**Penn State leader shares road map for research enterprise**

**Andrew Read, interim senior vice president for research, provides updates on Penn State’s commitment to growing its research enterprise and strategies for how the University plans to invest moving forward.**

Research is a part of Penn State's DNA. We're a top R-1 university; among the top 30 in the country, among the top 15 publics. We've always been really focused on research, and we will remain so. That's why President Bendapudi’s goal, too, is all about growing the research enterprise.

Now, the easiest way to do that would be to hire a lot more faculty, build a lot more buildings to put them in, and then we'd grow the enterprise. But in the current climate, that's not going to be possible.

So, what we need to do is that we need to make it easier for our existing faculty to do more, and then we need to focus our resources into those areas where there is great potential for growth and impact. So those are the areas that we’re already great at, those are areas where some investment will lift us from good to great, and those are areas where to be a 21st century land-grant university, you just have to be in that game. So those three areas are where we're going to have to focus our investments.

That's going to require some thinking over the next few months, as part of the strategic planning process, about just what those areas are. But we are going to continue to recruit and retain the best faculty. We are focused very much on the excellence and impact, and that's where the investments will go.

We're also going to double down on income streams, and income streams do happen through research. For instance, we have great capacity to grow our portfolio of training grants. These are a key part of supporting the graduate students, which are the backbone of Penn State research, and we don't have as many training grants as we should do for an institution of our size. So that's external funding to support the graduate students.

We’re also going to double down on national priorities. Most obviously semiconductors and the CHIPS Act really makes new opportunities for substantial growth at Penn State in an area of our existing expertise.

And then we're also going to double down on the commercialization of our research. We have a huge research operation and rather little commercialization to show for it. We're well behind our peers in that. And so we will be investing in commercialization going forward.

I see the future as actually very exciting. We're going to be able to focus the resources we do have into growth in areas of excellence, of near excellence to grow that, and in areas where we very substantially need to be. So, I'm looking forward to the future. I think it's going to be very, very exciting, but we have to be very thoughtful; mission-driven, but business-thoughtful.