

2021-2 Report from the CBE Office of Research

September 2022

Summary

This is the inaugural "annual report" of the CBE Office of Research.

The goals of the CBE Office of Research are to support, connect, elevate, and accelerate research across the College of Built Environments. In academic year (AY) 2021-2, we launched an effort to share an annual report highlighting (1) the college's research productivity, outcomes, and impacts; (2) the needs of the CBE research community; and (3) the efforts of this office and how they helped us to make progress on our goals. We are excited to share this report here. As the first report CBE-OR has developed, we will use this baseline to build future evaluation and reporting efforts.

CBE funding in support of research related activities for calendar year 2021 totalled over \$4M. In 2021 CBE researchers submitted 31 proposals; in the same time-span, 11 grants were awarded to CBE PIs. The CBE research community published over 100 articles, reviews, books and book chapters in 2021. More information is detailed in the section "1. CBE research outputs".

CBE-OR's Strategic Action Plan (work plan; Figure 1) based on the understanding of CBE's research needs (which are detailed the section "2. CBE research needs"), and our goals of supporting, connecting, elevating, and accelerating research. We also used four "lenses" across our work plan: cross-boundary scholarship; supporting student research; equity, diversity and inclusion; and continual learning. We originally identified 9 areas of focus, under each of which we'd planned a suite of activities. This work plan drove all our activity for the year, and is detailed in the sections under "3. CBE-OR efforts".

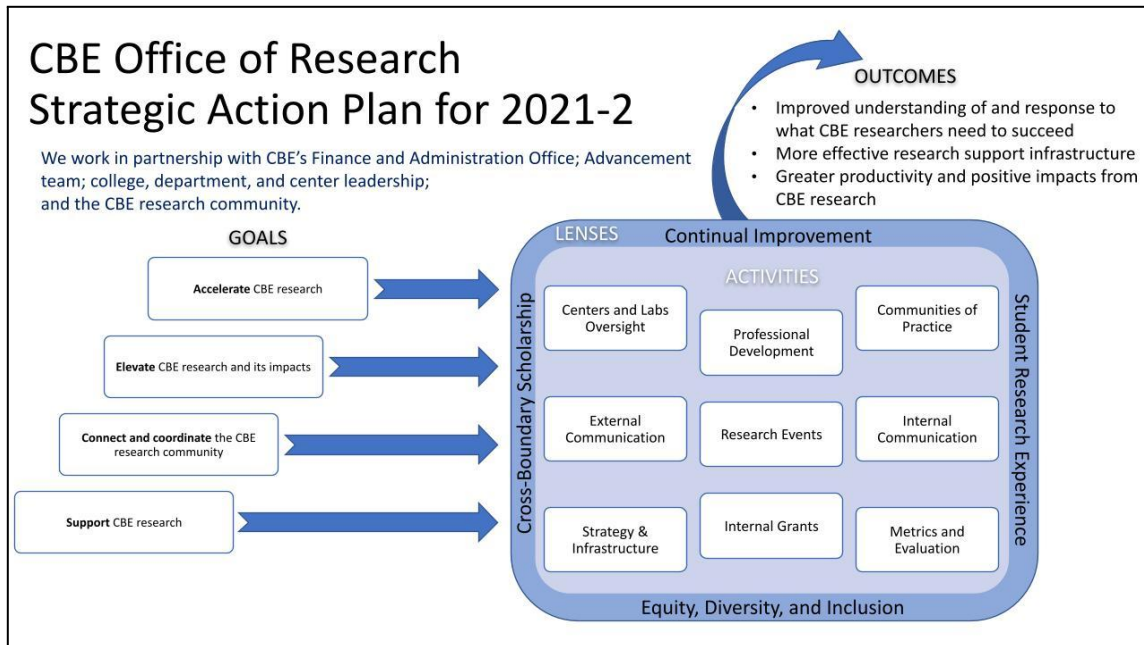


Figure 1. CBE Office of Research Strategic Action Plan for AY 2021-2

1. CBE research activity

In this section, we discuss the income, aka funding, as well as the outputs, of CBE research. In future reports we plan to include additional, non-traditional measures and evaluations of research activity, for example those aligning with collaboration, equity, and other values of the college.

CBE research funding

CBE research funding activity metrics are shown for calendar year, rather than academic year.¹ Overall, CBE funding in support of research related activities for calendar year 2021 totalled over \$4M. There are several categories of this funding. Grants and Contracts (\$1.4M), UW Internal Funding (\$111.5K), Gifts in support of research (\$1.7M), and Centers and Labs' Service Agreements (\$800K).

Grants and contracts

Grants and contracts are supported by two different offices in CBE: CBE's Finance and Administration Office and through CSDE (College of Arts and Sciences). In 2021, CBE researchers submitted 22 research proposals through the CBE Finance and Administration Office. Another 9 CBE proposals were submitted through CSDE, for a total of 31 proposals. Also In 2021, 11 proposals were awarded. Note, proposals awarded in 2021 may have been submitted in earlier years. The historical comparison of the number of proposals submitted (Figure 2) shows the impact of COVID in 2021 decreasing the overall total number of proposals submitted.

¹ In future reports we will report metrics in fiscal years.

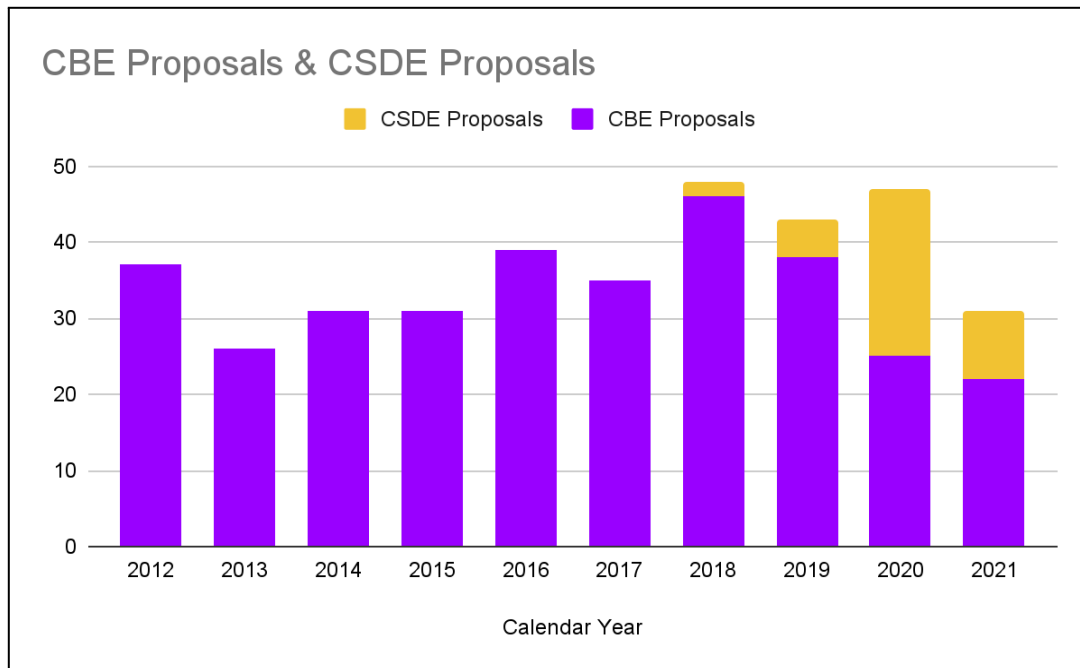


Figure. 2. Number of proposals per calendar year, through 2021.* CSDE tracking began in 2018.

The total funding coming in from all sources--grants, contracts, gifts, service agreements, and UW-internal sources (Figure 3) is an important metric for the college. The college is on a good trajectory with a broad portfolio of funding sources which provides resilience and potential for more growth in funding. As we diversified the portfolio into gifts and service agreements we were able to offset the COVID impacts on grants and contracts.

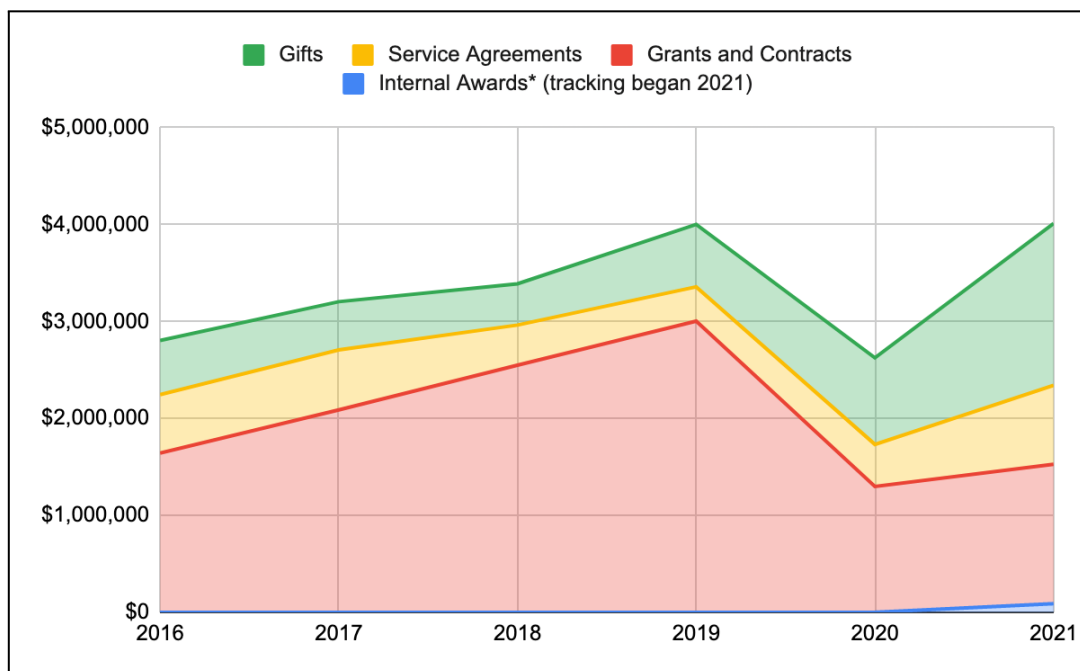


Figure. 3. Total funds generated for research, per calendar year, 2016-2021.

In addition to external funding, CBE-OR has begun documenting [UW-internal grants](#) awarded to CBE. From our records, over \$89,000 was awarded in 2021 through grants internal to UW (Figure 3), such as RRF, Population Health Initiative, and the Global Innovation Fund. So far in 2022, over \$340,000 has been awarded by UW entities, a noted significant increase. Additionally, CBE's Inspire Fund awarded over \$20,000 in 2021 and \$22,000 in 2022. We also awarded \$2,500 through Johnston Hastings' publication award in 2021 and again in 2022; and \$1500 through Johnston Hastings' travel award in 2022. CBE also matched \$3,000 in additional funding in 2021-2.

Gifts in support of research

CBE receives gifts in support of many different activities such as teaching, community outreach, and research. Gifts that supported research in 2021 totalled \$1.7M (Figure 3).

Service agreements

Some of the Centers and Labs in our college provide services to the industry, governmental, and community partners. Service agreements associated with research totaled \$.8M in 2021 (Figure 3). This is an increase from prior years and it is interesting to note that service agreement amounts rose with the advent of the pandemic.

CBE research outputs

CBE-OR has begun to document publications from the CBE research community. Based on our analysis in partnership with the CBE librarian, we identified over 100 peer-reviewed publications (articles, reviews, books and book chapters) published in 2021. We highlighted 10 research outputs, including industry reports, booklets, and books, in 2021, in response to faculty sharing their work with us. This tracking is a work in progress, as discussed further below. In particular, we would like to build out metrics to assess not only broader types of outputs, but also research outcomes and impacts. In future years we are also planning to add fellowships and recognition awards to our metrics.

2. CBE research needs

Our 2021-2 work plan was based on CBE research needs as we understood them at the time. We were unable to undertake a systematic needs assessment during AY 2021-2, but we were able to ask those who attended our lunch-and-learns and in one-on-one meetings about their challenges, priorities and pain points; these are summarized below. Broadly, the needs expressed align with and expand our previous understanding, and provides insight on how to address those needs.

With respect to the ongoing pandemic and other challenges, we heard about challenges with respect to team-building, time management, and overall stress regarding professional and personal support systems.

In various meetings, faculty expressed needs for grant administration support, communication support, and research development/strategy:

- Grant / research administration support
 - Clarity on roles, policies, and procedures

- Assistance with grant identification, timeline and steps
- Proposal development support
- Award management training
- A college-wide Community of Practice (CoP) for social science
- Research communications support
 - Clarity on roles/processes
 - Training for communicating research to non-academic audiences
 - More support from the marcom team for telling researchers' stories
- Strategies for research development/strategy, including peer mentoring
- Assistance identifying funding opportunities by research theme and/or approach (eg, community engagement)
- Streamlined reporting processes for their own research productivity and impact

Staff who do research expressed needs related to connection, communication, and efficiency:

- Shared space on campus
- Connection across CBE to learn about each other's work
- Research communication support (eg, news stories when project milestones merit them)
- time/task management best practices

Students doing research expressed needs for professional development support, connection, and efficiency.

- Connectivity across programs and outside of labs/departments
- Opportunities to learn about each others' research
- Guidance on interdisciplinary research
- guidance/support on positioning for job market
- time/task management best practices

In the next academic year we plan a systematic approach to assessing what is needed, what is working, and what could be improved.

3. CBE-OR efforts

The CBE Office of Research undertook both planned and unplanned action to support the CBE research community and the college more broadly. CBE-OR's goals are to support, connect, elevate and accelerate research at CBE. In addition to aligning our work with the CBE Strategic Framework and our understanding of CBE research needs, we utilized 4 overarching lenses, in our 2021-2 efforts.

During AY 2021-2 we shifted focus from some planned activities in order to support emergent efforts critical to the underlying infrastructure of CBE's research, as well as other CBE activities. These projects included a close-out of the partnership between CBE and CSDE with respect to research administration, and expansion of the infrastructure under the Assistant Dean for Finance and Administration. Additionally, we took the lead in developing a process for CBE Policies and Procedures, to support the accurate, inclusive, and transparent creation and implementation of P&P for research, teaching, administration and other efforts. CBE-OR also took the lead to develop

frameworks for onboarding and orientation of the 2022 faculty cohort: identifying needs, resources, and responsibilities across UW, the college and departments for further development by CBE leadership. ADR Dossick also led a strategic planning effort for the two CBE-affiliated PhD programs.

Research Student Experience Lens

ADR Dossick began working with directors of the Urban Design and Planning (UDP) and Built Environments (BE) PhD programs to envision next steps to adequately support all PhD student and programming needs.

We endeavored to include students in our efforts to support, connect, and accelerate research. We hosted one [student researcher listening session](#), to share CBE-OR work as it relates to students, and to listen to their needs; 6 students were able to join. Nine students attended at least one of the Climate Solutions research lunches. Also, 10 of 11 [Inspire Fund awards](#) (for the 2021 and 2022 cycles) included funding for student research support.

We also worked to elevate student research. We include PhD students' profiles in the Research Portal. All-College Meeting research presentations included [Ali Borhani](#), BE PhD student; Xiao Shi, UDP PhD graduate, and [Mi Ho](#), BE PhD student. BE PhD student [Yohan Min presented research on urban energy resilience](#) at the Climate Solutions community of practice. And former student [Isis Moon Gamble's research on equity in public transit](#) was profiled in a Spotlight Story.

In coming years we would like to further understand the needs of research students, and to develop additional supports for that community.

Cross-Boundary Scholarship Lens

The CBE Office of Research is committed to supporting the communities of practice (CoPs) that emerged from the CBE Strategic Framework efforts: Humanities, Histories Futures; Technology; and Climate Solutions. This support looks different per CoP; in 2021-2, we actively supported the Climate Solutions CoP by planning research lunch-and-learns. More details can be found in the CoP section of this report.

Throughout these engagements across units, the university, and beyond, we prioritized the elevation of interdisciplinary and community-engaged scholarship. We also work to uplift collaboration in all mention of CBE research, all research-related events, and all RFPs and proposal efforts for which CBE leads or provides input.

Equity, Diversity and Inclusion (EDI) Lens

We endeavored to uplift EDI issues within research, and to support traditionally underrepresented scholars and scholarship. For example, we include a EDI section in CBE-OR newsletter, pointing the community to issues, resources, and opportunities to develop equity-oriented research. Additionally, our role-based CoPs were explicitly implemented to mitigate power dynamics, so that staff and students could speak freely about issues that matter to them without fear of retribution by

faculty or supervisors. EDI was an explicit evaluation criteria in internal grant award assessment for the Inspire Fund and the recently launched Research Restart Fund (see details in “Internal Grants”, below). Five of the 6 Inspire Fund awards explicitly addressed EDI in their projects. CBE-OR has more work it can do to fully utilize this lens in our work.

Continual Improvement lens

As we hope is evidenced by our nimble and responsive approach to CBE research needs throughout the year, we worked to improve our services and our approaches. For example, the near-term need to clarify a PI status policy and procedure, among other research-related policies and procedures, not only helped us in supporting researchers more effectively, it also drove us taking the lead in developing the Policies and Procedures (P&P) process, which will increase transparency, equity, accountability, and efficiency for research as well as other activities.

Strategy and Infrastructure

In 2021-2, we worked both on internal infrastructure and external reputation building.

In 2021-2, CBE-OR focused heavily on building infrastructure within our office, and between this office and other CBE offices. In particular, we found ourselves needing to shift focus from some planned activities in order to improve systems for the college community. The unanticipated projects we took on were critical to the underlying infrastructure of CBE’s research, as well as other CBE activities. Besides leading the strategic planning effort for the two CBE-related PhD programs, CBE-OR also took the lead in laying out foundational infrastructure for orientation and onboarding of the new faculty cohort. We worked with CBE leadership to identify initial resources, best practices, gaps, and next steps. This effort has been handed over to the new HR Director and the Finance and Administration Office, as well as the CBE leadership, to complete.

Using the lens of continual improvement, CBE-OR pivoted significantly with respect to research administration. We transitioned the relationship with CSDE as our sole research administration partners, and began working closely with the new grants and contracts manager and the Assistant Dean for Finance and Administration to develop more robust, CBE-centered research administration infrastructure. As part of this development, we now have two offices available to support research administration in CBE: the grant administration team in OFA and the grant administration core of CSDE. Our CSDE relationship continues to support CBE researchers who are affiliates with the center. The CBE-OR/OFA collaboration is work in progress: research-related P&P and centers and labs oversight are the two current foci of collaboration between these teams. We also took the lead to liaise with CBE researchers, in order to uplift needs for research administration as appropriate.

Under the goal of elevating CBE research, CBE-OR works to cultivate relationships, and improve the college’s reputation as a research unit, with stakeholders across the university and beyond. Toward this end, we attend the UW Office of Research’s Research Advisory Board meetings and focus groups, chaired by Vice Provost of Research Mari Ostendorf: the RAB is a central conversation for research units on campus. Among various ongoing outcomes, this relationship

has been a factor in the UW OR's significant matching and seed funding support for the CBE cohort hire.

CBE-OR engaged in efforts driven by UW's Federal Relations, President's Office, Office of Research, and Office of Global Affairs; as well as conversations with the City of Seattle's Office of Planning and Community Development, Amazon, and others. ADR Dossick met with CoMotion, Clean Tech Alliance, GIX, MIC, and the Clean Energy Institute to build relationships with those entities. She also worked in partnership with Director of Research Jen Davison--who is also the Director of Urban@UW--and with Urban@UW's Faculty Director Rachel Berney, to steward that UW-wide initiative.

CBE invests in research infrastructure across the college and UW, including this year's contributions to the UW-serving entities Urban@UW and CSDE. In support of individual research projects, we have developed project-specific MOUs for research infrastructure with Colleges of the Environment and Engineering, and supported matching on awards such as grants from Population Health and PacTrans.

CBE-OR also built relationships with the CBE Office of Advancement, through regular meetings and specific efforts targeted at more effectively leveraging corporate and foundation relations as well as marcom support for CBE research. And, as mentioned above, CBE-OR also continued to develop relationships with UW's Office of Research as well as other UW research entities.

Evaluation and Metrics

As part of our infrastructure work, we started to build capacity for evaluating and reporting on research. While we at first planned to survey the CBE research community, given the dynamics and uncertainty of the year we held off as we felt the timing would be better in the coming year. To begin this effort, we collaborated with FAO, Advancement, and marcom to document, track, and develop a workable set of metrics for research productivity, visibility, and impact, as well as the needs and efforts of the CBE community.

As detailed across this report, some examples of metrics we've begun to track include:

- Awards given to CBE scholars from UW-internal sources
- Publications and other research outputs
- Internal and public communication about CBE research
- Funding opportunities provided to CBE researchers

Also mentioned above, we leveraged research meetings to start gathering feedback about the needs of CBE researchers.

And of course we developed this report, which is the first of its kind for the college. This report represents the framework for research-related evaluation and metrics on which we plan to build in the years to come.

Professional Development

While the CBE-OR work plan had laid out various structured activities for professional development, in recognition of the urgent need for research-related P&P and greater capacity for research administration we decided to step back from activities like a needs assessment and formal training efforts. CBE-OR took a conversational approach to professional development, through three key activities: hosting research meetings to discuss issues and strategies; providing support to foster stronger research proposals coming out of CBE; and individual mentoring.

We hosted research meetings to hear from center directors, PIs, and other researchers about their needs, priorities and pain points, and to share information and connect them with key resources. In Fall 2021 we hosted Vice Provost of Research Mari Ostendorf to welcome her to her new role and introduce her to the college. In Winter 2022 we held a conversation about “Research in Uncertain Times”. In Spring 2022 we included in the Research Leadership meeting agenda both an overview of Finance Transformation as it relates to research; and an overview of the Faculty Senate’s Class C resolution on community-engaged scholarship.

Proposal development support included curating and disseminating funding opportunities in partnership with UW Advancement and UW Office of Research. We also launched new funding opportunities (see “Internal Grants”), and provided matching funds for select proposals. In AY 2021-2, CBE provided \$8,000 of matching funds: a one \$5,000 Inspire Fund award was leveraged for matching, and \$3,000 additional funds were provided as matching for a separate proposal. Additionally we liaised with PIs about grant opportunities, readiness and strategy.

Mentorship is an activity where faculty, students, and research staff may reach out to ask advice and guidance based on specific situations, opportunities or for general programmatic or career development. ADR Dossick had the opportunity to meet with a number of faculty, staff, and students over the past year to address specific questions or talk about issues such as Intellectual Property, funding opportunities and strategies, and the challenges of balancing teaching, research, and service expectations. In one-on-one mentoring meetings, ADR Dossick met with 4 junior and 5 senior faculty to discuss research and funding strategy. ADR Dossick met with 2 research scientists and 2 adjunct faculty to discuss funding and center oversight and strategy. ADR Dossick met with 2 graduate students one on one and participated in a phd program seminar to discuss funding and publication concerns, including concerns about plagiarism and sources of funding for travel. ADR Dossick answered questions about internal grants and recommended strategies for RRF as well as CBE Inspire Fund. ADR Dossick encouraged faculty to not pursue funding opportunities when they are too last minute and encouraged them to find other opportunities with reasonable timelines. ADR Dossick coached researchers to build research momentum through smaller grant projects. ADR Dossick discussed matching funds for smaller grants with an eye to building capacity and momentum in labs, centers, and individual PI endeavors.

ADR Dossick also served on several search committees including Urban@UW faculty leadership, CLF staff search committee, and the CEE Chair search committee.

Centers and Labs Oversight

The year's efforts on centers and labs oversight were devoted to building policies, procedures, and other infrastructure for fiscal compliance and other oversight needs. ADR Dossick and ADFA Rachel Ward worked on identifying needs and strategies. Additional perspectives for oversight strategy were gathered from CBE-OR's two research meetings for faculty, two listening sessions with staff who do research, and one listening session with students who do research--which is often associated with centers and labs. Finally, ADR Dossick provided direct oversight of the staff leadership of the Applied Research Consortium, the Washington Center for Real Estate Research, and Urban@UW.

Communities of Practice

In AY 2021-2, CBE-OR supported both topic-based and role-based communities of practice (CoPs). Topic-based CoPs included Climate Solutions, Technology, and Humanities, Histories & Futures. Role-based CoPs included research leaders, staff who do research, and students who do research.

CBE-OR supported the Climate Solutions CoP by hosting research lunch & learns. Across the academic year, 4 such meetings were hosted, bringing together a total of 54 participants and featuring work from researchers in the Departments of Architecture, Urban Design & Planning, and Construction Management as well as the BE PhD program.

We supported the Technology CoP through participation, on the part of ADR Dossick, and thought partnership with the faculty lead.

Assistant to the ADRs Barnett provided support for the Humanities, Histories, and Futures CoP, including working with them and marcom to clarify website/online platform needs and to map how CoPs could integrate into CBE's research-communication platforms and priorities. Other support included events, communication, administrative, and website support.

Role-based meetings (as mentioned in "Professional Development" and "Centers and Labs Oversight") included two for research leadership; 2 for staff who do research; and 1 for students involved in research. We had also intended to convene a conversation of people who do administrative support of research, but this idea did not gain traction from that constituency. A total of 75 people attended these role-based meetings, where we shared relevant research news and information, listened to the communities' needs and priorities, and facilitated discussion around best practices, opportunities, and ideas for further support.

In addition to hosting meetings to connect communities of practice to each other for mutual learning and support, we publicized research meeting notes and recordings on the intranet and in our newsletter (as appropriate).

Internal Grants

CBE hosted 4 internal grants in AY 2021-2: the [CBE Inspire Fund](#); the Johnston-Hastings Research Publication Award; the Johnston-Hastings Research Travel Award; and, launched in spring 2022, the [CBE Research Restart](#) Fund.

In January 2021, the College of Built Environments launched its new CBE Inspire Fund to “inspire” CBE research activities that are often underfunded, but for which a relatively small amount of support can be transformative. Funded partially by the recovery of indirect costs on the college’s funded research projects, as well as by other funds designated to broadly build CBE research capacity, the Inspire Fund aims to support research where arts and humanities disciplines are centered, and community partners are engaged in substantive ways. Inspire Fund is also meant to support ‘seed’ projects, where a small investment in early research efforts may serve as a powerful lever for future research—and future funding.

In the [2021-2 round](#) of the CBE Inspire Fund, six grants were awarded to teams across 4 departments within the College of Built Environments. The awardees engaged with a range of topics including sustainability; diversity, equity & justice; community advocacy & empowerment; and community health. The results of these projects point to the salient impacts of the Inspire Fund, achieving intertwining goals around humanities and arts; community engagement; and seed support to launch bigger projects. The [2022-3 round](#) of Inspire Fund is underway and the five awardee teams include recipients from the departments of Architecture, Construction Management, Real Estate, and Urban Design and Planning. Their projects tackle topics such as food sovereignty, anti-displacement, affordable housing, and health and wellbeing.

As part of the Inspire Fund, we hosted a lunch in spring 2022 for awardees from the 2021-2 and 2022-3 cycle, for peer learning and sharing of research results and methods. CBE-OR also led the writing of a [Spotlight Story](#) about the fund, to elevate awardees’ work as well as to further explain the impetus and process of the fund.

CBE-OR stewards two funds that were endowed as gifts to the college: The [Johnston-Hastings Endowment for Faculty Research Travel](#), and the [Johnston-Hastings Publication Support Endowment](#). In 2021-2, while the travel award received no applicants due to COVID-19, the publication award was given to Jeff Hou, professor in Landscape Architecture, to complete his book. CBE-OR has decided to make unspent funds available outside of our proposal cycle, in order to more flexibly meet the needs of the college research community.

[The CBE Research Restart fund](#) was launched to help those whose research momentum had been disrupted due to COVID. Funded by CBE and with awards between \$1000 and \$5000, the first cycle of Research Restart proposals will be evaluated over the summer. We will be able to report on both cycles after the upcoming academic year.

For all RFPs, we strove to communicate application timelines and other details through multiple channels, including the CBE-research listserv; the Intranet; All-College Meetings, and CoP meetings. We also documented evaluation criteria and review processes online, for clarity and transparency. And we worked to ensure that these criteria and processes were aligned with the

priorities of the CBE strategic framework, as well as our lenses of Cross-Boundary Collaboration; Elevating Student Research; Equity, Diversity and Inclusion; and Continual Improvement.

We communicated awards through the CBE-research listserv, Research Awards and Spotlight Stories in the Research Portal, and at All College Meetings. We also invited awardees to share their work directly through presentations at All College Meetings, and through introductions to our journalist at UW News.

Internal Communications

Part of our goal of connecting research is addressed through communication with and across the CBE research community, to celebrate work, provide relevant information, and increase access to resources. As part of this activity we strive to share timely news and information at all research meetings.

Our work plan identified development of research policies and procedures as a key activity, and this was elevated to the larger P&P process development. Research-related P&Ps are in development.

Starting in fall 2020, we share bi-weekly newsletters through the CBE-research listserv. The newsletters include highlights of CBE research; upcoming research meetings; updates from our office as well as, when appropriate, from CBE's Office of Finance and Administration; opportunities for conferences, awards, fellowships, funding, and competitions; and events related to the built environment disciplines. The newsletter also features a section highlighting DEI resources for research.

In AY 2021 we shared over 55 stories about CBE research. We also shared over 100 funding opportunities, from over 50 funding sources, with the CBE community. While it is difficult to measure engagement through listservs, we do occasionally receive responses from the CBE community, indicating readership. Assessing value of this resource is a goal for the next year.

CBE-OR also facilitates research presentations at the monthly All College Meetings. In 2021-2, 7 researchers presented their work, from 3 departments and both PhD programs. This is in addition to the presentations made at Community of Practice research meetings such as those for the Climate Solutions CoP.

We communicate our work to the CBE community at All College Meetings, as well as the newsletter, and the CBE intranet. In particular, the intranet includes information such as meeting recordings and notes, funding opportunities, key guidance documents, and the CBE-OR work plan. While the content and structure of the CBE Intranet is changing as our office, as well as OFA and others, continues to be built out, we were able to make progress on a new [funding opportunities page](#) that is filterable and sortable. That page is the second most highly visited of our intranet pages, at 281 page views this academic year (the CBE-OR main page received 540 page views).

External Communications

In order to elevate CBE's research portfolio, CBE-OR works in collaboration with the marketing and communications team (marcom) to share stories of our work to the public, through the CBE Research Portal, be.uw.edu and UW News, and earned media (ie, connecting with outside news sources). We provide thought partnership, connection to research stories, and writing/editing. We also have begun seeking out other ways to elevate CBE research, and with developing ties to other colleges and the Office of Research we receive more opportunities to do so. In 2021-2, for example, we led the nomination of Dean Renee Cheng for the Chang-Lin Tien leadership award. This award includes research as part of the criteria.

[The CBE Research Portal](#) was launched in fall 2020. In 2021-2, we published 17 stories about Research Awards, Research Products and Spotlights on CBE research in the Portal. Of the 4 Spotlight Stories published this academic year, readership ranged from 16 to 54 unique page-views. The Portal has been used to navigate and identify research efforts across the college, and has been visited hundreds of times as users search through the People, Labs/Centers/Initiatives, and Projects associated with CBE.

Maintenance of content in the portal is both proactive and responsive. We are working to develop regular check-ins with departments to ensure accurate representation of research efforts. There are also forms for anyone to request updates; these are shared in the CBE Research newsletter, and the communications assistant monitors these requests weekly.

During this academic year we have worked with marcom and the CBE librarian to begin capturing and visualizing a CBE-specific database of peer-reviewed publications. Set to launch as a pilot resource within the Portal in fall 2022, this effort is another attempt to connect and elevate CBE research for the public in new ways. This data set will eventually be tied to CBE's research themes, departments, centers & labs, and other key identifying information.

Research Events

Along with our research lunch and learns, CBE-OR facilitated the research presentations at the All College Meetings. While we intended to collaborate with other members of the college through the BE Events Committee, that committee was dormant for the AY. Our office, in partnership with Urban@UW and CBE Advancement, also provided strategic support of the PhD symposium planned and implemented by students in the UDP PhD and BE PhD programs. And on a bi-weekly basis we elevated related events through the CBE-research newsletter.

Looking to next year

CBE-OR made progress in all areas of our work plan. In the coming year we expect to keep progressing to gain an improved understanding of and response to what CBE researchers need to succeed. We expect to develop more effective research support infrastructure. And we will be working to ensure that our activities drive greater productivity and positive impacts for CBE researchers and the scholarship they undertake. As we invest in grants administration staff in the

Office of Finance and Administration, we seek to improve grants administration processes as well as PI culture and strategy in the college. See the CBE OR action plan for more information.

In AY 2022-3 in particular we plan to survey the CBE research community about their needs and our efforts to meet those needs. We plan to improve metrics and evaluation of research productivity and impact. We will be rolling out many research-related policies and procedures, and revising online resources such as the intranet pages to improve transparency, accessibility and accountability. We will launch the first phase of the publications project. And we fully expect that we'll be required to pivot and be nimble to responsively collaborate toward supporting the CBE research community and the broader college.