



**EMORY**  
UNIVERSITY

**Office of Research Administration  
FY24 Annual Report  
&  
FY25 - FY26 Strategic Action Plan**



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*Our priority is to aid our researchers in driving high-impact discoveries and facilitating world-class research through collaboration, communication, and transparency.*

”

**Dr. Robert Nobles***Vice President for Research Administration*

**We strive to be the best Office of Research Administration in the nation!**

**By providing collaborative administrative support, efficient systems, and technical expertise to facilitate scholarship, research, and discovery within the Emory community; we support research from inception through application and dissemination.**



# Celebrating Achievements in Research Administration at Emory University FY24 & Looking Ahead to FY26



Colleagues,

I am excited about the current state of Emory's Research Enterprise and hopeful for the future of our research infrastructure's long-term growth and sustainability. Together, we have beat insurmountable odds while maintaining Emory's eminence for engaging in ground-breaking research and scholarship.

I want to reassure our Emory campus community that we are paying close attention to the evolving priorities of the federal government and are actively aligning our efforts to support Emory's research mission. We are closely monitoring proposed changes to the Office of Management and Budget (OMB) budget plans and working hand-in-hand with university leadership and engaging nationally to effectively respond to new directives and any potential impacts. Through this collaborative planning, we are committed to ensuring that Emory's research enterprise not only continues, but thrives. Transparency and timely communication remain central to our approach, as we are dedicated to keeping our community informed through regular updates on the SVPR website, bi-monthly newsletters, quarterly letters to deans and department administrators, and open town hall meetings. In these times of uncertainty and change, we stand in solidarity with our researchers, research administrators, and partners, and remain hopeful and steadfast in our shared commitment to advancing knowledge and discovery.

Despite significant and unexpected changes related to our research enterprise, we continue to navigate our environment and remain on track for another record-breaking year in research. As of April 2025, Emory researchers received \$611M in sponsored awards, and proposal submission amounts were a record breaking \$1.36 billion. We anticipate ongoing growth across our research enterprise and have prepared our teams to continue our pursuit of strengthening and streamlining the foundation of service across Emory. I am pleased to share some exciting updates that reflect the continued growth driven by the hard work, dedication, and collaboration of our researchers and teams across Emory.

## Historic Year in Research Awards

We announced in September 2024 that Emory University has set a new record in research awards, surpassing \$1.1 billion in total award dollars. This milestone reflects the exceptional quality and competitiveness of Emory's research efforts. In tandem with this achievement, we processed more than 4,300 awards, a new height that speaks to the efficiency and effectiveness of our research administration systems and your ability to secure and manage critical funding for groundbreaking research.

## Record Breaking Proposal Submissions

In FY24, Emory achieved a remarkable milestone in research proposals—surpassing 2 billion dollars in total proposal submissions. In addition, our researchers submitted more than 5,000 proposals, a testament to the ambitious and impactful work underway across all disciplines. This is a powerful indication of the thriving research environment at Emory and the outstanding contributions each of you is making to advance knowledge and discovery.

## New Grants Management System – Insight

Another exciting development is the launch of Insight, Emory's new comprehensive grant management system. With the first phase slated for completion this summer, Insight will significantly enhance the way we manage proposals, awards, and compliance processes. This state-of-the-art system will provide researchers with a more streamlined, user-friendly experience, improving efficiencies and transparency enabling us to better support your research endeavors. The comprehensive system with all components is expected to be completed and fully implemented by August 2026.

## Efforts on Timely and Efficient Closeouts

We are equally focused on the importance of timely and efficient award closeouts. Efforts are underway to refine and accelerate this process, ensuring that awards are closed promptly, allowing us to meet deadlines and comply with sponsor requirements. These enhancements will help us maintain the highest standards of research administration, enabling you to focus on your innovative work while we manage the operational aspects of research funding.

As we reflect on these extraordinary achievements, I want to express my deepest gratitude for your continued commitment to excellence. The success of our research enterprise is a direct result of your hard work, passion, and leadership in driving research forward at Emory. Together, we are setting new standards and achieving great things, while also paying close attention to the changing landscape of funding and resources around us.

I look forward to celebrating even more milestones with you in the future as we continue to strengthen our research infrastructure and expand our collective impact.

With warm regards and great excitement,

Robert,

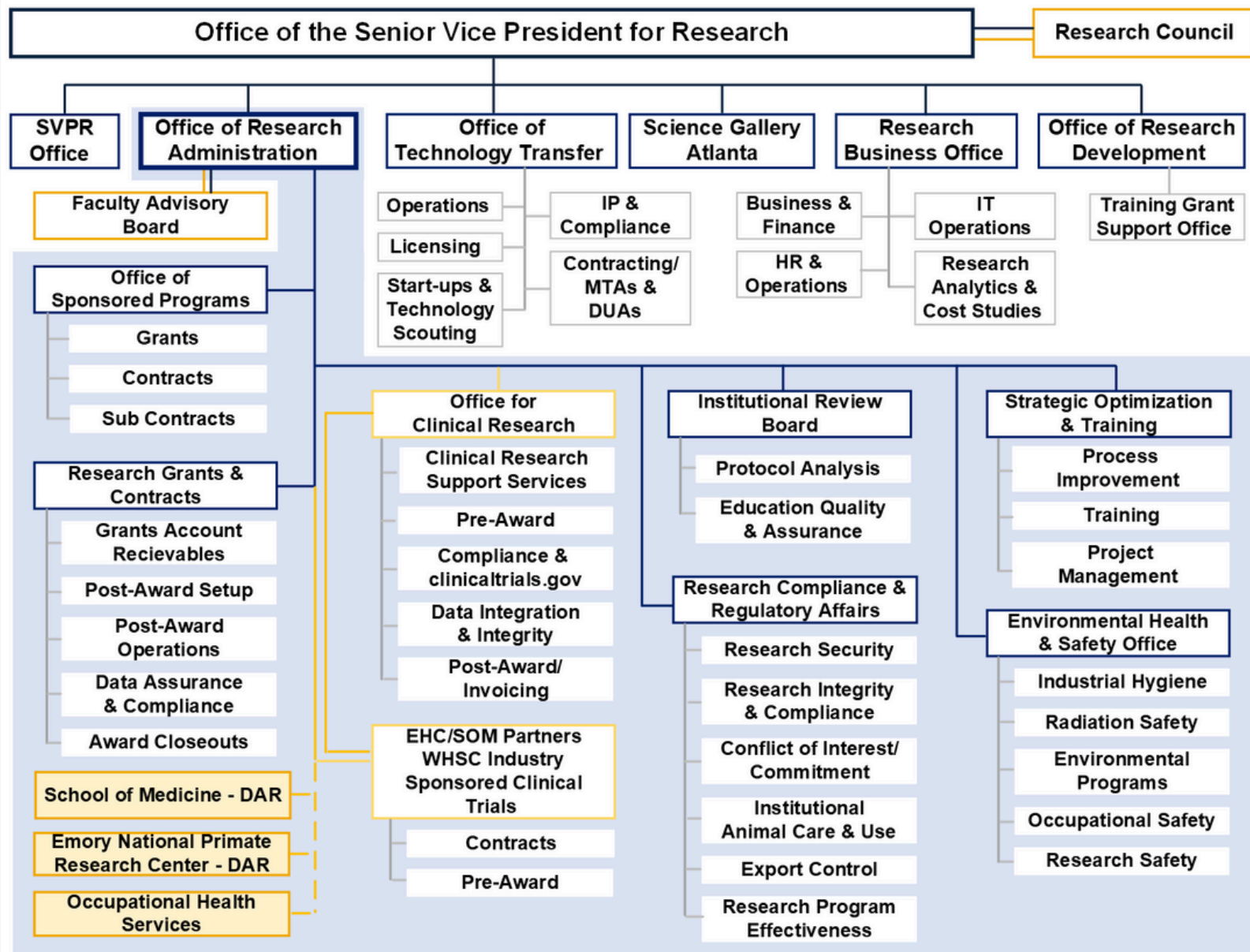
Robert Nobles, DrPH, MPH  
Vice President for Research Administration  
Institutional Official



# Research Organizational Structure



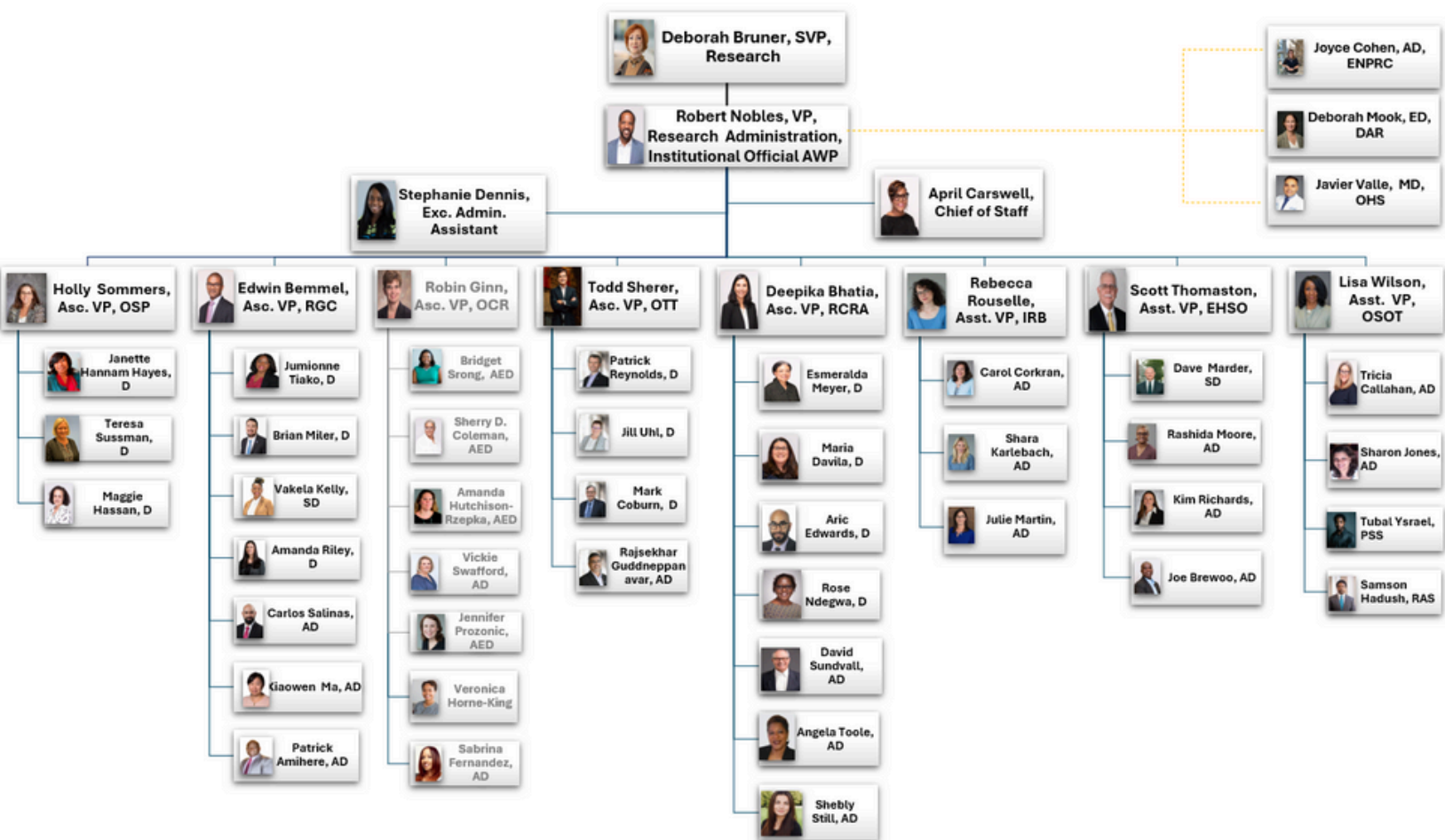
EMORY  
UNIVERSITY



— Research Advisory Committees and Partners

- - - Institutional Oversight

# Office of Research Administration Organizational Chart



- AD Assistant/Associate Director
- AED Associate Executive Director
- D Director
- ED Executive Director
- MD Medical Director
- SD Senior Director
- Institutional Oversight

\*Effective June 1, 2025, the Office for Clinical Research has relocated to the Woodruff Health Sciences Center.

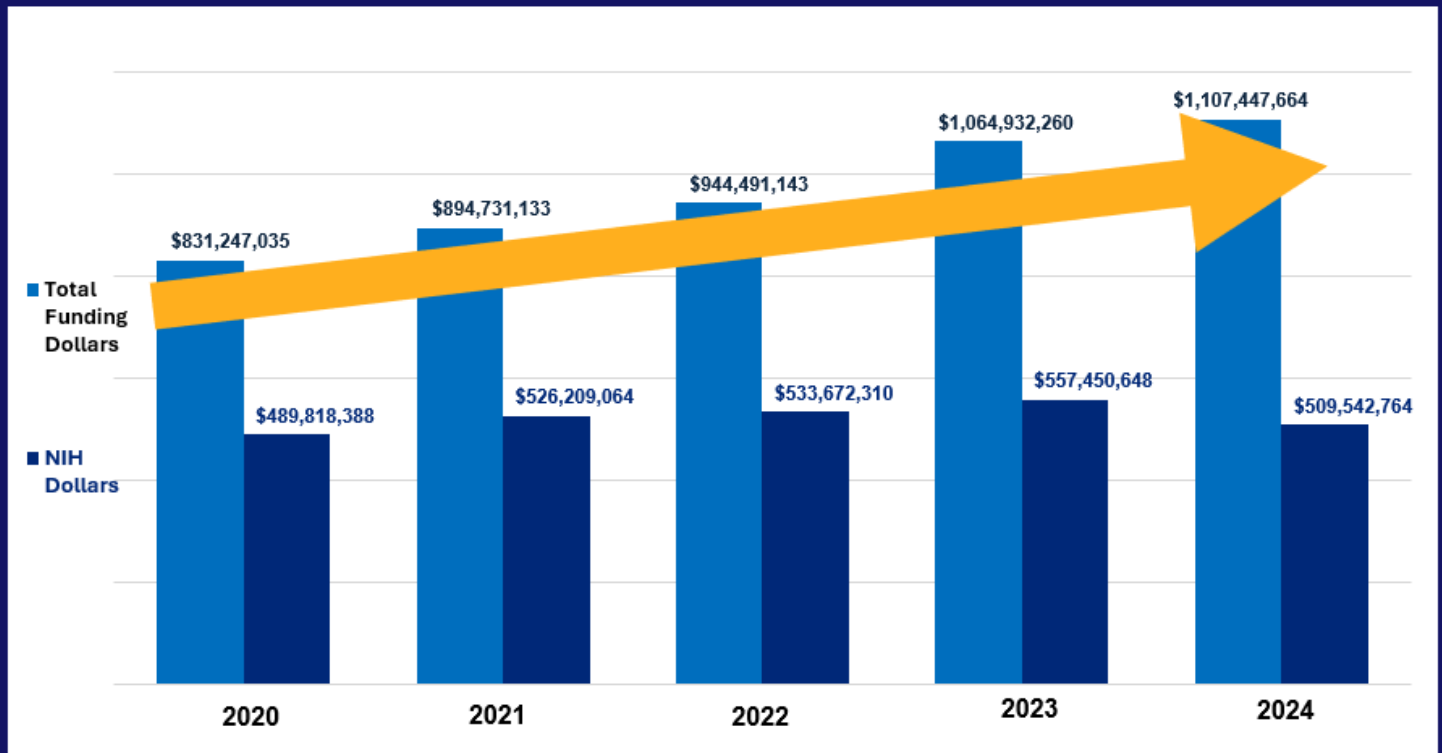




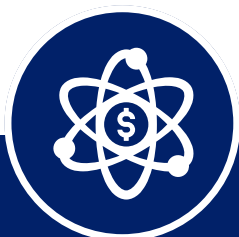
# RESEARCH ADMINISTRATION

## FY24 ANNUAL REPORT

Emory Research Funding by the Numbers



**Emory University faculty and research staff submitted more than \$2 billion in sponsored proposals, receiving \$1.107 billion in sponsored awards in FY24. With more than \$661 million in federal funding, \$200 million in private and foundation funding and \$102 million in corporate funding, the Office of Research Administration continues to provide a supportive environment conducive to research excellence and eminence.**



**\$2.000B**

\*Total Dollar Value

SPONSORED  
PROPOSALS



**\$1.107B**

\*Total Dollar Value

SPONSORED  
AWARDS



**\$0.989B**

\*Total Dollar Value

SPONSORED  
EXPENDITURES



### FEDERAL FUNDING

**\$661m**

Total Dollar Value

### TOP 3 FUNDERS

- National Institute of Health
- Centers for Disease Control
- Advanced Research Projects Agency for Health



### FOUNDATION FUNDING

**\$204m**

\*Total Dollar Value

### TOP 3 FUNDERS

- Bill & Melinda Gates Foundation
- Marcus Foundation
- Multiple Myeloma Research Foundation



### CORPORATE FUNDING

**\$113m**

\*Total Dollar Value

### TOP 3 FUNDERS

- Gilead Sciences
- Pfizer
- Leidos Biomedical Research

\* = New Emory Record





**33%**  
research support  
growth past 5 years



**17%**  
increase in proposal  
submissions



**1,137**  
sponsor funded  
contracts



### TOP 3 FUNDED SCHOOLS

- School of Medicine \$734,494M
- School of Public Health \$180,423M
- National Primate Research Center \$94,638M



**5,372**  
award set-ups  
post award



**203**  
radiation safety  
protocols approved



**161**  
biosafety protocols  
approved



**1,477**  
IACUC Amendment  
protocols processed



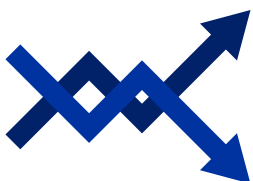
**894**  
proposals approved  
by IRB



**97.4%**  
effort reports  
completed



**1,220**  
technology transfer  
agreements  
processed



**58%**  
decrease median  
#days processing  
outgoing  
subcontracts despite  
68% increase in  
volume



**250%**  
increase in RACC  
certifications



# RESEARCH ADMINISTRATION

## FY25 & FY26 STRATEGIC APPROACH

The Office of Research Administration (ORA) provides collaborative administrative support, efficient systems, and technical expertise to facilitate scholarship, research, and discovery within the Emory community.

Our priority is to foster an environment where our researchers can drive high-impact discoveries. Emory's ORA prides ourselves on our strong shared interest of accelerating world-class research through collaboration, communication, and transparency. Our responsibilities extend from helping researchers with funding opportunities to negotiating contracts with external parties and financial administration for ongoing projects while providing support for compliance with regulatory requirements.

Strategically, we endeavor to:

### **Develop and Maintain a Strong and Supported Workforce**

- Promote professional excellence and provide professional development opportunities.
- Foster a positive and supportive work environment by promoting empowerment.
- Identify AI tools to enhance and streamline internal activities and access to information.

### **Pursue and Reach Operational Efficiency**

- Enhance understanding and alignment of research administrative roles and responsibilities across Emory.
- Optimize operational and workflow efficiency through Insight system implementation.
- Build strong collaborative partnership between ORA and School-based Research Administration offices.

### **Build a Robust and Resilient Infrastructure**

- Expand transparency within research administration by modernizing Information Technology.
- Optimize post-award processes, including annual reporting and award close out compliance.
- Enhance alignment, infrastructure, and support for all researchers across Emory.

This strategic approach sets the framework of priorities and strategic actions identified by ORA leaders to support and enhance Emory's research enterprise. Our efforts are underpinned by our commitment to timeliness, excellence in customer service and quality assurance. Emory's schools, units and departments will continue to be vital partners in implementing research excellence across Emory.

# OFFICE OF SPONSORED PROGRAMS

OSP provides efficient and expert central pre-award and non-financial post-award research administration support to the Emory research community by collaborating to seek, obtain, and administer extramural funding in support of the University's mission.



**HOLLY SOMMERS**  
Associate VP  
Research Administration  
Sponsored Programs

## FY24 ACCOMPLISHMENT HIGHLIGHTS:

- In collaboration with the Office of Research Administration (ORA) and the Enterprise Data Analytics teams, OSP completed the development of the Contracts Dashboard within Emory Business Intelligence (EBI), streamlining access to data on funding contracts.
- Supported the restructuring of the industry clinical trial contracting function through the establishment of the Woodruff Industry Sponsored Clinical Trials (WISC) office, transitioning this function outside the ORA structure to enhance operational efficiency.
- Reduced the median processing time for outgoing subawards from 55 days in FY23 to 33 days in FY24. Since FY22, the median processing time has decreased by 54%, despite an 80% increase in volume over the same period.

## FY25-FY26 STRATEGIC APPROACH:

- **Insight Implementation:** OSP will support the launch Insight as a single, integrated system to replace multiple pre-award platforms. The system will provide enhanced functionality and metrics across key areas such as contract negotiation, grant processing, Just-in-Time (JIT) management, and award setup.
- **Establish Turnaround Time Goals:** After Phase 1 of the Insight implementation, OSP will analyze improved turnaround time data to identify inefficiencies and establish public performance targets.
- **Update Subrecipient Monitoring Policy:** OSP will Revise the policy to increase efficiency in subaward issuance, ensure continued compliance with Uniform Guidance, and streamline processes for Emory's subrecipient partners in alignment with evolving federal regulations.



# RESEARCH GRANTS AND CONTRACTS

The Office of Research Grants and Contract (RGC) provides post-award financial services of sponsored projects, including award set up, grants accounts receivables, and ensuring timely and accurate preparation and submission of invoices and financial reports in accordance with the sponsored terms and conditions.



**EDWIN BEMMEL**

Associate VP

Research Administration  
Research Grants & Contracts

## FY24 ACCOMPLISHMENT HIGHLIGHTS:

- Developed and disseminated a 2024 RGC Strategic Plan to guide efforts for effective and efficient post-award management.
- Completed a gap analysis to identify compliance risk related to timely awards close-outs.
- Assisted with developing and releasing 16 policies related financial management and closeout of sponsored awards.
- Integrated RGC and Grant Accounts Receivable team to streamline processes, improve efficiency and accountability with post award.
- Developed a 30, 60, 90- day notification system for Interim Financial Reporting to increase compliance and facilitate timely and efficient financial reporting.

## FY25-FY26 STRATEGIC APPROACH:

- **Efficient and Timely Award Closeouts:** RGC will prioritize eliminating the award closeout backlog and ensure adequate staffing and processes are in place to support accurate and timely closeouts for active awards.
- **Improved Interim Financial Reporting:** RGC will streamline processes for submitting interim financial reports and invoices to reduce delinquency and improve overall compliance.
- **Adapt to Federal Regulatory Changes:** RGC will actively monitor changes in federal post-award regulations, collaborate across Emory to implement necessary updates, and communicate changes clearly and promptly to faculty and staff.
- **Enhance Team Proficiency:** RGC aims to increase the percentage of certified staff by 10%, strengthening internal expertise and enhancing support for Emory's dynamic research enterprise.

# OFFICE FOR CLINICAL RESEARCH

The Office for Clinical Research (OCR) facilitates clinical research activity across Emory, including coordinating with EHC, Woodruff HSC, Grady Hospital and departments across Emory.



**ROBIN GINN**  
Associate VP  
Research Administration  
Office for Clinical Research

## **FY24 ACCOMPLISHMENT HIGHLIGHTS:**

- Over the past six months, the OCR Pre-Award team has maintained an average turnaround time of fewer than 30 calendar days and fewer than 20 business days, demonstrating sustained efficiency in study startup processes.
- Partnered with the Controller's Office (Cash Applications team) to streamline the invoicing and cash application process, improving accuracy and reducing processing time.
- Delivered 93 educational seminars, training a total of 1,460 investigators and 707 clinical research coordinators to strengthen research compliance and operational excellence.
- Processed and released 725 new, amended, or revised studies in OnCore and Epic, supporting timely study activation and data integration.

## **FY25-FY26 STRATEGIC APPROACH:**

- **Enhance Clinical Trial Registration:** OCR will ensure that 95% of Emory-sponsored, investigator-initiated clinical trials are registered prior to the enrollment of the first participant, supporting regulatory compliance, transparency, and ensuring the ability to publish study results.
- **Improve Pre-Award Turnaround Time:** OCR will maintain an average pre-award processing time of 30 calendar days for all studies to enhance study start-up efficiency.
- **Ensure Timely Study Activation:** OCR will activate all enterprise and Winship clinical trial studies in the Epic system within 24 hours of approval to support prompt trial initiation.
- **Strengthen Internal Processes:** OCR will maintain robust internal procedures to ensure timely upload of informed consent documents (ICDs) in compliance with Common Rule requirements for Emory-sponsored, investigator-initiated clinical trials.

# OFFICE OF TECHNOLOGY TRANSFER

The Office of Technology Transfer serves as the front door for companies looking to partner with researchers, clinicians, and staff to discover, develop, or source innovative technology ideas that will lead to products.



**TODD SHERER**

Associate VP

Research Administration  
Office of Technology Transfer

## FY24 ACCOMPLISHMENT HIGHLIGHTS:

- Implemented a streamlined review and approval process for "low-risk" Data Use Agreements (DUAs), improving efficiency and reducing administrative burden.
- Collaborated with university stakeholders and external partners to foster innovation and expand opportunities for drug discovery and development.
- Successfully closed out more than 100 technologies from a total portfolio of over 1,800, enhancing portfolio management and resource allocation.
- Maintained median processing times for Technology Transfer Agreements (TTAs), despite a 36% increase in volume, demonstrating sustained operational performance under growing demand.

## FY25-FY26 STRATEGIC APPROACH:

- **Enhance Investor Engagement for Emory Startups:** OTT will update and maintain an internal database of investors with interests aligned to Emory-affiliated startups to support strategic funding opportunities.
- **Streamline Patent Processes:** OTT will develop and implement procedures to reduce time and administrative burden on licensing associates and OTT staff, improving efficiency in patent management.
- **Align IP Strategy with Emory Investment Decisions:** OTT will build relationships with Emory investment groups (e.g., EDDF, CNM) and integrate intellectual property (IP) insights into funding decision-making frameworks.
- **Automate Licensing of Non-Patented Technologies:** OTT will explore and implement a platform to automate the licensing of tools such as Clinical Outcome Assessments, software libraries, and source codes that are not covered by patents.
- **Develop Scalable Data Licensing Models:** OTT will create comprehensive licensing frameworks tailored to data assets, supporting sustainable and efficient data commercialization.
- **Leverage AI in Technology Transfer:** OTT will explore and deploy AI tools to enhance the quality, speed, and customer responsiveness of technology transfer operations.
- **Advance Professional Development:** OTT will identify and implement targeted continuing education and training programs to ensure licensing personnel stay current with best practices in technology transfer.

# RESEARCH COMPLIANCE AND REGULATORY AFFAIRS

RCRA Supports research compliance functions around risk assessment, oversight, training, monitoring, and protecting the research ecosystem.



**DEEPIKA BHATIA**

Associate VP

Research Administration  
**Research Compliance and  
Regulatory Affairs**

## FY24 ACCOMPLISHMENT HIGHLIGHTS:

- Established the Minors in Research Program to ensure the safe and compliant involvement of minors in research activities.
- Successfully completed the annual Conflict of Interest/Conflict of Commitment (COI/COC) certification cycle, achieving 99% disclosure compliance across the institution.
- Proactively implemented new processes and workflows to ensure institutional compliance with evolving federal regulations, including the federal TikTok ban.
- Developed a formal compliance program to support researchers using controlled substances and dangerous drugs, enhancing oversight and regulatory adherence.
- Implemented the research security program required by the White House Office of Science and Technology Policy (OSTP), aligning with NSPM-33 guidelines to safeguard federally funded research.
- Initiated the rollout and faculty adoption of iThenticate, a plagiarism detection software tool, to promote research integrity and responsible scholarship.

## FY25-FY26 STRATEGIC APPROACH:

- **Meet Timeliness Goals for Key Compliance Activities:** RCRA will complete Conflict of Interest (COI) disclosures within 4 weeks, finalize export control and research security screenings within 5 business days, and maintain an average 45-day turnaround for IACUC protocol reviews.
- **Provide exceptional service:** RCRA will deliver top-tier service through expert staff and deep regulatory knowledge. Recognized nationally for excellence in research security and compliance, RCRA maintains high standards via certifications, ongoing education, and peer benchmarking.
- **Strengthen Support for Faculty and Staff Researchers:** RCRA will support researchers by promoting clear communication and transparency, offering regular education and training workshops, hosting monthly “Ask RCRA” forums, and preparing faculty and staff for upcoming regulatory changes through targeted sessions such as SciENCv readiness workshops.



# INSTITUTIONAL REVIEW BOARD

The HRPP/IRB facilitates ethical and compliant human subjects' research. The IRB is the principal component of Emory's multi-tiered Human Research Protection Program.



**REBECCA ROUSELLE**

Assistant VP  
Research Administration  
**Institutional Review Board**

## **FY24 ACCOMPLISHMENT HIGHLIGHTS:**

- Developed and implemented new protocol review tools for studies involving Artificial Intelligence and Machine Learning (AI/ML), enhancing review consistency and regulatory compliance.
- Served as the Single Institutional Review Board (sIRB) for 11 NIH-funded multi-site studies led by Emory principal investigators, supporting centralized oversight and efficiency.
- Streamlined the informed consent process to improve participant understanding and reduce administrative burden, while maintaining regulatory compliance.
- Partnered with the Office of Information Technology (OIT) security review team to enhance study triage procedures in response to evolving security requirements, improving review timelines and coordination.

## **FY25-FY26 STRATEGIC APPROACH:**

- **Establish a Task Force for Behavioral Non-Clinical-Trial Research:** IRB will launch a task force to enhance submission quality and streamline reviews for behavioral research, reducing unnecessary delays in approval.
- **Streamline Exemption Reviews:** IRB will utilize insights from the task force to design a streamlined exemption determination tool, to be integrated into or aligned with the Insight Humans module.
- **Transition to Insight System:** IRB will implement the Insight Humans module, shifting submissions to smart forms and reducing the need for separate protocol attachments, improving efficiency and user experience.
- **Prepare for AAHRPP Reaccreditation:** IRB will complete and submit a comprehensive, high-quality application for AAHRPP reaccreditation, with results expected in FY26.
- **Strengthen IRB Expertise:** IRB will increase the percentage of CIP-certified staff to 66%, demonstrating a high level of regulatory expertise and commitment to excellence in human research protections.

# ENVIRONMENTAL HEALTH AND SAFETY OFFICE

ESHO serves the Emory community through evaluation and management of environmental, health, and safety risks with the goal of reducing workplace injuries and illnesses and reducing environmental impact



**SCOTT THOMASTON**

Assistant VP

Research Administration  
Environmental Health &  
Safety Office

## **FY24 ACCOMPLISHMENT HIGHLIGHTS:**

- Delivered 25,000 Environmental Health and Safety (EHS) training engagements to over 2,000 Emory faculty, staff, and students, promoting a culture of safety and compliance across campus.
- Managed and supported the review of over 1,300 research protocols involving recombinant DNA (rDNA) and chemicals in animals, as well as 160 Radiation Human Use Protocols—while significantly reducing turnaround times.
- Conducted annual respiratory fit testing for 2,000 Emory faculty, staff, and students to ensure compliance with respiratory protection standards and support workplace safety.
- Maintained a comprehensive, site-wide task-specific inspection program and increased research-focused inspections by 98%, proactively addressing potential hazards in research environments.
- Participated in 62 multi-phase construction and renovation design reviews to identify and mitigate EHS-related risks early in the design process.
- Performed 365 Qualitative Exposure and Indoor Air Quality Assessments as a proactive measure to safeguard employee health and well-being.
- Partnered with Emory Occupational Health Services to strengthen the Occupational Medicine Program, enhancing services such as employee health surveillance, immunizations, and the administration of annual health questionnaires, including those specific to animal care workers.

## **FY25-FY26 STRATEGIC APPROACH:**

- **Achieve Full Implementation of ISO 9001:2015 Quality Management System:** EHSO will standardize processes, enhance service quality, and establish regular internal audits and management reviews through full implementation of the ISO 9001:2015 framework.
- **Revamp the Emergency Response Program:** EHSO will collaborate with CEPAR to update and streamline the Emergency Response Program, improving readiness and response efficiency for small-scale hazardous materials incidents.
- **Modernize IT Infrastructure and Systems:** EHSO will integrate Insight software, enhance online training capabilities, and develop a new chemical inventory management system to improve operational effectiveness and data management.

# OFFICE OF STRATEGIC OPTIMIZATION AND TRAINING

The Office of Strategic Optimization and Training (OSOT) drives research administration excellence through strategic alignment, workforce development, and streamlined operations in partnership with central offices and academic units.



**LISA WILSON**  
Assistant VP  
Research Administration  
**Office of Strategic  
Optimization and Training**

## **FY24 ACCOMPLISHMENT HIGHLIGHTS:**

- Increased total course offerings and contact hours by 17% from FY23 to FY24.
- Curated a library of job aids, webinars, and on-demand content to support ongoing learning.
- Achieved a 250% increase in Research Administration Certification Council (RACC) certifications.
- Finalized the institutional Award Closeout Project, resulting in updates to five core policies that improve compliance and post-award financial management.
- Developed an institutional PAN policy and finalized a joint PAN SOP between RGC, OSP, and RAS.
- Completed a comprehensive review of RAS roles and responsibilities, identifying tasks for realignment.
- Streamlined business continuity processes to enhance preparedness and resilience.
- Partnered to launch the EBI Contracts Dashboard and improve contract visibility and turnaround times.
- Created the ORA Knowledge Repository to centralize and improve access to key resources.
- Completed a customized AI and genAI LLM proof-of-concept for the Office of Research Administration.
- Advanced the Microsoft Co-Pilot proof-of-concept to a pilot and began scaling it to full production.

## **FY25-FY26 STRATEGIC APPROACH:**

- **Improve Processing Time and Responsiveness:** OSOT will streamline high-impact workflows and provide targeted training— including AI and Microsoft CoPilot adoption— to enhance research administrator efficiency and responsiveness.
- **Deliver High-Quality Training and Process Improvement Support:** OSOT will implement a structured, mandatory training framework aligned with Insight, CoPilot AI, and evolving best practices to strengthen research administrator competency and consistency.
- **Expand Support for Faculty and Executive Leadership:** OSOT will broaden support for research administrators serving faculty and strengthen infrastructure for executive-level research administration.

# EMORY NATIONAL PRIMATE RESEARCH CENTER: DIVISION OF ANIMAL RESOURCES

The EPC Division of Animal Resources is fundamental to the center's mission, day-to-day operations and animal care, management and welfare. Employees within the division provide collaborative research support and service to internal and external investigators.



**JOYCE COHEN**

Associate Director  
Emory National Primate  
Research Center - Animal  
Resources

## FY24 ACCOMPLISHMENT HIGHLIGHTS:

- Managed the EPC's animal colony of 3,100 nonhuman primates (Rhesus Macaques and Sooty Mangabeys) and 3,400 rodents, providing expert husbandry, veterinary care, behavioral oversight, and staff training.
- Secured an \$8 million CO6 grant to construct advanced housing for the Rhesus Macaque breeding colony at the Field Station.
- Collaborated with EPC and external researchers on studies in infectious disease, neuroscience, transplantation, and more.
- EPC Training Manager Jen McMillian received the prestigious AAALAC International Fellowship Award from AALAS for excellence in laboratory animal care and training.
- Successfully retired a group of chimpanzees to the Indianapolis Zoo, supporting ethical and responsible animal care practices.

## FY25-FY26 STRATEGIC APPROACH:

- **Expand Research Collaborations and Funding Diversity:** EPC-DAR will pursue new research partnerships and diversify funding sources to strengthen program sustainability and scientific impact.
- **Pursue Grant Support for Infrastructure Enhancement:** EPC-DAR will seek grant opportunities to improve animal care facilities and expand research infrastructure in support of Emory's growing research enterprise.
- **Oversee New Animal Housing Construction Projects:** EPC-DAR will lead the planning, design, and construction of innovative animal housing to meet evolving research needs and regulatory standards.
- **Prepare for Key Regulatory and Funding Reviews:** EPC-DAR will coordinate preparations for the upcoming NIH Base Grant renewal and AAALAC site visits to ensure compliance and continued program accreditation.
- **Optimize Rhesus Macaque Breeding Program:** EPC-DAR will enhance breeding strategies within the Rhesus Macaque colony to ensure a sustainable and genetically diverse research population.
- **Implement New IACUC Management Software:** EPC-DAR will collaborate with the Office of Research Compliance to deploy new IACUC software, improving protocol tracking, compliance, and efficiency.
- **Enhance Operational Efficiency and Productivity:** EPC-DAR will identify and implement process improvements to streamline operations and maximize resource utilization.



# SCHOOL OF MEDICINE

## DIVISION OF ANIMAL

## RESOURCES

The Division of Animal Resources, part of the Emory Integrated Core Facilities, is a multidisciplinary team committed to providing exceptional care for research animals and outstanding support to Emory scientists.



**DEBORAH MOOK**  
Executive Director  
School of Medicine Division  
of Animal Resources

### FY24 ACCOMPLISHMENT HIGHLIGHTS:

- Supported over 250 investigators and 1,700 facility users across Emory's research community.
- Oversaw a \$158 million research portfolio in FY24, reflecting continued growth and impact.
- Managed 53,000 animals representing 16 species across 13 research facilities.
- Maintained a staff of 118 professionals responsible for the care of an animal census valued at \$25 million.
- Provided specialized services including training, breeding, anesthesia, clinical care, and diagnostics.
- Successfully transitioned leadership from Dr. Michael Huerkamp to Dr. Deborah Mook.
- Achieved a 38% increase in animal-related research funding.
- Supported major research expansions, including:
  - A 54% increase in pig census and a 333% increase in spinal cord injury procedures.
  - Launch of ABSL-2/3 ferret influenza studies.

### FY25-FY26 STRATEGIC APPROACH:

- **Launch Zebrafish Facility in HSRBII:** DAR will open a state-of-the-art Zebrafish facility in HSRBII to support expanded research capabilities and meet increasing investigator demand.
- **Advance Operational Efficiency Initiatives:** DAR will initiate targeted improvements in IT and administrative processes to streamline operations, reduce redundancies, and enhance service delivery.
- **Prepare for High Containment and Biohazard Research Expansion:** DAR will strengthen infrastructure and protocols to support high containment facility operations and manage increased levels of biohazard research.
- **Ensure Readiness for AAALAC Site Visit:** DAR will conduct thorough internal reviews and updates to ensure full compliance and readiness for the upcoming AAALAC accreditation site visit.
- **Refine Billing Processes and Interfaces:** DAR will optimize billing systems and interfaces to improve accuracy, transparency, and ease of use for researchers and administrative staff.
- **Expand Support Services for Investigators:** DAR will broaden its service offerings to better support Emory investigators across a wide range of research needs and disciplines.

# OCCUPATIONAL HEALTH SERVICES

OHS serves the Emory community by creating a safe and healthy workplace by offering health promotion, preventive services, occupational surveillance, and management of work-related injuries or exposures. Our goal is to ensure the well-being and safety of our staff, adhering to all relevant regulations.



JAVIER VALLE  
**JAVIER VALLE**  
Medical Director  
Research Administration  
**Occupational Health  
Services**

## **FY24 ACCOMPLISHMENT HIGHLIGHTS:**

- Provided ongoing programmatic support for regulatory compliance related to the occupational health component of Emory's research safety program.
- Supported the health and well-being of Emory University employees through a range of occupational health services.
- Facilitated and administered required immunizations for designated employee groups.
- Managed a comprehensive workers' compensation program, including direct care by Advanced Practice Providers, in-house physical therapy, and specialized case management for complex injuries.
- Oversaw OSHA-mandated surveillance programs for high-risk occupational groups to ensure compliance and protect employee health.

## **FY25-FY26 STRATEGIC APPROACH:**

- **Upgrade the Enterprise Electronic Medical Record (E-MR):** OHS will implement enhancements to the electronic medical record system to improve clinical documentation, data accessibility, and overall patient care efficiency.
- **Consolidate and Strategically Manage the OHS Budget:** OHS will streamline and centralize budgetary operations to ensure financial sustainability, improve resource allocation, and support long-term planning.
- **Support H5N1 Vaccine Development in A/BSL3 Settings:** OHS will provide critical occupational health support for research teams engaged in H5N1 vaccine development within A/BSL3 high-containment laboratories.



Office of Research Administration  
Emory University  
1599 Clifton Rd NE 4th Floor  
Atlanta, GA 30322  
Website: <https://or.emory.edu/>  
Phone: 404-727-3889