is currently between AVP RAS and CBOs
   - Working to transition to a dual report to faculty research leaders in schools and units as chosen by Deans or school/unit
Beginning in FY18, RAS Directors and the RAS AVP solicited performance feedback from Faculty, department/division administrators based on Emory’s competencies

- Feedback now incorporated into annual performance reviews
3. Provide faculty with seamless high-quality cradle to grave research administration support services

- Faculty Engagement

Pre- and post-award administrator cross-training launched FY19

2 pilot RAS units (HSS & ABOSS)

Pre- and post-award RAS staff trained & serve as the primary point of contact (or interface) with other ORA offices on behalf of faculty.

4. Increase co-location for RAS staff to help strengthen personal relationships between faculty and staff

- Co-location for some RAS units currently exists.
- Challenging in RAS Units that serve multiple schools or departments.
- Continue to work with specific Deans and CBOs on space.
RAS Central began logging faculty issues escalated to RAS AVP in August 2018

Escalated issues per month have decreased
(as of 9/30/2019)
Increase RAS capacity

Vacancies have decreased

Time to fill vacancies (in days) have decreased
Leverage a “tiger team,” to improve responsiveness to faculty

**Dragon Team Director** - July 1st 2019  
**Inger Jackson Garnett**, Director of Strategic Operations
Create and launch a standardized onboarding and training curricula for RAS

Developed standard new hire onboarding and training
will launch in Quarter 2 of FY20

Navigators to be added to each RAS and will provide specific assistance with new faculty and complex issues

New Hire Coaching Program
29 coaches now trained
will deploy Nov 2019

Competencies have been developed
New hire will have a coach during first year of training
### Begin measuring and tracking metrics that matter most to faculty

- Two new semi-annual mission metrics meetings have been established:
  - ORA mission metrics – prepared by AVP of each ORA office
  - Faculty mission metrics – prepared by Associate Deans of Research or equivalent in each school and unit (e.g. Winship, Yerkes)
- Dashboards will be created for ongoing monitoring/ process improvement and communication

### Implement high priority process improvements to address major pain points

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<th>Process:</th>
<th>Key Responsibilities:</th>
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| Faculty Advisory Board | 1) Enhance faculty-ORA partnership and communication  
2) Advise on progress of the Research Administration enhancements  
3) Identify challenges and discuss solutions for process improvement  
4) Review ORA SOPs for streamlining and faculty points of pain  
5) Review & prioritize metrics that matter most to faculty |
| Global Contracts Task Force | Will address challenges faculty/staff face in global contracting and make recommendations for improvement. |
| Animal Protocol Task Force | Will address challenges faculty/staff face in animal protocol review & approval and make recommendations for improvement. |
| Root Cause Analysis | RCA policy instituted for individual faculty incidents and includes ORA and faculty accountability |
| **INTERNAL PROCESS IMPROVEMENT** | To identify efficiencies, workflow analysis and best practices among ORA offices |
Invest in a back-end workflow tool to help staff manage and track proposals through the award lifecycle

Implement a faculty-facing tool to enable faculty and their team to easily track proposals through the award lifecycle

- Clinical Trial Automated System (CTAS) - self-service tool launched 1/14/19 available to Emory research faculty and staff, providing dashboard to monitor the pre-award approval process for clinical trials

LONG TERM- HIGH INVESTMENT GOAL: Award Lifecycle Dashboard
Create a highly visual dashboard with drill-to-detail capability
Summary: McKinsey recommendations 1-9 have been implemented or are near implementation.

One Emory Strategic Framework: Engaged for Impact: to be recognized as a leading research university that fosters excellence and attracts world-class talent to innovate today and prepare leaders for the future, Emory has:

- Made a major commitment to research and research administration.
- Significant progress has been made in the implementation of all McKinsey Consultant recommendations.
- Faculty and School engagement and partnership in the ORA process is key.
- Communications consultant hired to assist with strategies and sources for faculty information and education.
Under Construction
In Progress: Process Improvement Beyond RAS

Supply Chain Management: Life Cycle of Grants/Contracts
Partnership

ˌpärt-nərˌship

The state of being one associated with another especially in an action
Foreign Collaborations in Research

- China: 164
- India: 164
- United Kingdom: 131
- Germany: 97
- Canada: 84
- France: 77
- Brazil: 76
- Ethiopia: 74
- Italy: 72
- Mexico: 57

Engaged Faculty: 939
International Students: 3,126
International Scholars: 1,044
Alumni: 5,274
Agreements & Partners: 163
Leveraging Emory’s priority Global Countries through Bidirectional Research: Pilot Grants

Example: Atlanta has 2nd largest Ethiopian population in US and a large Southeast Asian immigrant population.

Many universities have global partners but rarely focus on bidirectional research that seeks to improve the health and well being of those living in low to middle income countries as well as those who have immigrated to the catchment areas of the university.

Phase 1: Planning Grant
$25,000 one year

Phase 2: Pilot Grant – Atlanta Population
$150,000 total for two years

Possibility for Phase 3:
Study in the Target Country
Engaging faculty in task forces to update and revise policies.

Visiting Scholars and Post Docs Task Force
- **Chair:** Dr. Hian Fu
- **Goal:** Review policies related to visiting scholars and post docs and make recommendations on how Emory can increase security in compliance with regulations.

IT Conditions of Use and Records Management Task Force
- **Co-Chairs:** Dr. Bill Wuest and Marc Overcash
- **Goal:** Review policies on data management and make recommendations on how Emory can increase security in compliance with regulations.

**KNOW YOUR EMPLOYER’S POLICIES**
Emory Official University Policy
[https://emory.ellucid.com](https://emory.ellucid.com)

**EXAMPLES**
- **Policy 4.62** Standards of Conduct
- **Policy 5.1** Information Technology Conditions of Use
- **Policy 7.7** Policy for Investigators Holding a Financial Interest in Research
- **Policy 7.9** Responsible Conduct of Scholarship and Research
Office for Training Grant Support
Partnership between ORA and Schools

T32’s required to recruit best and brightest postdocs and faculty.

**KEY RESPONSIBILITY 1**
Encourage and support training grant development and submission

**KEY RESPONSIBILITY 2**
Work closely with faculty and administration across schools to promote new interdisciplinary research training programs

**KEY RESPONSIBILITY 3**
Identify training grant proposals in emerging research areas

**KEY RESPONSIBILITY 4**
Review and distribute funding opportunities

New RAS Training Grant Unit starting with T32s
You may add your voice in any number of ways, reach out to:

- Your school or unit’s Associate Dean for Research or SVPR Council member
- The ORA Faculty Advisory Board members – [http://www.or.emory.edu/about/governance.html](http://www.or.emory.edu/about/governance.html)
  - The Chair of the Faculty Senate or appointee sits on the FAB
  - The Chair of the Faculty Senate Research Committee sits on the FAB
- The ORA Faculty Global Task Force members
- The ORA Faculty Animal Protocols Task Force members
- Invite Vice President for Research Administration to present to school
Thank you!

Questions, Comments, or Concerns?