



**2007 Annual Meeting
Nashville, TN**

SESSION DESCRIPTIONS

M01: Basic Budget Construction

Reduce the stress! Participants in this workshop, representing the range of institutions from predominantly undergraduate institutions to major research centers, will review the basic components of grants budgets, reducing them to the lowest common denominator. Using real-life scenarios, the nuances of budgeting regulations, procedures and pitfalls will be explored. Examples of policies and forms will be provided to participants. The most important outcomes will be increased confidence in what each participant already knows, and an expanded list of resources and knowledge of questions and issues that may arise in the future.

M02: Boot Camp for Entrepreneurs

Have you ever considered starting a company? Wonder what is involved? Join us to learn how to organize a start-up; the different kinds of entities; the pros and cons of selecting one kind over another, e.g., LLC over corporation; key issues to consider, such as board of directors, intellectual property, and financing; lessons learned; and two case studies. As more and more universities spin off start-up companies, faculty and administrators need to learn how to avoid the pitfalls.

M03: Clinical Trials: The Industry Perspective

This session will focus on a pharmaceutical company's expectations of an institution conducting clinical trials. The discussion will include aspects of clinical trials from the initial contact for budget development, site selection criteria, ways to establish an institution as a clinical research site, review of HIPAA implications on clinical research and a review of regulatory requirements.

M04: Conflicts of Interest

This session will explore the process of evaluating and developing conflict of interest management plans.

M05: Gaining Efficiencies in Technology Transfer (Professor, This One's for You!)

Imagine a university that allows faculty researchers to hold equity in their own company, collect royalties on university licenses issued to their company resulting from their university discoveries, and subcontract R&D activities from their company back to their university lab. Plus, those commercialization efforts are a recognized output of faculty scholarship in the tenure process! Updating tenure policies related to technology commercialization is the latest in a series of steps taken recently by the Texas A&M System to place a higher priority on industry-university partnerships and to support and encourage faculty members whose research endeavors result in new discoveries, including patentable inventions and technology suitable for commercialization. The changes also reduce the possibility that faculty-researchers will wait to pursue commercialization until after they have received tenure. Research is one of the most important and rewarding aspects of the educational process, regularly leading to the development of new ideas,

discoveries and technologies with the potential to benefit the public at large. The new policy is based on three fundamental principles: enhancing academic freedom, providing a clear pathway for pursuing technology commercialization and protecting all interested parties.

M06: Juggling on a Tightrope: Compliance Issues for PUIs

At a small PUI or one with a small sponsored programs office, compliance issues take on a whole new meaning. Often just one or two people must know everything: from soup to nuts and bolts and all the fancy trimmings. The situation is comparable to juggling on a tightrope: it's easy to miss something important or have a relatively unimportant issue become important by benign neglect. It's too easy to drop one ball while focusing on another or to have them fly out of control. Meanwhile, the floor can be very far below, especially if there's no net. How do you keep all the balls in the air without dropping any? How do you maintain your own balance in the process? Based on a case study, this interactive session will explore the compliance situation in small offices at PUIs and suggest strategies for keeping all the balls in the air and the aerialist safely poised on the wire.

M07: Leading Up

"Great leaders who made a difference were never in charge." Gandhi lead a march to the sea to protest the Salt Act and Martin Luther King Jr. challenged the nation with his dream. These men were not the "main leader". "Leading Up" research administrators need to lead not only their subordinates, but their peers, their peers' subordinates, their boss, their boss' peers and the PIs. How do you make things happen, make a contribution and lead in your organization if you are in the middle? You do not need to be the CEO or president to lead effectively, nor are you held captive in your current circumstances or position. You can impact your organization positively wherever you may be in the organization. This session will help you learn how to up, across and down.

M08: OMB Circular A-21: An Introduction to the Contents and Format

OMB Circular A-21 is often referred to as the Bible for the DCA negotiators. This session will take you through the content and format of the circular, explain how it all works and what it means.

M09: ORI Update

Additional information forthcoming.

M10: Physical Security and IT Security in the VA Research Setting

Additional information forthcoming.

M11: Problem-Based Learning for Senior Research Administrators 2007

This challenging session will test the problem-solving skills of senior research administrators by presenting a number of new and complex cutting-edge problems in research administration in need of a solution. Participants will attempt to solve these problems by sharing their knowledge, experiences and survival skills with each other. Topics will include thorny compliance issues, contracting dilemmas, internal administrative conflicts and personnel problems.

M12: SBIR/STTR

Additional information forthcoming.

M13: Shades of Gray: Determining What Is and Isn't Human Subjects Research

This session will outline the difference between activities that meet the definitions of research with human subjects and those that do not (QA, QI, public health efforts etc.) and research that might meet criteria for exemption. It will emphasize the role of the research administrator and the institution's responsibility.

M14: Stravaigin The Highlands and Islands

The Highlands and Islands of Scotland is a vast, beautiful and sparsely populated area with diverse socioeconomic profile and social needs. The University of the Highlands and Islands (UHI) was established in 2002 to serve its higher education needs. UHI's network is a unique partnership of 15 colleges and research institutions, including an internationally renowned Oceanographic Research Centre, an Evangelical Theological College, a Fisheries Research Institute, a Gaelic Language and Cultural Institute and additional higher education colleges spread across the region, coordinated by the UHI executive office based in Inverness. Each college and research institution has its own distinctive character and strengths, but as well as being a strength, these could have been a barrier to the aim of establishing and operating a unified University. Prior to its inception, the speaker was engaged to carry out an Internal Marketing Audit aimed at providing an 'internal' marketing roadmap that took account of this diversity of origin, function and mission of individual centres that assisted in unifying these diverse institutions into one with a joint mission to play a pivotal role in the educational, economic, social and cultural development of the region through the establishment of a University of the Highlands & Islands. An outcome was a consultancy report that was used to guide the new University in its unifying role, without losing the sense of the diversity that was its primary strength. The presenter will discuss what he learned about translating these findings into professional research administration.

M15: The \$3.7 Nanotechnology Research Paradigm: Challenges and Opportunities for Research Institutions

The impacts of new technologies, including nanotechnology, on individuals and society is a subject of inquiry for philosophers, sociologists, ethicists and psychologists, among others. Today, the NNI activities in this area include funding research in economic, ethical, legal and cultural implications, and implications for science and education, quality of life and national security. Some examples of priority research in this area are: Assessment of education and workforce development needs; additional means of effective public engagement on technology issues; barriers to adoption of nanotechnology in commerce, healthcare, or environmental protection; nanotechnology impacts on economic growth, standard of living, and competitiveness; and ethical issues in the selection of research priorities and applications. The NNI also supports efforts to create a variety of opportunities for a broadly inclusive interdisciplinary dialogue on nanotechnology and to assess and analyze public understanding of and attitudes toward nanotechnology. A component of this research is the identification of effective means to raise awareness of nanotechnology and obtain input from the general public.

M16: Creating an Effective Leadership Development Plan

Additional information forthcoming.

M17: Effective Compliance Programs: Creating Integrity in the Research Environment

The resolution of several civil investigations conducted by the Office of Inspector General (OIG) at the National Science Foundation (NSF) has required institutions to reimburse the government for the costs in question and to implement mandatory compliance programs. NSF OIG is responsible for investigating allegations of wrongdoing associated with and conducting audits related to NSF's programs and operations. This dynamic and interactive talk will provide practical tips for implementing the seven key steps to an effective compliance program. Discussions of case studies will illustrate the key features of compliance programs and high risk areas.

M18: Ethical Challenges and Informed Solutions in Human Research Protections

This session will highlight ethical challenges associated with research conducted in primarily, non medical settings (e.g., SBER, Community-based Behavioral and Clinical Research). Application of regulations and ethical principles will be discussed as a basis for developing appropriate and relevant review parameters. Roles and responsibility of stakeholder groups vested in human research protections will be discussed relative to value added in protecting subject's right and welfare as participants in research.

M19: From Information Technology to Knowledge Management: The Challenge of Knowledge Management to Research and Its Administration

This session is the first of three Kuhn Lecture Series discussions that provide an opportunity to reflect critically upon the emerging paradigm shifts that are reshaping the culture of research administration. Specifically, this session will explore how the acquisition and usefulness of knowledge is far beyond the two dimensional e-collection of information. While this session is offered as part of the Senior Executive Institute, it is open to all participants.

M20: Grants.gov & SF 424 Update

By September 2007, all grant applications to the NIH will be submitted electronically through Grants.gov using the SF 424 Research & Related (F&F) form set. This training session will provide an update of NIH's transition plans, and will walk participants through the submission process and new form set.

M21: Innovation and Translational Research Guides University Research

New foundation and federal programs encourage innovation and translational research in universities. The landscape of university research is changing to include complex, result-based programs to encourage the development and commercialization of research. Learning about these programs and how to best manage them can provide opportunities for new funding.

M22: International Collaboration in Agricultural IP for Humanitarian and Commercial Development of New Crops

This session will focus on the Public-Sector IP Resource for Agriculture (PIPRA) and its goal of providing greater access to a wide range of patented technologies needed to apply biotechnology to the development of new crops in developing countries for humanitarian and commercial purposes. Currently, a relatively small number of agricultural biotechnology companies have gathered the intellectual property rights for the technologies needed to develop new crops. These firms are primarily interested in developing new varieties of the major crops, such as corn and soybeans. This leaves public universities with the job of improving specialty crops that are not as broadly grown in the United States and for subsistence crops in developing countries. PIPRA provides one answer to this situation by focusing on

the following objectives: Develop patenting and licensing best practices that will encourage the greatest commercial development of publicly funded research, while also retaining rights needed for public universities to pursue research that meets the needs of developing nations and specialty-crop farmers; develop a public database for all patented agricultural technologies held by public institutions, including licensing information; and explore the possibility of creating technology "packages" or "patent pools" composed of certain technologies whose patents are owned by public institutions, to make these technologies more readily available to participating institutions, to the private sector for commercial applications or for humanitarian uses.

M23: IRB/RCR Q&A

Research ethics and regulatory compliance personnel are invited to this special open question and answer session with a panel of seasoned experts in research ethics (not just human subject protections) and the standards for the responsible conduct of research. Panelists will represent cross-discipline leadership from academia, federal agencies, industry and private healthcare systems. The agenda and substance for this special open mic experience will be set by the questions and materials of the participants. There will be no special presentations or audio visuals. Rather, the entire session will be a simple Q&A forum much in the spirit of ancient universities -- a classic style of learning for classical questions about human responsibility in research! While relying upon direction and insight from the panelists, the overall goal of this session is that participants will engage in a "lateral learning experience" wherein all attendees help to teach one another. Questions and discussions will be encouraged from all areas of academic inquiry and research including the biomedical, clinical, socio-behavioral and humanities fields.

M24: Letter Applications and Other Short Proposals

Often private foundations request that the applicant submit a letter application. Scholars may not know there are specific expectations common to the private agencies. Also, many professional organizations that fund new investigators limit the research plan description to 5-7 pages. This session will focus on writing to a specific set of standards and compacting research projects information for abbreviated proposals.

M25: Negotiating Clinical Trial Agreements with For-Profit Drug Companies

Commercial pressures are driving pharmaceutical companies to look for new, quicker and smarter ways of working. The pressure to maintain share prices extends to the clinical trial process. Old line Pharma continues to rely on Clinical Research Organizations (CROs) to increase throughput, resource the workload peaks and gain increased market share through faster times to market. New Biotech companies bring very different templates to the negotiating table. HIPAA rules and electronic clinical trials continue to change the way the process works. Clinical trials are a vital step in bringing new drugs to market. However, many trials are plagued by delays and setbacks that can cost pharmaceutical companies millions of dollars in missed sales, making the maximization of research and development (R&D) efforts a top priority. It has been estimated that delays in getting a drug to market cost companies around \$1 million a day. It is vital that both the for-profit drug companies and the mostly non-profit clinical research sector act efficiently to reach Clinical Trial Agreements that work for both parties. This session focuses on the specific areas of contention in Industry-sponsored Clinical Trial Agreements. It will focus on the clauses that are typically subject to negotiation between Industry and the hospitals that conduct the vast majority of clinical trials. This session presents the real-world answers to bringing about Clinical Trial Agreements that are acceptable to both parties.

M26: OMB Circular A-21: Proposal Wrap-Up and F&A Negotiations

How do I wrap up an F&A rate proposal, what do I need to include, what do I send to the DCA? How do I prepare for the negotiations? What do I need to know and what do I need to do? How should I prepare? These questions and more are answered by the former DCA National director in this informative session.

M27: PI Coming? PI Going? -- What Do You Do?

What is the easiest way to make the transition for a PI when he is coming to your institution or leaving to go to another institution and needs to have his/her grant transferred? This session will provide you with the tools and guidance to ease the process for both you and your PI.

M28: The Latest and Greatest of VA CRADAs

In partnership, the VA Office of General Counsel and VHA will present the latest information on VA CRADAs.

M29: The What, Why and How of IP Protection

Sponsored programs start the process for the creation of the intellectual property. It is important that we understand the ramifications of IP upfront, because it better prepares us to take advantage of this IP for the institution and also better position it for the benefit of the society. This session is designed to offer an overview of what is intellectual property, how does one protect it and why? And, consequently what are the ownership rights in different categories? It is important to understand the IP protection options. It is this knowledge that makes the commercialization of IP a much smoother process at the technology transfer stage. Paying attention to the IP issues in the beginning avoids any possible challenges at a later stage when one does have an IP.

M30: Trading Spaces

This session will address problems and solutions to building a cooperative pre- and post-award relationship. The presenters will discuss how each side affects the other's space, and how the relationship between them affects overall office management and practice.

T31: Business Incubators: What Works and What Doesn't Work

Cumberland Emerging Technologies has the goal to identify and bring biomedical technologies and products conceived at mid-South Universities and in regional laboratories through the development process, through commercial development activities to the marketplace. CET, an affiliate of Cumberland Pharmaceuticals, provides an incubator lab facility (CET Life Science Center), plus provides partners with infrastructure for the commercial development, for funding and technology transfer. CET draws for the strengths of its partners (inventors & Universities) in the commercialization of research and technology. Management of the programs are provided by Cumberland staff using experiences in product development, clinical programs, regulatory, commercialization and funding. Georgia Tech's Advanced Technology Development Center (ATDC) is a nationally recognized science and technology incubator that helps Georgia entrepreneurs launch and build successful companies, providing strategic business advice and connecting its member companies to the people and resources they need to succeed. More than 100 companies have emerged from the ATDC.

T32: Clinical Trials: Rules and More Rules

This session will review the HHS, FDA and major international regulations and guidelines governing clinical research. Participants will learn how these guidelines affect budget and contract negotiations and the way studies are conducted.

T33: How Do You Define Success: SBIR & STTR Programs: The Private Sector, Public Sector and University Trifecta

The process of creating and transitioning the great storehouse of university research and development to commercial products is by its nature a true partnership of great university innovators, experienced entrepreneurs and adequate funding sources. Within the United States, the entire process of university innovation to commercialization begins deep in university laboratories where faculty, graduate students, and post-doctoral researchers engage in more than \$40 billion of cutting edge research and development annually (National Science Foundation, 2006). However, the culture of the university has historically not been targeted to technology development with rapid return on investment (ROI) through the traditional commercial process. In 1982, the Federal government recognized the need to promote university spin-off companies and passed the Small Business Innovation Development Act. The Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) programs that were created "are designed to stimulate technological innovation and provide opportunities for small business" by teaming private sector technology commercialization expertise and university cutting edge research with public sector funding. In effect, the SBIR and STTR programs create a trifecta of resources to bring research to the market place. However, few universities or private sector companies truly understand the programs or the processes necessary to maximize the chances of commercial success. Most university research is years away from market readiness. It is a culture that is designed to be open, long-term, multi-disciplinary and focused on basic research. The private sector, on the other hand, has different cultural measures and outcomes. Corporate (industry) culture is based on protecting information to establish competitive advantages, and its R&D is typically shorter term, lower risk and focused on applied research for maximizing profits. This creates a cultural challenge for universities and private sector corporations that want to collaborate and transfer technology to the market place. Approximately 500 new university spin-off companies are being formed annually, however, many spin-off companies never recognize their full potential due to the corporate management team's inexperience in fully utilizing university resources such as researchers and infrastructure to create maximum value, manage intellectual property issues and shareholder wealth (Association of University Technology Managers, 2006). This session will enhance your overall understanding of the SBIR and STTR programs and their role in the commercialization process within a university to include a discussion of the intellectual property (patent, copyright, etc.) process, to describe the advantages of researchers participating with small business, and to underscore the necessity of forming long term commercialization partnerships to maximize the potential for success of funded SBIR/STTRs.

T34: OGC Legal Issues

This session will address how a university's legal office can support its sponsored research department and "hot legal issues" involving sponsored research.

T35: OMB Update: The Latest in Grants Management

This session will cover the distribution of Federal grants historically, and increase your understanding of the grant requirements from statute authorizations and OMB Circulars to Public Policy, specific agency program and administrative requirements, and agency guidance. Join us to review OMB's grant goals, its accomplishments to date, ongoing projects and its vision of actions to be done.

T36: Research Administrators Council: Collaboration Among Research Constituents on Campus

Successful research administration today on college and university campuses necessitates collaboration among a variety of constituents as administrative participants are both department- and central office-based. This presentation shares how a successful campus-wide Research Administrators Council (RAC) was developed and has evolved at Carnegie Mellon University. Presenters will highlight RAC activities and initiatives, and discuss challenges regarding sustainability.

T37: Research Integrity and Research Misconduct: An Introduction to the Regulations

This session will present an overview of the new research misconduct regulations, 42 CFR Part 93. The basics of the regulations will be discussed and case studies will be presented.

T38: Subrecipient Monitoring: From Preparation to Close-Out

This session will discuss the process of subrecipient monitoring and how to establish a monitoring system at your institution, explore the process for pre- and post-award perspectives and provide insight on why pre- and post-award need to be involved in the entire process. This session will provide examples of a system that was initiated at an institution of higher education.

T39: The Budgeting Perspective in the VA Research Office

This session will help participants understand the idiosyncracies of the VA Research funding environment, including prior years funds, IPAs, 101 funding and 2% carry over. The formula changes for 2008 will be revealed. Relationships with VA foundations, nonprofits and university affiliates will be emphasized.

T40: The Power Problematic in Research and Its Administration: Reflections and Steps Toward the Experience of Shared Transformative Leadership

Whether one speaks of investigators, staff, administrators or support personnel, achieving the critical mission of research endeavors is often obstructed or made difficult because of the human temptation to power. While the human animal requires the experience and practice of autonomy, ultimate human maturity requires individuals to grow beyond the self to build community. As a preliminary context, this session will first explore the stages of human moral development, concentrating on the need to achieve and grow beyond personal power. The session will then explore issues of power and power-politics in the research and research administration endeavors. Finally, the session will examine three stage of ethics education (information, formation and integration) as a springboard for building professional development programs so that members of research institutions can begin to build themselves into healthy communities of academic and professional inquiry.

T41: The Research Administrator as Change Agent

As change agents in their institutions and professional organizations, research administrators make the lives of our principal investigators and senior administrators more flexible and successful. This interactive session will uncover the successes research administrators have had as change agents and the obstacles that still need to be overcome. It will include discussion of the need for interdisciplinary collaboration as a means to creating teams for change.

T42: Through the Looking Glass: Who We Are and What We Do as Research Administrators

Since the explosion of federally sponsored research in federal departments, universities, and private sector agencies during and after World War II, the mission of research administration has changed and mutated rapidly. As contemporary mandates to the research enterprise emerge for the sake of the common social good and human progress, the identity and role of executive research administrators continues to evolve. This evolving identity of the research administrator, with its swift pace, can result in striking challenges for the research community, for those who steward research and for those who are called to research administration leadership. For research administrators, the emerging mission of research administration itself can pose a type of identity crisis that requires continual revisions in self-understanding, professional adaptation and continuing education. The purpose of this presentation is to provide research administrators with an opportunity to reflect objectively upon their emerging role and to offer a context in which the future service of research administrators can be understood. This presentation will offer an opportunity for participants to consider some of the history, context, and dynamic energies and possibilities of those who lead the fundamental act of research administration.

T43: Working with Venture Capital Companies

Bankers and others providing venture capital are constantly faced with good ideas and potentially earthshaking inventions, the commercialization of which they are asked to fund. From initial actions to protect the viability of marketability to how much each party will share in the costs and profits, the process of working with venture capital firms and speculative venture underwriters is arcane and not understood in academia or small business research environments. Many an inventor has been frustrated with the "suits" and "bean counters" with whom they must deal to market a new invention or establish a new research entity. This session will explore the issues to be addressed before a venture capital firm is approached, the signs of a marketable invention, the steps in venture capital investment in new technology and the questions to be answered in negotiating an agreement with a venture capital firm.

T44: Academic Spin-Offs: Capitalizing on Employment Opportunities for University Researchers, Students and Research Administrators

Academic spin-offs deserve special attention because they are expected to strengthen future-oriented sectors of the economy, to grow more rapidly than "normal" company start-ups and, therefore, contribute more than the latter to the industrial/economic structural change in regions and entire economies through gainful employment. Universities as training grounds for company founders and research institutions as "germ cells" of entrepreneurial activity still appear to be the ideal desired by many politicians in this country. Start-up targets preferred by investors and sponsors are to create, as fast as possible, an entrepreneurial unit that sets innovative impulses and makes an essential contribution to structural change and employment. Pathfinder Therapeutics, Inc. (PTI) is a medical device company founded in 2004 by a group of six clinical and academic professors from Vanderbilt and Washington Universities located in Nashville, TN. In September 2006, PTI received a \$1.9 million two-phased SBIR grant from the National Institutes of Health for clinical testing of a prototype of a device that maps the surgical space of liver surgery so surgeons can locate, remove or dissolve tumors without using traditional surgery. The company's initial investors included the Discovery Life Sciences Fund, the Nashville Capital Network (an angel investor network) and Vanderbilt University. Vanderbilt's Office of Technology Transfer and Enterprise Development, is providing a new employment strategy for non-tenured faculty aligned with university licensing and university assistance to spin-off Vanderbilt technologies. In this session, panelists from Vanderbilt, Pathfinder and the Nashville Capital Network will discuss the issues and solutions that lead to their successful collaboration. Participants should be prepared to ask questions, discuss variations and identify contributing factors that their institutions might consider to expand employment opportunities through new business start-ups for academic researchers, research administrators and students.

T45: Career Development Awards at NIH

Additional information forthcoming.

T46: Catalonia and Its Aftermath: Ownership and Commercialization of Databases and Tissue Banks

This session will focus on the implications of the recent decision in *Washington University v. Catalonia* in a variety of contexts. First, the effect on the relationship between the donor and the bank itself will be discussed. Second, consideration will be given to how the case suggests that procedures for tissue bank creation and maintenance be changed. And, finally, how the decision affects the ability of various parties to realize commercial value from databases whether through copyright or other available protections.

T47: Clinical Trials Budget Negotiation

Budgets for clinical trials should be based upon sound accounting principles and an accurate analysis of the protocol. Often, establishing costs for procedures is relatively straightforward but accurately estimating the hidden costs, such as investigator and coordinator time and start-up costs, can be more difficult. A system process for analyzing protocols, determining costs and negotiating budgets will be discussed, along with the relevant aspects of contract negotiations and establishing payment schedules. Tips to optimize budgeting for clinical trials will also be presented.

T48: Conflicts of Interest in SBIR and STTR: How to Ensure Your University Entrepreneur Plays by the Rules of the Road

In reviews of financial interest related to SBIR/STTR proposals, the relationship between the a university employee/small business owner and the university-entity does not follow traditional models. Under the SBIR/STTR program, the university employee/SB owner may work either as a consultant to the company, as a university researcher under subaward to the University, or as a SB employee/business official. The Federal conflict of interest regulations exclude SBIR and STTR from Phase I but not Phase II. How does this affect a researcher who wants to wear two hats for the project, that of university researcher and entity consultant or entity business official? Recognizing the unique relationship, the Federal government does not mandate that the University researcher disclose his financial interests to the university. However, under most State and/or institution policies, a researcher must disclose their financial interests. Some universities stay away from accepting awards of any type from companies owned by their faculty members, especially in situations where the faculty member wants to run both the SBIR/STTR prime award and the PI on the subaward. Even though it is possible to "manage" these situations, dealing with the appearance it presents can seem to be more trouble than it's worth. In the review of the various financial interests, there may be many potential risks taken into account. Issues may include time allocation and effort and licensing. Another risk includes the scientific integrity of the project and whether university employee/SB owner's interests are so intertwined with that of either organization that he/she would manipulate PHS findings to benefit one organization over the other. Sometimes, the issue is whether work is really being conducted within the company's space or the institution's space. For public universities, this creates the appearance of private gain at taxpayer's expense. Lastly, does this constitute an appearance of impropriety as a result from the work on the SBIR project? Join us to discuss these issues and potential management solutions for these situations. This session will provide you with an opportunity to think long and hard about the mechanisms and management of entrepreneurial researchers taking their technology on the road toward commercialization.

T49: Creating a Strategic Plan and Vision to Make It Happen

Additional information forthcoming.

T50: Develop a Comprehensive Institutional Research Administration Professional Development Program for Faculty and Lab and Administrative Staff

We all need compliance from informed faculty and staff. In this session, 10 years of experience is shared on developing a comprehensive institutional program on research administration for the professional development of faculty and lab and administrative staff.

T51: Financial Stewardship in a Research Institution

The Merriam-Webster dictionary defines stewardship as the conducting, supervising, or managing of something, especially the careful and responsible management of something entrusted to one's care. Management of federally sponsored funds makes us subject to a myriad of federal rules and regulations, and ultimately makes us accountable to U.S. taxpayers. This session looks at responsible management of sponsored funds, not because we must, but because stewardship should be an organic part of who we are as state and/or non-profit research and educational institutions. We will review principles of stewardship first at the institutional level looking at infrastructure resource support and investment, education and training, policies, communication efforts and accountabilities between departmental administrators, central grants management offices and institutional finance offices. We will then relate these elements back to the departmental research environment in practical terms of what they mean for day-to-day operations. Participation by sharing what you are doing in your own institutions will be welcomed and expected.

T52: From Hierarchy to History

This session is the second of three Kuhn Lecture Series discussions that provide an opportunity to reflect critically upon the emerging paradigm shifts that are reshaping the culture of research administration. Specifically, this session will explore the ways in which organizational systems are being reshaped as human communities with a mission and purpose, and not simply as the generators of products and metrics. The aim of the session is to challenge organizational leaders to rethink how their institutions can be shaped for meeting one's mission with greater integrity and worth. In the last half century, we are more aware that "truth" is not mediated from hierarchies downward, but is discovered from within the human condition and human communities from the bottom up.

T53: Institutional Responsibilities for Monitoring Human Subjects Research

Additional information forthcoming.

T54: Interagency Relationships with the VA/DoD/NIH/NSF

This session will discuss several types of working relationships and mechanisms, such as reimbursable funds, combining programs from two different departments and cooperative arrangements, and identify various kinds of interdepartmental or interagency arrangements.

T55: Introduction to Research Law

This session deals with the various laws governing subcontracting, intellectual property guidelines, signature authority and export controls.

T56: Navigating the Tropical Storm: Overcoming Negativity in the Workplace

In this session, participants will explore 14 different ways people express negativity and gain tips for dealing with each one. Additionally, they will gain 40 tools for improved handling of workplace negativity, learn improved response techniques to help diffuse or prevent negative situations and help change unproductive habits. After participating in this program attendees, on average, said their ability to handle negative situations in the workplace improved 28%.

T57: NSF Fastlane and Grants.gov Overview

From an NSF perspective, this session will address Fastlane updates for new and experienced administrators, and current updates on Grants.gov. This interactive presentation will guide participants through the Grants.gov process and connect them to the Grants.gov web site to demonstrate each process. Areas covered will include finding a grant opportunity, downloading the application package and completing the application package.

T58: Pre-Award Preparation for Post-Award Compliance

This session explores how post-award compliance problems can be minimized during the pre-award review. The issues include human and animal subjects, new or remodeled space, cost sharing, subcontractors, resource sharing and others.

T59: Anatomy and Physiology of Sponsored Awards

This session will cover the components of grants and contracts, distinguish between gifts and awards, reveal various funding sources and explain the implications of "strings attached or unattached."

T60: Creative Contracting I: Choosing the Right Type

Your educational or non-profit institution was recently awarded a grant or cost-reimbursement contract. There will be subcontracted items and you are at a loss as to the type of subcontract to issue. This session will begin with a review of the characteristics of a grant versus a contract to determine the appropriate subaward. Assuming a subcontract is the correct award, you will be given the tools necessary to help you decide on whether to issue a fixed price or cost-reimbursement subcontract. The advantages and disadvantages of each will be discussed, along with creative ways of managing each type.

T61: EARDA Program

Additional information forthcoming.

T62: Foundations

Additional information forthcoming.

T63: Implementing Systems for Managing Research Personnel

The management of research personnel can be a complex problem. It often involves 70-80% of the research budget, and compliance and security issues for employees in multiple departments. In addition, the information needed to make the corresponding management decisions is often difficult to access. This session will address how administrators can implement business rules and set up software systems for projecting of personnel costs, identifying payroll errors, managing research lab groups funded by multiple research projects, reducing the need for retroactive salary distribution changes and tracking personnel costs on internally sponsored research projects.

T64: Losing Patent Rights for Failing to Comply with Bayh-Dole: The Implications of the Campbell Plastics Case on Federally Funded Research

Most research institutions are aware that the Bayh-Dole Act allows them to retain title to patent rights in federally funded research. What these research institutions may not know is that patent rights can also be lost if the subject invention is not timely disclosed to the federal funding agency pursuant to Bayh-Dole. This lesson was brought home by the recent case of Campbell Plastics Engineering & Manufacturing, Inc. v. Brownlee, in which a federal defense contractor forfeited its patent rights for failure to timely disclose. The implications of the Campbell Plastics case are significant and potentially serious for federally funded research. In addition to reviewing the Campbell Plastics case and those obligations under Bayh-Dole that can potentially cause the loss of patent rights, this presentation will discuss what research institutions can do to comply with Bayh-Dole.

T65: More Paper Out the Door: Ten Inexpensive Ways to Stimulate Proposal development

Conventional wisdom says that the way to get more awards is to get researchers to write more proposals. Yet many incentives designed to stimulate proposal development can be hard on the bottom line, especially those that pay researchers for their time or to attend grant writing institutes. This session will review ten inexpensive strategies the research office can use to stimulate investigators to write more and better proposals. A majority of these techniques require little more than efficient use of existing institutional resources.

T66: Practicing Servant Leadership in Research Administration

Research administration is a service-oriented profession. While we are called upon to set policy and provide leadership, our primary purpose is to free our researchers from many of the administrative burdens of sponsored research, allowing them to concentrate on the science. By following many of the principles espoused in Robert Greenleaf's book, *Servant Leadership: A Journey Into The Nature of Legimate Power and Greatness*, we can see the connection between service and leadership and inspire others to work to their full potential.

T67: Roles and Responsibilities in Animal Research

This session will review the basics in animal compliance regulations, touch on the "hot button" compliance issues related to animal use in research and review strategies to facilitate the grant to protocol comparison at both the time of initial protocol review and continuing protocol renewal.

T68: State-Based Science and Technology Initiatives

"State-based science and technology initiatives" is currently a hot topic in state and regional economic development circles. Increasingly, it's going to become a hot topic in research administration as state governments (like California with its \$3B stem cell initiative or Ohio with its \$1.6B Third Frontier Project) become more and more involved in sponsoring research and development within their state universities and technology-based companies. Over the last four years, Ohio, for instance, has awarded over \$500 million in grants to Ohio-based companies and Ohio universities in an effort to develop Ohio-based economies around such things as renewable energy sources, the biosciences, and polymers and advanced materials. Ohio will invest another billion over the coming six years, as well. There is a huge difference between these types of programs and traditional sources of research funding, such as NSF and NIH, familiar to your typical research administrator. These programs often require market applications and measurable economic impacts as results from the research they fund. They often care much less about the number of refereed journal articles written, graduate students matriculated, scientific distinctions bestowed, scientific progress reports submitted, etc. That is not how success is measured with state-based science and technology initiatives. Success is quantified by such things as job creation, patents awarded and licensed, companies created, other R&D funding leveraged, venture capital funding received, etc. In short, they are a very different "master" as far as the typical academic researcher is concerned... and, they are likely to be a more of a presence in the future of R&D. Join us to learn how to be successful in this new and growing arena.

T69: State-Specific Legal Issues in Research Agreements

This session will address state-specific legal issues in research agreements, including indemnification, open records, choice of law, State-patient confidentiality and State genetic privacy.

T70: Subcontracting and Consortia

While subcontracting is always a prime area of concern in the administration of research projects, perhaps the most difficult situations is subcontracting in connection with consortium agreements. Special problems arise in the drafting of cross subcontracts, liability of consortia members, variations in immunity from legal action and other areas. This program provides a broad overview of the special considerations that must be addressed when awarding a subcontract under an award to a consortium, awarding subcontracts to a consortium, and when negotiating with such an entity. Among the topics to be covered are legal status of the consortium, the ability to award and accept subcontracts, persons and entities authorized to act for consortia, and cross subcontracts between members of consortia and between the consortium and its members.

T71: The Mystery of Service Centers Unraveled

Service Centers – What are they, how do they work, what are the federal rules and what should I know? This session will take you through the definitions, the applicable federal regulations and costing concepts of service centers, both the specialized service facility (SSF) and the recharge center. Learn the difference between an SSF, a university-wide recharge center and a department recharge center. This session will provide you with what you need to know to stay out of trouble with the Federal government.

T72: The Pack Rat Syndrome: Databases, Bio-banks, Drawers of Documents and Records

This session will describe the current guidance on establishing 'banks' including collecting, storing and sharing the "bank's vault." The session will emphasize the roles of investigators, research administration, the IRB and the institution through the exploration of various case studies.

T73: CDC Update

This session provides an overview of the Centers for Disease Control and its structure and delivers valuable information regarding, among other things, the types of financial assistance available from the CDC, methods of advertising, submission requirements and types of award instruments.

T74: Creative Contracting II: Changes

This session is for research and department administrators who need to ensure compliance with Federal regulations while administering contracts. Changes typically occur during the course of performing work specified by a contract. This session will explore what constitutes a change and strategies to avoid overruns resulting from changes.

T75: Discovering Who the Reader Is: Research Administrators as Proposal Reviewers

Have you ever considered becoming a grant reader/reviewer? This session will outline why and how a research administrator would become involved with a grant review process. Bonnie L. Troupe has served as a proposal reader for the U.S. Department of Education's Strengthening Institutions (Title III), TRIO Upward Bound and the Fund for the Improvement of Postsecondary Education (FIPSE) programs. At the state level, she has read for the Improving Teacher Quality State Partnership and AmeriCorps programs in Massachusetts. As an experienced reviewer, she will share her impressions on how the reviews were handled and ways the process may be applied to proposal development training for others in your organization.

T76: Effective Delegation Skills for Leaders

Additional information forthcoming.

T77: Equipment Property Transfers

Additional information forthcoming.

T78: FDA, GCP and ICH: The Regulatory Triangle for Clinical Research

This session provides an introduction to the Food and Drug Administration (FDA) requirements for clinical research with drugs, devices, and biologics; the Good Clinical Practices (GCP); and International Conference on Harmonisation (ICH) standards for clinical research. It will emphasize the research administrator's role within the institutional organization and structure, and highlight the 'top ten' things a research administrator should know.

T79: From Compliance to Integrity: The Challenge of Research Ethics to the Culture of Research

The institutional risks of non-compliance with regulations are widely appreciated in research administration, but not always by the researchers. Unfortunately, there are many barriers to enlisting researchers in following the rules. Regulations are often complex and changing, no one seems to fully know the rules, and at times what is "right" conflicts with the rules and at other times something that is "wrong" does not violate existing rules. The purpose of this session will be to explore the possibility that a focus on integrity, instead of compliance, will not only increase integrity in the research environment, but decrease non-compliance. Offered as the third of three Kuhn lectures for the Senior Executive Institute, this session will explore the ways in which organizational systems are being reshaped as human

communities with a mission and purpose, and not simply as the generators of products and metrics. The aim of the session is to challenge organizational leaders to rethink how their institutions can be shaped for meeting one's mission with greater integrity and worth.

T80: International Collaboration in Stem Cell Research

There are many different types of human stem cells, and their potential to cure disease is vast. A new era of scientific research and commercialization is upon us, and this includes international collaboration to advance the scientific discoveries more rapidly into cures for a plethora of diseases and acute injuries. This session will discuss the United States policy on stem cell research, and how it differs from the policies in other countries with which U.S. laboratories and companies are likely to collaborate. Differences in policy and funding opportunities from state-to-state within the U.S. will also be briefly discussed, since this differs throughout our own country. An important distinction, which is the foundation of all stem cell policy, is the source of the stem cell: embryonic vs. adult. Embryonic stem cells are derived from an egg shortly after it begins to grow and are totipotent, able to generate any tissue of the body. Adult stem cells are found in many different anatomical sites in the body and appear to have more restricted and specialized functions. However, research in the field of "Stem Cell Plasticity" has suggested that adult stem cells might have more regenerative potential than was previously suspected. More research is needed to compare the regenerative potential of embryonic vs. adult stem cells, and each state in the U.S. and each country has its own guidelines. Another area of intense debate and varying international policy concerns the field of stem cell cloning. Therapeutic cloning takes an egg and does not fertilize it, but uses a donor cell nucleus to stimulate division of the egg and create a cell line. In this way, the resulting stem cell line will be tailored to the donor's DNA, thus cells used for therapy cannot be rejected since they are tissue-matched. The fear governing U.S. policy in this area is that an entire human, rather than a cloned line for tissue repair, will be created. Human cloning is expressly forbidden in every state within the U.S., but research in this area is allowed in other countries. The differences in international policy in therapeutic versus human cloning will be discussed. In summary, the course will outline the fundamentals of the rules, regulations, and restrictions governing stem cell research and translation into clinical medicine in the U.S. and other nations.

T81: Introduction to Corporate Sponsored Clinical Trials

This session provides an overview of the key operational and support functions at the clinical research site. The objectives of this course are to provide an overview of how to project manage a clinical trial and how to budget for a clinical trial, and to discuss the institutional support needed for a successful clinical trial program.

T82: Is It a Gift or Sponsored Project?

The distinction between a gift and a grant can be subtle. The term "grant" is defined very differently by various funders and can, therefore, cause confusion. This session will explore a policy example that was produced collaboratively between the University of Virginia's Office of Sponsored Programs and the Office of University Development, and has been successfully implemented for several years. The process and practice are transferable to other institutions.

T83: NIH Update

This session will cover NIH policy updates; coming change in the requirements to apply, compete and receive NIH grant support; information on the NIH budget; and legislation affecting NIH grants.

T84: Post-Award Financial Management

This session will discuss best practices in use and that can be developed, shadow systems and their effectiveness, how to generate monthly reports that act as user-friendly information for your investigators and reconciliation from a research administrator's perspective.

T85: Research Integrity: The Institutional Perspective

Additional information forthcoming.

T86: Why Become a Certified Research Administrator (CRA)? (A moderated panel discussion)

The Certified Research Administrator (CRA) designation is being used more frequently for promotional and hiring purposes. How and why are some institutions using the CRA designation for hiring and promotion decisions? How was the CRA designation developed? What does the CRA mean for the profession, its institutions and individuals? This session will present an overview of the process and its impacts based on real-life experiences of current CRAs.

W87: 18 Months of Grants.gov System-to-System: Lessons Learned and Best Practices

The University of Massachusetts Medical School was one of the first to deploy an institutional system-to-system solution to apply to NIH through Grants.gov starting in May 2006. By September 2006, it had submitted about 10% of all system-to-system grants to NIH. Join us to learn how deploying such a system throughout the institution early in the Grants.gov process provided many measurable benefits and hear of the lessons learned along the way.

W88: Approaches to Prince2 Project Management Within a UK University

The increasing complexity and diversity of a typical portfolio of research awards within a university makes the choice of project management methodology increasingly pertinent. Approaches to managing projects can take a variety of forms and this session takes a United Kingdom perspective of the different applications of Prince2 project management within a UK university. This session seeks to explain clearly the key features of the Prince2 project management methodology, a standard technique across the UK public sector, and provides two case studies of its use within Imperial College London, UK. The first case study focuses on the implementation of research systems (both pre- and post- award). The second will examine the application of Prince2 in the management of a large multi-national clinical trial. The session will look to draw suggestions for best practice structures and techniques that research administrators and managers might adopt to ensure a well managed project and implementation that will ultimately deliver significant benefits to both academics and administrators.

W89: Business Plan in Research: New or Old Concept?

Business plans are usually associated with Wall Street and entrepreneurs. This session demonstrates the research administrator's familiarity with this tool simply by tweaking it a bit, and focuses on the use of a business plan in the clinical research area.

W90: Compliance at PUIs: From IRB Committees Without Staff to Compliance Officers

This session addresses a wide variety of compliance issues at PUIs, including providing and documenting federally-mandated protocol review and training of faculty/staff/students; performing database, file and

correspondence management; scheduling meetings and activities associated with compliance committee functions/operations; ethics and regulatory compliance and related administrative processes pertaining to human subjects and non-human vertebrates to ensure institutional compliance with applicable federal laws, regulations and policies; and the ability to develop administrative infrastructure, including the improvement of policies and procedures. Knowledge of IRB and IACUC review criteria and processes is preferred.

W91: Immunizing Research from Patent Infringement: The Implications of *Madey v. Duke University*

Prior to *Madey v. Duke University*, research institutions may have felt that academic research was immunized from patent infringement by the “experimental use” defense. However, the *Madey* case has made clear that this defense is “very narrow” to the extent that research institutions can no longer safely rely on it. While state research institutions can rely on sovereign immunity under the Eleventh Amendment, that still leaves private research institutions (like Duke University) looking for available “safe harbors” from patent infringement for their research. One is the Hatch-Waxman Act if the academic research is for the purpose of securing regulatory approval from the Food and Drug Administration. Another potential “safe harbor” that was tantalizingly raised, but left unresolved by the *Madey* case, is whether federally sponsored research is immunized from patent infringement under 35 U.S.C. §1498(a). Join us for this stimulating discussion about the origin and development of the “experimental use” defense, how the Court of Claims and the Federal Circuit have treated this defense and whether the experimental use defense is really needed to immunize research from patent infringement.

W92: OHRP Update

Additional information forthcoming.

W93: Pre-Award Electronic Research Administration

Electronic research administration (ERA) has been proposed and discussed since the mid-1990s when the NSF Fastlane system was implemented. Pre-award offices have been particularly affected by the government's efforts to incorporate ERA into their processes. Pre-award has had to contend with a plurality of a government ERA proposal system. Now your wish or curse, depending on your perception, has come true with the transition of proposal submission from the various systems to Grants.gov. This session will look at implementing ERA solutions to the entire pre-award area, including funding opportunities, budget preparation, routing and approval, proposal submission and award negotiation. Participants are encouraged to share solutions that they have implemented at their institutions.

W94: Protecting Patent Rights in Clinical Trials

This session will address confidentiality (HIPAA), informed consent, IRB issues and subject injury.

W95: Research Integrity: The Evolving Landscape

This course will discuss developments in the area of research integrity with a focus on research misconduct. The course will review the basic framework for research misconduct investigations (with statistics); criminal prosecutions (Poehlman and Hwang); and the evolving roles of the U.S. agencies and professional associations, including the Council of Science Editor's recent white paper. The session will also include tips on well done investigations.

W96: Sponsored Research Programs at Minority Institutions

Additional information forthcoming.

W97: The Clinical Research Experience: International Comparisons and Contrasts

In the last decade, research administrators have been challenged by requirements for the proper conduct and the ethical foundations of clinical research. Essentially, the complex nature of clinical research has made it more an experience to be entered into" than simply a regulatory or business event to be managed. The balancing of regulatory and management procedures is challenged by the need to maintain ethical principles without compromise. This balancing of challenges is made even more complex when a clinical research opportunity is to be conducted between diverse communities, especially on the international level. This session, via panelist presentations and open discussion, will explore the challenges of conducting international clinical research. Presenters will recap their experience with international clinical research management. Presenters will provide participants with thought-provoking comparisons and contrasts from the university, agency, IRB and CRO perspectives. Presenters will discuss strategic and tactical planning to meet widely diverse socio-cultural, economic, regulatory and other factors. In the end, participants will be invited to grow beyond a preliminary, though required, need to "know the regs" so as to appreciate the vast and seemingly never-ending factors for the ethical and successful conduct of the experience of clinical research.

W98: Time and Time Again: Managing your Time Proactively

Sometimes we feel like we are on a treadmill and just not getting anywhere! This thought-provoking session will explore the importance of setting goals and establishing priorities, methods for matching time commitments with priorities, strategies for maximizing your time each day and how to avoid burn-out during the process. Throughout the session, participants will look at some of the common -- at least, common to research administration! -- day-to-day time wasters and strategies for working smart - not just hard. The session, believe it or not, will even help you to learn to say "no" and make it stick!

W99: NIH Mock Panel Review

Additional information forthcoming.

W100: NSF Update

This session provides an update of NSF policy changes, new program information, funding opportunities and future direction.

W101: Communicate with Strength: 19 Words That Undermine Your Effectiveness

Do you have unresponsive or difficult coworkers? Are people holding up the information you need to do your job? Simply changing some of the words you use will affect your success with others. Your choice of words has the power to enhance relationships, open lines of communication, improve your credibility and convey integrity – or do just the opposite! Learn 19 words you can remove or reduce from your vocabulary to help you increase your influence with business associates, family, friends – and yourself! Join us to find out how many words that could be costing you collaborative, productive relationships in this "can't miss" session.

W102: Disputes in Data Ownership and Authorship, Research Administration Roles for Prevention and Management

A primary outcome of the research enterprise is publication. Unfortunately, this endpoint is threatened by misunderstandings about data management and authorship credit. The purpose of this session will be to define the problem, identify possible measures to decrease the risks of disputes occurring and learn how to address problems when they do occur.

W103: Hot-Housing Multi-Disciplinary, Multi-Institutional Research Collaborations: The Role of the Central Office

The University of Southampton and the University of California, San Diego are two of six partners in a major government-funded "experiment" to encourage United States-United Kingdom research collaboration. This session covers some of the issues that arise in trying to hot-house multi-disciplinary, multi-institutional (and indeed multi-national) collaborations from central offices, and tie in to industry partners at the same time. Key aspects will include engagement with academic colleagues, dealing with competing research groups, different modes of operation in different institutions, and marrying funding streams from different funders in different countries into one project. We have all seen academic-inspired major collaborations of this type, but do they work when the marriage is arranged?

W104: How to Handle Audit/Investigation

This session offers a practical discussion on how to prepare for and handle a regulatory compliance audits.

W105: Increasing Proposal Development and Submissions Among PUI Teaching Faculty

Pressure is mounting to increase external funding, and for research administrators in predominantly teaching institutions, it is a constant challenge. This session will use a Liberal Arts case study of success and present ways of modifying faculty behavior to get the desired results.

W106: Mentoring and Coaching

Additional information forthcoming.

W107: NIH Update

This session will cover NIH policy updates; coming change in the requirements to apply, compete and receive NIH grant support; information on the NIH budget; and legislation affecting NIH grants.

W108: NSF Cost Sharing, Program Income, Participant Support and Settlement Agreements Stemming from Civil Fraud Cases

Additional information forthcoming.

W109: OLAW Update

Additional information forthcoming.

W110: OMB Circular A-110 Award Management Bootcamp

This session offers an introductory refresher on OMB Circular A-110's impact on business processes, with key focus on the following award management elements: financial system and institutional requirements, exceptions and special award conditions, cost share, program income, prior approvals and expanded authorities, property and equipment management, procurement, programmatic reporting and record retention, and noncompliance and enforcement.

W111: Risk Management in the Research Environment

Risk is a natural, yet necessary occurrence, especially in a research environment. Without risk, research would lose its reward. Managing and mitigating risk effectively will actually support an institution's research environment and allow it to thrive. Have you considered all of the associated risks that your institution has with its various projects? This session will give examine an institution-wide management strategy that can be developed and implemented in your institution.

W112: The One-Person Grants Office: Doing it All and Getting It Done

Navigating through all of the issues in research administration is never easy, but it can be especially difficult in a one-person office. There are no maps to guide you and, many times, you are traveling down a road where no one else at your institution has gone. This interactive session will present ideas on how to achieve success and will discuss strategies on how to make the journey to provide a full-service grants office with limited detours and roadblocks. Come along for the ride!

W113: The Spirit and Challenge of Research Ethics

The question of integrity in research has had a long evolution arising from a creatively tense relationship between the processes of human inquiry, the desire for human advancement and the concern of culture over the commitment to humane ethics. A critical observation of the history of scientific inquiry clearly makes evident the need for a comprehensive understanding of and an adherence to the principles and praxis of ethics in research. After a decade of investigation and discussion, key standards for the responsible conduct of research emerged from the DHHS Office of Research Integrity. These standards require careful review and mature reflection by institutions, staff and researchers so as to understand their implications and ensure their practice in the research setting. This presentation will provide an overview of the nine standards for the responsible conduct of research, their historical evolution and proposed strategies whereby institutions can begin to incorporate them into the research culture. Finally, this presentation will reflect upon the meaning of these standards proposing that they challenge research institutions to consider that integrity in research is more a matter of the formation of an institution's ethos than it is compliance with regulatory requirements.

W114: What Research Administrators Need to Know about Complying with Human Research Protections

This introduction to human research protection requirements emphasizes the role of the research administrator within the institutional organization and structure, and highlights the "top 10" things a research administrator should know about complying with human research protections.