Hot Topics

General Session: 8:30-9:20 (Stew 214)

Breakout Sessions: 9:30-10:40 and 10:50 -12:00

A) When a Small Sign is the Beginning of a Big Fix (Stew 214)
   Ianthe "Cookie" Bryant-Gawthrop

B) Impact of Transformation on Research Administration (STEW 218)
   Susan Corwin, Amanda Hamaker
   Erin Fetter, Kim Hoebel
General Session

• A Look at the Numbers
• Increased Scrutiny (Audits & Lessons Learned)
• Strengths, Risks and Opportunities (EVPRP Transition)
• Foreign Influence
• GM Transformation
• What’s Next with HRPP

Ken Sandel
Senior Director, Sponsored Program Services
Senior Intellectual Property Officer

Date: April 2019
A Look at the Numbers
## Purdue System-Wide Year-To-Date Awards By Sponsor

**Compare Fiscal Years - FY18 vs FY17 (thru Period 12)**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>NO.</td>
<td>$AMOUNT</td>
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<tr>
<td>National Science Foundation</td>
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<td>68,025,456</td>
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<td>83,289,208</td>
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<td>Dept. of Health and Human Services</td>
<td>309</td>
<td>63,976,121</td>
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<td>53,950,445</td>
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<td>Dept. of Defense</td>
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<td>46,961,288</td>
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<td>38,863,578</td>
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<td>20,800,358</td>
<td>133</td>
<td>27,147,984</td>
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<td>Dept. of Agriculture</td>
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<td>16,329,860</td>
<td>137</td>
<td>19,720,448</td>
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<tr>
<td>National Aeronautics and Space Admin</td>
<td>111</td>
<td>9,426,197</td>
<td>99</td>
<td>6,892,031</td>
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<tr>
<td>Other Federal</td>
<td>89</td>
<td>9,714,473</td>
<td>70</td>
<td>10,307,151</td>
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<tr>
<td>Dept. of Education</td>
<td>24</td>
<td>9,149,611</td>
<td>23</td>
<td>10,294,258</td>
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<tr>
<td>Dept. of Interior</td>
<td>23</td>
<td>737,808</td>
<td>18</td>
<td>908,620</td>
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<tr>
<td>Environmental Protection Agency</td>
<td>13</td>
<td>1,334,794</td>
<td>10</td>
<td>3,169,559</td>
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<tr>
<td>Dept. of Transportation</td>
<td>15</td>
<td>6,343,328</td>
<td>22</td>
<td>1,922,776</td>
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<tr>
<td>Agency for International Developmen</td>
<td>21</td>
<td>3,441,253</td>
<td>19</td>
<td>4,445,505</td>
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<tr>
<td><strong>Total Federal</strong></td>
<td></td>
<td>**1,492</td>
<td>$256,240,637</td>
<td></td>
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<tr>
<td>Industrials and Foundations</td>
<td></td>
<td>**1,582</td>
<td>$138,163,581</td>
<td></td>
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<tr>
<td>Profit</td>
<td></td>
<td>914</td>
<td>65,612,854</td>
<td></td>
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<tr>
<td>Non-Profit</td>
<td></td>
<td>648</td>
<td>72,550,726</td>
<td></td>
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<tr>
<td>State/Local Governments</td>
<td></td>
<td>129</td>
<td>28,965,757</td>
<td></td>
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<tr>
<td>Purdue University/Purdue Research Fdn</td>
<td></td>
<td>598</td>
<td>21,877,950</td>
<td></td>
</tr>
<tr>
<td>Purdue University</td>
<td></td>
<td>212</td>
<td>7,579,501</td>
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</tr>
<tr>
<td>Purdue Research Foundation</td>
<td></td>
<td>386</td>
<td>14,298,448</td>
<td></td>
</tr>
<tr>
<td>Foreign Governments</td>
<td></td>
<td>79</td>
<td>9,257,062</td>
<td></td>
</tr>
<tr>
<td><strong>Total Non-Federal</strong></td>
<td></td>
<td>**2,368</td>
<td>$198,254,350</td>
<td></td>
</tr>
<tr>
<td><strong>Total Purdue System-Wide</strong></td>
<td></td>
<td>**3,860</td>
<td>$454,494,987</td>
<td></td>
</tr>
</tbody>
</table>
## Awards FY 2018 – By Agency

<table>
<thead>
<tr>
<th>Agency</th>
<th>Percentage</th>
<th>Awards Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA</td>
<td>3.6%</td>
<td>$16 M</td>
</tr>
<tr>
<td>DOE</td>
<td>4.6%</td>
<td>$21 M</td>
</tr>
<tr>
<td>PRF/PU</td>
<td>4.8%</td>
<td>$22 M</td>
</tr>
<tr>
<td>State/Local Govts</td>
<td>6.4%</td>
<td>$29 M</td>
</tr>
<tr>
<td>DoD</td>
<td>10.3%</td>
<td>$47 M</td>
</tr>
<tr>
<td>Other Fed, Foreign Govts</td>
<td>10.9%</td>
<td>$40 M &amp; $9 M</td>
</tr>
<tr>
<td>DHHS (NIH)</td>
<td>14.1%</td>
<td>$64 M</td>
</tr>
<tr>
<td>NSF</td>
<td>15.0%</td>
<td>$68 M</td>
</tr>
<tr>
<td>Industrials &amp; Foundations</td>
<td>30.4%</td>
<td>$138 M</td>
</tr>
</tbody>
</table>

Total Sponsored Awards: $454.5M
Purdue Sponsored Research Awards
System-wide, excluding ARRA

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Awarded</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>$332</td>
<td></td>
</tr>
<tr>
<td>FY11</td>
<td>$396</td>
<td></td>
</tr>
<tr>
<td>FY12</td>
<td>$352</td>
<td></td>
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<tr>
<td>FY13</td>
<td>$319</td>
<td></td>
</tr>
<tr>
<td>FY14</td>
<td>$389</td>
<td></td>
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<tr>
<td>FY15</td>
<td>$401</td>
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<tr>
<td>FY16</td>
<td>$403</td>
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<tr>
<td>FY17</td>
<td>$418</td>
<td></td>
</tr>
<tr>
<td>FY18</td>
<td>$455</td>
<td>$260</td>
</tr>
<tr>
<td>FY19</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Stated Goal: $500M

$ in millions
Survey Instructions

HIGHER EDUCATION RESEARCH AND DEVELOPMENT SURVEY

- Sponsored research
- University research
- Startup, bridge, or seed funding provided to researchers within your institution
- Other departmental funds designated for research
- Recovered and unrecovered indirect costs
- Equipment purchased from R&D project accounts
- R&D funds passed through to a subrecipient organization, educational or other
- Clinical trials, Phases I, II, or III
- Research training grants funding work on organized research projects
- Tuition remission provided to students working on research

HERD should be generated for FY 2019 based on Functional Area

## HERD Survey Results 2013-2017

### Higher Education Research and Development Survey

<table>
<thead>
<tr>
<th>Institution</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D expenditures</td>
<td>67,348,593</td>
<td>71,935,291</td>
<td>68,692,335</td>
<td>75,315,121</td>
<td>67,144,666</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>2,562,307</td>
<td>2,305,679</td>
<td>2,305,679</td>
<td>1,436,448</td>
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<tr>
<td>University of Michigan, Ann Arbor</td>
<td>1,530,139</td>
<td>1,436,448</td>
<td>1,296,429</td>
<td>1,349,262</td>
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<tr>
<td>University of California, San Francisco</td>
<td>1,294,261</td>
<td>1,349,262</td>
<td>1,349,262</td>
<td>1,126,278</td>
<td>1,126,278</td>
</tr>
<tr>
<td>University of Pennsylvania</td>
<td>1,264,068</td>
<td>1,349,262</td>
<td>1,349,262</td>
<td>1,296,429</td>
<td>1,296,429</td>
</tr>
<tr>
<td>University of Washington, Seattle</td>
<td>1,176,340</td>
<td>1,176,340</td>
<td>1,176,340</td>
<td>1,176,340</td>
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<tr>
<td>University of Wisconsin-Madison</td>
<td>1,084,031</td>
<td>1,084,031</td>
<td>1,084,031</td>
<td>1,126,278</td>
<td>1,126,278</td>
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<tr>
<td>University of California, San Diego</td>
<td>1,087,117</td>
<td>1,087,117</td>
<td>1,087,117</td>
<td>1,126,278</td>
<td>1,126,278</td>
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<tr>
<td>Duke University</td>
<td>1,036,813</td>
<td>1,036,813</td>
<td>1,036,813</td>
<td>1,036,813</td>
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<tr>
<td>Harvard University</td>
<td>1,013,753</td>
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<td>1,013,753</td>
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<tr>
<td>Stanford University</td>
<td>1,005,280</td>
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<td>1,005,280</td>
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<tr>
<td>University of Texas at Austin, The</td>
<td>1,036,813</td>
<td>1,036,813</td>
<td>1,036,813</td>
<td>1,036,813</td>
<td>1,036,813</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>1,013,753</td>
<td>1,013,753</td>
<td>1,013,753</td>
<td>1,013,753</td>
<td>1,013,753</td>
</tr>
<tr>
<td>Purdue University, West Lafayette</td>
<td>622,814</td>
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<td>622,814</td>
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<tr>
<td>University of Arizona, The</td>
<td>604,646</td>
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<td>604,646</td>
<td>604,646</td>
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</tr>
<tr>
<td>Baylor College of Medicine</td>
<td>572,527</td>
<td>572,527</td>
<td>572,527</td>
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<tr>
<td>Mount Sinai School of Medicine</td>
<td>540,296</td>
<td>540,296</td>
<td>540,296</td>
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<td>540,296</td>
</tr>
<tr>
<td>Purdue U., Northwest</td>
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<td>8,924</td>
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</tr>
<tr>
<td>Indiana University-Purdue University, Fort Wayne</td>
<td>5,254</td>
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<td>5,254</td>
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<td>5,254</td>
</tr>
<tr>
<td>Gordon-Conwell Theological Seminary</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

### Total R&D expenditures ($000)

- 2014: 67,348,593
- 2013: 67,144,666
- 2015: 68,692,335
- 2016: 71,935,291
- 2017: 75,315,121

Increased Audit Scrutiny
Completed Audits
1. UG Federal Single Audit
2. Japanese Aerospace Exploration Audit
3. USAID/Afghanistan Closeout Audit
4. United Soybean Board Audit
5. Family Health International/USAID Audit

Audits in process
1. Family Health International/USAID Audit
2. NSF/NEES Audit
3. NSF Audit

Agency Desk Reviews
1. OSHA
2. USDA-SNAP ED
3. National Institute of Justice
4. SBA/State of Indiana

12 in total
Audit Scope:
• For the period April 1, 2012 through March 31, 2015
  • $238,897,545 of expenditures
  • 493,646 transactions
  • 895 awards

Disallowances:
• $39,728 disallowed (.000166)
• 13 transactions (.000026)
• 4 awards (.00447)

Results speak for themselves as to the control environment in place at Purdue University related to Contract/Grant administration and the overall ecosystem of internal controls and our processes and procedures already in place.

The audit highlighted a number of things Purdue faculty, staff and research administrators need to remain focused on and diligent in award administration.

Lessons Learned...
Lessons Learned

• Expenditures in the last ninety days of project highly scrutinized.
  o Capital equipment purchases
  o Computer purchases
  o Travel – other than presenting results of project at meetings
• Transactions posted after project expiration date are red flags
  o Critical to document benefit to project in detail
  o Why transactions posting after project expiration date
  o Clear supporting documentation
• Record retention of supporting backup documentation
  o Pcard receipts
  o Allocability support of charges
• Presentations at conferences, workshops, symposiums
  o Document sponsor and project in power points, handouts, posters
  o Document purpose for project being presented
• Document project activities in quarterly, annual, and final technical reports
  o Travel – both domestic and international
    ▪ Purpose of trip
    ▪ Who met with
    ▪ Meetings, workshops, conferences attended
  o Equipment and computer purchases
    ▪ Why needed
    ▪ Benefits to the Project
Reviews

- Key Internal Controls (Federal Appropriations, Student Aid, Sponsored Programs)
  - Inventory of Guidelines, Policies, Procedures, QRCs, Etc.

- Post approval monitoring review of approved IRB protocols

- Memo Match Cost Share

- Signature delegation for non-SPS staff

- Review of JV’s processed to move payroll prior to 7/1/18 (initial once completed & in process)

- PIs with protocols that go on leave or permanently leave the University
Determining Chargeability of Costs to a Sponsored Program:

1. **Reasonable**
   - Price
   - Quantity
   - Timeliness

2. **Allocable**
   - Must benefit project
   - Must be necessary

3. **Allowable**
   - Uniform Guidelines
   - Sponsor Guidelines
   - University Guidelines

- Proportions Determined with no undue effort
- One project
- Two or more projects
- Consistent Treatment
- Direct
- Indirect

Determined with no undue effort
Foreign Influence
China - Foreign Threats to Our Universities

• In 2008 China began a program called “Thousand Talents” which leverages its citizens that were educated or employed in the U.S. as conduits for the transfer of U.S. technology, intellectual property, and know-how back to China.

• The current pool of recruits in the program is thought to be 2,629 (44 percent of whom specialize in medicine, life or health sciences...)

• The undersecretary for research and engineering (DoD) stated “We have seen the Chinese target top talent in American universities and research labs of the private sector, including defense contractors and the U.S. government,”

Bloomberg article U.S. Faces “Unprecedented Threat” From China on Tech Takeover, 6/22/2018 by Anthony Capaccio
Foreign Influence / Entanglements

1. Diversion of intellectual property (IP) ... to other entities, including other countries;

2. Sharing of confidential information on grant applications by NIH peer reviewers with others, including foreign entities, or otherwise attempting to influence funding decisions; and

3. Failure by some researchers working at NIH-funded institutions in the U.S. to disclose substantial resources from other organizations, including foreign governments, which threatens to distort decisions about the appropriate use of NIH funds.

August 23, 2018 – NIH Statement on Protecting the Integrity of U.S. Biomedical Research
Foreign Influence

Competitiveness and National Security

Openness in Research
Purdue’s Response

1. Leadership participating actively in the conversation in Washington DC
2. Provost and EVPRP – Clarifying Expectations on Campus/Talking with Faculty
3. VPEC, COI, OGC, SPS, EVPRP – Drafting FAQ and Coordinating Efforts
4. GRC/GAC – Looking into their intake process/Updating Processes & Procedures
5. SPS – Current & Pending/Disclosure of FCOI/Updating Processes & Procedures
7. Policy Committee – Reviewing FCOI and ROA
8. Business Offices – Identifying issues, asking questions assisting with compliance
9. All - Increase Awareness be Alert for the Small Signs
Sponsored Program Services

SPS is a collaboration between the Treasurer/Chief Financial Officer and Executive Vice President for Research and Partnerships. Responsibilities include: Proposals, Award Management, Contract Negotiation, Research Administration, Quality Assurance, Regulatory Compliance, Agricultural and International Programs, Data and Support Services.
Disclosure and Reporting Requirements

**Letter from the Provost and EVPRP related to foreign influence on research and scholarship**

**Both Domestic and International**

- Disclose to the Sponsored Program Services Office all research projects you devote effort to – ongoing or proposed – both domestic and international - in the Current and Pending Support/Other Support of your proposal application or at Just-in-Time. This includes any direct support provided to you, even if not officially through Purdue. [https://www.purdue.edu/business/sps/preaward/support_service.html](https://www.purdue.edu/business/sps/preaward/support_service.html)
- Disclose to the University Development Office any gift solicitation with all individuals and organizations in compliance with University requirements. [https://www.purdue.edu/policies/ethics/iiib5.html](https://www.purdue.edu/policies/ethics/iiib5.html)
- Disclose your outside professional activities and financial relationships, whether compensated or uncompensated, through the Reportable Outside Activity Form. Such disclosures must include all work for, or financial interests received from, domestic and international institutions of higher education or the government or quasi-governmental organizations. [https://www.purdue.edu/ethics/resources/ROAformguidelines.html](https://www.purdue.edu/ethics/resources/ROAformguidelines.html)
- Disclose financial interests related to your research in all public sharing of research results including journal articles, presentations, and other publications. Journals and professional organizations have various, often broader standards for financial interest disclosure than the University. Review those standards for each relevant journal or organization and disclose appropriately. Disclose to Purdue research related Significant Financial Interests, including stipends, living
Export Controls and Research Information Assurance

Email Address [ ]  Sign up for alerts

1 EXRC access
For Purdue personnel who require access to the Export Controlled Research Cluster (EXRC), please see the guidance document for the access request process.
Last updated: January 30, 2019

1 AMRDEC SAFE Outage
For Purdue personnel who use AMRDEC SAFE for secure file transfers, please see the guidance document for alternate methods of sharing files during the Outage.
Last updated: December 19, 2018

The Export Control and Information Assurance team within the Office of Research and Partnerships is here to assist faculty, staff and students in complying with federal export regulations and protecting our sponsors and partners' proprietary information.
In-take

MOU/LOI

NDA/MTA

Contract

Sub

OCCGP SPS

General Counsel

Export Control

GRC/GAC

Counsel Role

• Structure

• Templates

• Negotiations

• Drafting

Partnership/Sponsorship

Export Control Role

• Compliance

• Protecting

Information

• Oversight

SPS Role

• Pre-Award

• Contracting

• Post Award

• Support

• Compliance

• Service

GAC/GRC Role

• Strategy

• Operations

OCCGP Role

• Impact

• Scale

• Sustainability

• Governance

Global In-Take

https://www.purdue.edu/research/regulatory-affairs/export-controls-and-research-information-assurance/
Global Support

Global Initiatives Support Team: Description and Purpose

Multifunctional central office support team incorporating resources from a variety of the administrative roles commonly required in support of global initiatives and engagement. The primary purposes of the group include: streamlining the process of rapidly obtaining accurate information that must be synthesized from multiple central areas that are physically and structurally separate; developing and/or deploying university-wide policies and procedures to facilitate a consistent approach to global engagement enterprise wide; allocation of central resources; development of country specific guides for both operations and faculty/staff; and publishing of a central web resource with tools, templates, etc. to aid in the administration of global projects.

Current membership of the group includes representatives from human resources, payroll, treasury operations, risk management, accounting, tax, procurement, sponsored programs, general counsel, business management and regional campuses.

Baseline Functional Requirements of Global Initiatives
Purdue Research Strengths

- Purdue has strong reputation for fiscal oversight
  - Need to ensure Internal Controls are updated for BPR
  - Rely heavily on account management in business offices
- Strong partnership approach and culture
  - Support robust and diverse Industry sponsorship
  - Flexible industry contracting models that support a wide range of intellectual property options
- Excellent track record for audit compliance
  - Adapt to a more stringent audit environment
- Organizational structure positioning Pre-Award, Contracting and Post Award under a single organizational unit
  - Most Pre-Award (Provost/VPR) & Post Award (Treasurer)
  - Recognized leader in centralized Pre-Award support
- Award-winning data security and recognized strength in export control and information assurance
  - Must develop a new controls and information to assist in understanding Foreign Influence and grow our Gov’t research
Risk Considerations/Oversight

• Contract Compliance
  o Industry contracts have a lot of variety
  o Government compliance, controlled projects, data security
  o Government reporting and disclosure requirements
• A133 Compliance Findings
• Confidentiality Breaches
  o Information assurance
• Export Control Violations
• Data Security Violations
• Intellectual Property Liability
  o Background IP Issues
  o Sponsor demands
• Management of Risk
• International tax issues, presence and registration
• Cash flow/billings (documentation requirements)
GM Transformation
BPR Successes for SPS

GM TRANSFORMATION

• **Cost Share Commitment Tab** – Much Improved Tracking
• **Grant Status Changes** – System automatically changes the status removing manual processes and providing more timeliness
• **Grant Master Changes** – Notes and Invoicing Text required for sponsor invoicing provides ready information for both the sponsor (on the invoice) and also SPS.
• **Award Notifications** – Important information relating to the project is now automatically distributed to the PI and Business Office eliminating manual emails.
• **Dunning Notices** – These are now system-generated to provide consistency and timeliness. In addition, the manual effort is eliminated.
• **Cost Share Budgeting** – Allows for one source of information on the grant with ability to enter, approve and finalize for transfer of cash from the cost share source.
• **Budget Template** – Saves time to eliminate SPS rekeying of budget from the Business Office.
• **Sponsor Code/Business Partner** – The new process expedites the establishment of the business partner between SAP and Coeus.
• **New Grant Master Data Fields** – New fields allow SPS to track important information to manage the project.
## BPR Impact for Grants Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Allocation</td>
<td>Person ID in the WBSE</td>
</tr>
<tr>
<td>Setup process - lost simplicity</td>
<td>of setup from Internal Order</td>
</tr>
<tr>
<td>Loss of Payroll data in AIMS - JVs</td>
<td>WBSE - Much more to assign</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Outstanding Checks/Unconverted Grants</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>F&amp;A Adjustments entered by SPS</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Master data restored</td>
</tr>
<tr>
<td>Loss of Payroll data in AIMS - JVs</td>
<td>ZGMFORMS calculation and corrections made</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Automatic grant status changes have removed manual processes</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Sponsor invoicing and backup - still requires a manual signature.</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Cost Share Budget - improved and allows more visibility</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Award Notifications automatic - verbiage changed, copies sent</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Cost Share Commitment Tab tracking and managing much improved</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Dunning Notices automatic, verbiage changed and timing improved</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Cost Share Budget - improved and allows more visibility</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Budget Template saves time from keying</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>Sponsor Code Setup is done through Fiori</td>
</tr>
<tr>
<td>Locking of WBSE</td>
<td>New grant master data fields</td>
</tr>
</tbody>
</table>

### Functionality Replacements

- **Functionality not replaced**
- **Functionality replaced but worse**
- **Functionality Replaced In-Kind**
- **Functionality Replaced Improved**
- **New Enhancements**
What’s Next

Human Research Protection Program

Ianthe "Cookie" Bryant-Gawthrop, M.S., C.R.A., C.I.P.
Director, Research Regulatory Affairs and Human Research Protection Program
Office of the Executive Vice President for Research and Partnerships
Highlights from the Human Research Protection Program

• Long Awaited Final Implementation of Changes to the Common Rule
  • Triennial Review for Qualifying protocols deemed by IRB to be “No Greater Than Minimal Risk”
  • Increased ability to process HRPP/IRB protocols under exemption categories

• Storing Research Data Using Box
  • Sensitive Data requires special account set-up

• Seeking accreditation from the Association for the Accreditation of Human Research Protection Programs (AAHRPP)\(^1\)
  • Respect and reputation for collaborative efforts
  • Enhance standings with sponsors and federal agencies
  • Common commitment to quality improvement

\(^1\)Summarized from http://aahrpp.org/learn/considering-accreditation/value-of-accreditation
Questions?

Ken Sandel
Senior Director, Sponsored Program Services
Senior Intellectual Property Officer
Hot Topics

General Session: 8:30-9:20 (Stew 214)

Breakout Sessions: 9:30-10:40 and 10:50 -12:00

A) When a Small Sign is the Beginning of a Big Fix (Stew 214)
   Ianthe "Cookie" Bryant-Gawthrop

B) Impact of Transformation on Research Administration (STEW 218)
   Susan Corwin, Amanda Hamaker
   Erin Fetter, Kim Hoebel