

## PREFACE

In the following pages, the Commission on Research at Emory submits a report that represents two years of wide-ranging investigations and intensive discussions by commission members, aided by key administrative officers and their staffs. This document expresses the views of the scholarly community on the current status of research at Emory and on the future prospects of this central and vital aspect of the university's mission. The report is addressed to the Emory community as a whole, including its Board of Trustees, president, provost, and deans.

Much has changed since the commission was formed. The project was conceived by Chancellor Billy Frye, planned in the office of Provost Rebecca Chopp, and charged by President William M. Chace and Interim Provost Howard O. Hunter in fall 2001. Since then, in addition to an interim provost, Emory has seen the appointment of two interim deans of the Graduate School of Arts and Sciences and new appointments of the dean of Emory College and the university's chief financial officer. In fall 2002 President Chace announced his own retirement. The search for a new president was concluded eight months later with the appointment of James W. Wagner as Emory's nineteenth president.

In the face of this unprecedented administrative transition, members of the commission wondered more than once if our voice would be heard. But we soon realized that we were being presented with a unique opportunity. We were doing our work at a crucial time when the future of our university was on everyone's minds, and we found ourselves in a position, as a voice of the faculty, to influence that future and those who were choosing new leaders. Convinced of the central role of research and scholarship in Emory's mission, we could provide the impetus to move our university to the next level of excellence.

We hope and believe that the commission's report and its recommendations have captured the faculty's vision, and we challenge the president, together with the Board of Trustees and his team of administrators, to make it a reality. We realize, of course, that administrative leadership can at most provide the framework, resources, and incentives for the work of research itself. Thus, at the same time, we challenge ourselves as a faculty. Ultimately we must be the ones to do the work and seek new colleagues to collaborate with us in this vital enterprise.

It is our hope that the report will help Emory become an environment in which research and scholarship can thrive and accomplish the goals to expand the horizons of knowledge, to deepen our understanding of the natural and human worlds, and to contribute to the well-being of society.

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