



On Leading a Lab: Strengthening Scientific Leadership in Responsible Research

A Workshop

December 4-5, 2023 (Monday-Tuesday)

All times are US Eastern Time

December 4, 2023 (Monday)

8:30 AM **Coffee and Breakfast Available**

9:00 AM **Welcome, Framing, Strategic Council Context, and the Importance of the Topic**

France Córdova, President, Science Philanthropy Alliance

9:15 AM **Chair's Opening Remarks and Goals for the Meeting**

Michele Masucci, Vice Chancellor for Research and Economic Development, University System of Maryland

9:30 AM **Session One: What is Scientific Leadership for Ethical & Responsible Research? Why is it Important?**

Goal: Provide context for how the responsibilities and expectations for research leaders are changing with regard to responsible research and the challenges this poses to research organizations and the broader research enterprise.

Key Questions: What do we mean by scientific leadership for ethical and responsible research? What scale of organization—from a lab to a larger consortium and cross-institution research network? How is the research landscape changing and how are these changes affecting scientific leaders in this context? Interdisciplinarity and teams? Globalization? How are new requirements and changing expectations affecting research environments and what is required of leaders to advance research integrity? How can NASEM help?

Susan M. Wolf, Regents Professor and McKnight Presidential Professor of Law, Medicine & Public Policy, University of Minnesota

Maria Zuber, Vice President for Research, MIT

Michael Witherell, Director, Lawrence Berkeley National Laboratory

Gerald (Jay) F. Goodwin, Chief Scientist, U.S. Army Research Institute for the Behavioral and Social Sciences

10:45 AM **Session Two: Where are the Gaps in Traditional Approaches to Professional Development for This Cohort?**

Goal: Explore the skills and capacities that research leaders need to foster responsible

research in their labs, centers, and collaborations. Identify current professional preparation approaches and gaps between what is needed and what is being provided.

Key Questions: What leadership approaches do we need to advance that foster responsible research? What are the gaps in training and professional preparation that need to be filled? What are the risks to the research enterprise if we do not address these gaps?

Robin Broughton, Director, Cultural Innovations, Center for the Advancement of Science Leadership & Culture, Howard Hughes Medical Institute--Moderator

Michael O'Rourke, Professor of Philosophy, Michigan State University
Catherine Lyall, Professor of Science and Public Policy, University of Edinburgh

Tristan McIntosh, Assistant Professor of Medicine, Washington University in St. Louis

Noon

Lunch Available in the Meeting Room

12:30 PM

Session Three: Roundtable Discussion of Federal Research Funding and Resources for Leaders of Large Centers and Projects: What Is Needed?

Lyric Jorgenson, Acting Associate Director for Science Policy, National Institutes of Health—Moderator

Kara Hall, Program Director, National Cancer Institute

Dragana Brzakovic, Senior Staff Associate, Office of Integrative Activities, National Science Foundation

Goal: Explore how Federal research agencies approach strengthening leadership of large centers and other programs that they support.

Key Questions: What lessons can be taken from Federal agency experience in working with lab-center leaders on responsible research and in other areas? Are there best practices that have been or should be codified? What are the unmet needs?

1:30 PM

Session Four: What is the Knowledge Base for Developing Effective Interventions?

Goal: Explore perspectives from experts on leadership, professional development and team science to identify key insights that should be incorporated into efforts and resources intended to support research leaders.

Key Questions: What is the relevant research on research leadership and research team performance? What are the key insights that we can build on to shape approaches to

training and professional development to advance research integrity? What are the critical issues that deserve more examination?

Stephen Fiore, Pegasus Professor of Cognitive Sciences, University of Central Florida—Moderator and Speaker

Brian Uzzi, Professor of Leadership, Northwestern University

Maritza Salazar Campo, Assistant Professor of Business, University of California, Irvine

2:45 PM Break

3:00 PM Session Five: What Innovative Approaches are Being Developed and Implemented?

Goal: Explore several case studies of efforts to strengthen professional development efforts for research leaders.

Key Questions: What can we learn from case studies of current efforts to develop and implement training and professional development for responsible research aimed at lab leaders?

Umut Gurkan, Wilbert J. Austin Professor of Engineering, Case Western Reserve University—Moderator

Case One: Labs that Work for Everyone

C.K. Gunsalus, Professor Emerita of Business Administration and Research Professor at the Coordinated Research Laboratory, University of Illinois, Urbana-Champaign

Case Two: Professionalism & Integrity in Research Program

James DuBois, Steven J. Bander Professor of Medical Ethics and Professionalism, Washington University in St. Louis

Case Three: Strengthening Lab Leadership and Culture at MIT

Lloyd Munjanja, Senior Community Engagement Officer, MIT

4:45 PM Review of Day One

5:00 PM Adjourn to Reception

December 5, 2023 (Tuesday)

8:30 AM Coffee and Breakfast Available

9:00 AM Key Issues and Points from Day One / Day Two Chair Welcome

Timothy Akers, Assistant Vice President for Research Innovation and Advocacy, Morgan State University

9:15 AM

What's at Stake for Research Institutions and the Broader Enterprise: A Conversation

Michael Drake, President, University of California
Moderator: Timothy Akers

Goal: Better understand the importance of effective scientific leadership for responsible research in terms of positive and negative impacts on individual researchers-teams-centers, research institutions, and the broader research enterprise.

9:45 AM

Session Six: What Are the Key Needs and How Do We Address Them Going Forward?

Goal: Identify priorities for strengthening professional development resources and opportunities for research leaders and mechanisms for creating these.

Key Questions: What are concrete steps that research institutions, research funders, societies, and the National Academies can take to strengthen professional development for responsible research in this leadership cohort? How can we accommodate new topics and issues such as the leadership challenges arising from bigger, cross-institutional, and more complex, projects and teams? How can professional development resources and initiatives advance diversity and inclusion, mentoring, research security, and open science while addressing core responsible research issues? What are realistic expectations for strengthened professional development efforts? How do we assess current and future interventions?

Gregory Weiss, Professor and Vice Chair of Chemistry, Molecular Biology and Biochemistry University of California-Irvine--Moderator
Jason Borenstein, Program Director for Ethics and Responsible Research, National Science Foundation
Geeta Swamy Associate Vice President for Research and Vice Dean for Scientific Integrity, Duke University
Sheila Garrity, Director, Office of Research Integrity, DHHS
Lex Bouter, Chair, World Conferences on Research Integrity Foundation

11:00 AM

Session Seven: What are the Next Steps for the National Academies?

Michele Masucci and Timothy Akers—Moderators

Goal: Identify the resources and initiatives needed to strengthen professional development for research leaders that strengthens responsible research and possible



National Academies contributions.

Noon

Adjourn