New Faculty Orientation
August 14, 2013
Overview of Research

Evan D. Kharasch, MD, PhD
Vice Chancellor for Research

Russell D. and Mary B. Shelden Professor of Anesthesiology
Professor of Biochemistry and Molecular Biophysics

Leadership, Support, Service to WUSTL
Promote and support WUSTL investigators
- Sponsors, funding, grant applications
- Conduct of world-class research
- Sharing results through publication and commercialization for public use & benefit

Elements
- Operations
- Policy
- Compliance
- Strategy
- Research Development
- Ethics/Integrity/Education
- Internal constituencies
- External constituencies

http://research.wustl.edu
Vice Chancellor for Research

- Senior research official of WUSTL
- Officer of the University
- Institutional Official for human research protection program
- Institutional Official for animal research program
- Responsible for University-wide research operations and support infrastructure: research administration systems; technology transfer; research ethics, education and compliance; conflict of interest

- Organizational units
  - Office of Sponsored Research Services
  - Research Ethics and Compliance Office
  - Research Education & Information Office
  - Human Research Quality Assurance
  - Strategic Application Support Service
  - Research Innovation and Entrepreneurship
  - Office of Technology Management
  - Division of Comparative Medicine
  - Animal Studies Committee

- Policies: Authorship, Research Integrity, COI, IP

Washington University in St. Louis

- Life sciences focused major research university
- Excellence in research & education
- Community of scholars, integrated across 7 schools and 2 academic (5 total) campuses
- Highly collaborative environment

Schools:
- Arts & Sciences (College of A&S, Graduate School of A&S)
- Sam Fox School of Design & Visual Arts
- School of Engineering & Applied Science
- George Warren Brown School of Social Work
- School of Medicine
- School of Law
- Olin Business School

<table>
<thead>
<tr>
<th>Total Employees</th>
<th>Faculty</th>
<th>Staff</th>
<th>Total Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,975</td>
<td>3,395</td>
<td>10,580</td>
<td>14,070</td>
</tr>
<tr>
<td>6,315 Undergraduate</td>
<td>5,655 Graduate</td>
<td>2,100 Part-time</td>
<td></td>
</tr>
</tbody>
</table>
### Research Funding by Sponsor Type

**Research Award Dollars ($ 000's)**

<table>
<thead>
<tr>
<th>Sponsor Type</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIH</td>
<td>3,470</td>
<td>1,798</td>
<td>14,986</td>
<td>1,623</td>
<td>2,416</td>
</tr>
<tr>
<td>NSF</td>
<td>41,278</td>
<td>42,924</td>
<td>46,993</td>
<td>33,482</td>
<td>40,578</td>
</tr>
<tr>
<td>Other Fed</td>
<td>23,480</td>
<td>24,010</td>
<td>28,624</td>
<td>23,284</td>
<td>23,220</td>
</tr>
<tr>
<td>Other Gov't</td>
<td>471,753</td>
<td>483,915</td>
<td>596,130</td>
<td>545,158</td>
<td>536,444</td>
</tr>
<tr>
<td>Industry</td>
<td>8,370</td>
<td>14,735</td>
<td>19,555</td>
<td>14,099</td>
<td>17,750</td>
</tr>
<tr>
<td>Non-Profit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>548,351</td>
<td>567,383</td>
<td>706,288</td>
<td>617,646</td>
<td>620,408</td>
</tr>
</tbody>
</table>

**FY12**

- NIH: 65%
- NSF: 2%
- Other Fed: 6%
- Other Gov't: 4%
- Industry: 2%
- Non-Profit: 21%

### FY12 Research Activity Including ARRA

**Award Dollars (000’s) by School**

<table>
<thead>
<tr>
<th>School</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration &amp; Other Schools</td>
<td>3,470</td>
<td>1,798</td>
<td>14,986</td>
<td>1,623</td>
<td>2,416</td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>41,278</td>
<td>42,924</td>
<td>46,993</td>
<td>33,482</td>
<td>40,578</td>
</tr>
<tr>
<td>Engineering</td>
<td>23,480</td>
<td>24,010</td>
<td>28,624</td>
<td>23,284</td>
<td>23,220</td>
</tr>
<tr>
<td>Medicine</td>
<td>471,753</td>
<td>483,915</td>
<td>596,130</td>
<td>545,158</td>
<td>536,444</td>
</tr>
<tr>
<td>Social Work</td>
<td>8,370</td>
<td>14,735</td>
<td>19,555</td>
<td>14,099</td>
<td>17,750</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>548,351</td>
<td>567,383</td>
<td>706,288</td>
<td>617,646</td>
<td>620,408</td>
</tr>
</tbody>
</table>

Table 2 A
## Market Share

**Percent of NIH Dollars Awarded to Peer Medical Schools**

**FY 2004 to 2012**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subtotal Preclinical</strong></td>
<td>57,829</td>
<td>1,637</td>
<td>866</td>
<td>5,968</td>
<td>71,649</td>
<td>66,300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal Clinical</strong></td>
<td>251,691</td>
<td>17,559</td>
<td>12,028</td>
<td>92,873</td>
<td>402,733</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Breadth of WUSM Research

**Award Dollars by Department and Sponsor Type FY11 & FY12 (000s)**

<table>
<thead>
<tr>
<th>Department</th>
<th>FY12 (0000)</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government</strong></td>
<td><strong>Private</strong></td>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td><strong>Private</strong></td>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Anatomy &amp; Neurobiology</strong></td>
<td>$77,792</td>
<td>$100</td>
<td>(34)</td>
</tr>
<tr>
<td><strong>Biochemistry &amp; Molecular Biophysics</strong></td>
<td>5,378</td>
<td>88</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Cell Biology &amp; Physiology</strong></td>
<td>8,897</td>
<td>68</td>
<td>-</td>
</tr>
<tr>
<td><strong>Developmental Biology</strong></td>
<td>7,047</td>
<td>-</td>
<td>588</td>
</tr>
<tr>
<td><strong>Genetics</strong></td>
<td>9,450</td>
<td>1,045</td>
<td>283</td>
</tr>
<tr>
<td><strong>Molecular Microbiology</strong></td>
<td>9,265</td>
<td>336</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal Preclinical</strong></td>
<td>57,829</td>
<td>1,637</td>
<td>866</td>
</tr>
<tr>
<td><strong>Anesthesiology</strong></td>
<td>7,538</td>
<td>23</td>
<td>173</td>
</tr>
<tr>
<td><strong>Internal Medicine</strong></td>
<td>88,756</td>
<td>4,215</td>
<td>2,624</td>
</tr>
<tr>
<td><strong>Neurological Surgery</strong></td>
<td>902</td>
<td>25</td>
<td>160</td>
</tr>
<tr>
<td><strong>Neurology</strong></td>
<td>21,239</td>
<td>998</td>
<td>1,313</td>
</tr>
<tr>
<td><strong>Obstetrics &amp; Gynecology</strong></td>
<td>2,702</td>
<td>371</td>
<td>-</td>
</tr>
<tr>
<td><strong>Ophthalmology &amp; Visual Sciences</strong></td>
<td>9,958</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Orthopaedic Surgery</strong></td>
<td>4,882</td>
<td>17</td>
<td>260</td>
</tr>
<tr>
<td><strong>Otolaryngology</strong></td>
<td>6,602</td>
<td>164</td>
<td>-</td>
</tr>
<tr>
<td><strong>Pathology &amp; Immunology</strong></td>
<td>30,950</td>
<td>985</td>
<td>1,628</td>
</tr>
<tr>
<td><strong>Pediatrics</strong></td>
<td>16,468</td>
<td>4,103</td>
<td>271</td>
</tr>
<tr>
<td><strong>Podiatry</strong></td>
<td>27,325</td>
<td>3,930</td>
<td>655</td>
</tr>
<tr>
<td><strong>Radiation Oncology</strong></td>
<td>5,374</td>
<td>334</td>
<td>374</td>
</tr>
<tr>
<td><strong>Radiology (1)</strong></td>
<td>17,760</td>
<td>1,256</td>
<td>3,717</td>
</tr>
<tr>
<td><strong>Surgery</strong></td>
<td>11,235</td>
<td>1,139</td>
<td>1,572</td>
</tr>
<tr>
<td><strong>Subtotal Clinical</strong></td>
<td>251,691</td>
<td>17,559</td>
<td>12,028</td>
</tr>
</tbody>
</table>
Breadth of WUSM Research (contd.)
Award Dollars by Department and Sponsor Type FY11 & FY12 (000s)

<table>
<thead>
<tr>
<th>Departments</th>
<th>FY12 ($000)</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Government</td>
<td>Private</td>
</tr>
<tr>
<td></td>
<td>Federal</td>
<td>Other Gov’t</td>
</tr>
<tr>
<td>Administration (2)</td>
<td>177</td>
<td>-</td>
</tr>
<tr>
<td>Biology/Biomedical Sciences</td>
<td>4,944</td>
<td>-</td>
</tr>
<tr>
<td>Biostatistics</td>
<td>4,365</td>
<td>289</td>
</tr>
<tr>
<td>Center for Clinical Studies</td>
<td>-</td>
<td>22</td>
</tr>
<tr>
<td>Center for Health Behavior Research</td>
<td>1,105</td>
<td>178</td>
</tr>
<tr>
<td>Center for Study of Health Policy</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>401</td>
<td>137</td>
</tr>
<tr>
<td>The Genome Institute</td>
<td>60,209</td>
<td>1,327</td>
</tr>
<tr>
<td>Medical Library</td>
<td>15</td>
<td>174</td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td>1,354</td>
<td>344</td>
</tr>
<tr>
<td>Physical Therapy</td>
<td>1,820</td>
<td>-</td>
</tr>
<tr>
<td>Program in Auditory &amp; Community</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Siteman Cancer Center</td>
<td>4,425</td>
<td>-</td>
</tr>
<tr>
<td>Tissue Culture Support Center</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Subtotal Other Admin/Academic</td>
<td>78,811</td>
<td>2,471</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$ 388,336</td>
<td>$21,666</td>
</tr>
</tbody>
</table>

(1) Radiology includes Research Imaging Facilities
(2) Administration includes Medical Education, Medical School Administration, and Student Support Services

Areas of Emphasis
School of Medicine: Plan for Excellence
10-year Strategic Plan, 2008; Updated August 2012

Multidisciplinary Disease Areas
- Cancer
- Cardiovascular, Diabetes and Obesity
- Neurosciences, Brain Disorders and Mental Health
- Women’s and Children’s Health
- Microbes, Infections and Immunity

Transformational Research Initiatives
- “Big Data”: Driving Discovery with Information
- Bringing Discovery to Prevention and Cure
- Developmental and Regenerative Biology
- Genomic Medicine and Molecular Phenotyping
- Imaging: Molecules to Man
- Therapeutics and Diagnostics Development
School of Medicine: Markers of Quality

- 17 Nobel Laureates associated with School of Medicine
- Lasker Prize Winner
- 12 Faculty Members in NAS, 23 in IOM
- 96 with Career Development Awards from NIH
- 13 Faculty Members with MERIT STATUS
- 4 Howard Hughes Medical Institute Investigators
**OVCR: RESEARCH ADMINISTRATION ORGANIZATIONAL SUMMARY**

Denise McCartney  
Associate Vice Chancellor for Research Administration  
747.6253  
CSRB-NT 4th Floor

Christa Johnson  
Assistant Vice Chancellor for Research Services  
935.5825  
Green Building

Nick Mangnall  
Technology Coordinator  
935.5431  
West Campus

OPEN Export Control  
935.7551  
Skinker Building

Mickey Clarke  
Manager Human Research Quality Assurance Program  
633.7453  
22 N. Euclid

Blake Fuhler  
Manager Research Education & Information  
747.2941  
22 N. Euclid

Jeneane Braden  
Manager Research Ethics & Compliance Office  
747.4152  
22 N. Euclid

Last updated 8.10.2012
Facilities & Administrative Costs  
(a.k.a. Indirect or Overhead)

- Definition: Costs incurred for common or joint objectives which cannot be specifically identified with a particular project
- Applied as a percentage of direct costs
- NIH: Reimbursement (52% mt=on-campus research). WUSTL rates set by WUSTL negotiation with NIH, are standard for NIH grants, and are public information
- Foundations: Up-front charge. Rates often set by the foundation, may/may not be negotiated by WUSTL by school, WUSTL rate may/may not be public information
- Industry: Up-front charge. Rates set by WUSTL by school, WUSTL rate is not public information
- THM: Indirects are Complicated!
- THM: For Non-NIH grants, it is best for faculty to NOT discuss Indirect rates with sponsors. Leave this to OSRS!! Please!!!
Facilities & Administrative Costs

What do F&A dollars pay for?

Facilities
- Heat, Light & A/C
- Building maintenance
- Building depreciation
- Interest on building loans/bonds
- Equipment depreciation
- Library

Administrative
- Presidents, VP's and Dean's Offices
- Human Resources
- Payroll, Purchasing, etc
- Research Administration & Accounting
- Department Administration
- IRB, regulatory

How is F&A calculated?

<table>
<thead>
<tr>
<th>Administrative</th>
<th>NIH Negotiated Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td></td>
</tr>
<tr>
<td>Departmental Administration</td>
<td>26.0% (cap)</td>
</tr>
<tr>
<td>Sponsored Administration</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>52.0%</td>
</tr>
<tr>
<td>Depreciation - Buildings &amp; Improv.</td>
<td>6.5</td>
</tr>
<tr>
<td>Depreciation - Moveable Equip.</td>
<td>2.9</td>
</tr>
<tr>
<td>Interest</td>
<td>1.4</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>13.6</td>
</tr>
<tr>
<td>Library</td>
<td>1.6</td>
</tr>
</tbody>
</table>

How is F&A calculated?

Administrative
- General Administration
- Departmental Administration
- Sponsored Administration

Facilities
- Depreciation - Buildings & Improv.
- Depreciation - Moveable Equip.
- Interest
- Operations & Maintenance
- Library

In billions of constant FY 2013 dollars

FY 2013 and FY 2014 figures are latest estimates.
1976-1994 figures are NSF data on obligations in the Federal Funds survey.
© 2013 AAAS

http://www.aaas.org/spp/rd/presentations/aasrdd20130807.ppt
Federal Funds for Life Sciences as Percent of GDP

Resources for research funding

- Internal awards/seed funding
- Internal competitions
- Private funding resources
- Corporate and foundation relations
- Customized funding searches

http://research.wustl.edu/PGC/Funding/Pages/Funding.aspx
University Research Strategic Alliance (URSA)

Focus: New groups of investigators from different disciplines working together on new research or in new ways

1. New and Collaborative Investigative Team: ≥2 Co-PIs (full-time faculty) who have not previously worked together (co-authored any publications or joint funding)
2. Novel Research or Approach
3. Sustainability: Potential for future external funding
4. Disciplinary diversity and representation from various schools or discipline-disparate departments

URSA 2014 Research Teams

• Dennis Barbour MD PhD (Biomed. Engineering) & Nancy Tye-Murray PhD (Otolaryngology): Novel tool for improving auditory training in large populations
• Pirooz Eghtesady MD PhD (Surgery) & Kilian Weinberger PhD (Computer Science): Machine learning of best practice patterns in pediatric cardiac surgery: a proof of concept study
• Josh Jackson PhD (Psychology) & Charlie Kurth PhD (Philosophy): Reason, emotion, and the good life
• Anne Drewry MD (Anesthesiology) & Yixin Chen PhD (Computer Science): Temperature patterns to predict sepsis in adult intensive care unit patients
• Sharon Morley MD PhD (Pediatrics) & Guy Genin PhD (Mechanical Engineering & Materials Science): Traction force microscopy to probe the molecular regulation of innate immunity
• Yan Mei Wang PhD (Physics) & Susan Dutcher PhD (Genetics): Genetics and single-molecule imaging to dissect flagellar signaling pathways
Academic-Industry Collaborations

- Each party comes to a potential collaboration with different expectations, organizational cultures, motivations, and experiences
- Differences in academic vs industry missions and environments must be navigated to establish a successful relationship

Core academic mission:
- Education, creation and dissemination of knowledge, outreach

Core industry mission:
- Create value for investors, provide useful goods and services, expand the state of the art in a product or service
- Successful external collaborations must provide compelling benefits and return on investment in exchange for funding

For the PI who is new to collaborations with industry partners.
- Lays the foundation for productive institutional-industrial collaboration by providing an overview of differing organizational environments and by discussing issues unique to such research collaborations

For the industrial PI who is new to collaborating with academic institutions.
- Lays the foundation for productive institutional-industrial collaboration by providing an overview of differing organizational environments and by discussing issues unique to such research collaborations

http://sites.nationalacademies.org/PGA/uidp/PGA_055253
Resources for research conduct

Research News is an opt-in listserv to keep the WUSTL research community informed about current topics and issues related to research administration, management, and compliance.

Innovation, intellectual property, commercialization and entrepreneurship at Washington University

Traditional Knowledge Path

WUSTL I & E cultural expansion

Knowledge & Entrepreneurship Path

Office of the Vice Chancellor for
RESEARCH
There is a role for academia in commercializable innovation and creating intellectual property.

Such activity is compatible with the traditional (WUSTL) academic mission.

**Innovation, intellectual property, commercialization and entrepreneurship at Washington University**

**WUSTL RESEARCH INNOVATION & ENTREPRENEURSHIP**

*Fundamental expansion of WUSTL academic & research culture*

**From** a culture of:
- predominantly federal research funding
- primary valued output ("exit strategy") for new knowledge is publication in high quality research journals

**To** a culture of Innovation and Entrepreneurship:
- Multiple & diverse sources of highly valued research funding
- Multiple valued, non-exclusive outputs ("exit strategies") for new knowledge, including IP property creation, protection and commercialization, in addition to publication in high quality research journals
Office of Technology Management- FY2013

OTM Mission
To promote the public utilization of University innovations created by faculty and employees through the formation and management of commercial partnerships

I & E Mission
Discovery
Innovation/Maturation
IP: create, protect, license
Capital: Translational, seed, venture
Commercialization
Entrepreneurship

MTA Manager
MTA Administrator
Patent Manager
Assistant
Accountant
Accounting Assistant
Database Administrator

IP Licensing Business Dev.
Finance & Data
MTAs, CDAs and Patents

http://research.wustl.edu/Offices_Committees/OTM/Pages/OTM.aspx
WUSTL IP Commercialization Success

- Total revenue received by WU over 15 yrs is $113M:
  - School share = $53M
  - PI share = $49M
  - OTM share = $7M
  - Other 3rd Parties = $4M
- 14 PIs have generated > $1.0M revenue
- Dr. Jack Ladenson’s (WUSM) IP has generated >$50M
- Ladenson chosen as inaugural recipient (2010) of WUSTL Chancellor’s Award for Innovation and Entrepreneurship
- Faculty start-ups – 13 in four (4) years
Bear Cub Program

- Supports translational-commercialization research/development
- Designed to improve commercial licensing opportunities for start-ups and/or investment potential – “value creation”
- Proof-of-concept studies and prototypes are increasingly required by established companies to provide additional confidence that a technology will fit in an applied setting
- Started 2008, 7 funding rounds completed, 130 proposals from 90 PIs, 31 grants awarded, $1.3M awarded to date (2013)
- Application process changed for 2013. “Pitch” vs grant. Applications judged by OTM business development team and external reviewers (VC, industry, pharma, incubators)
- 5 startups to date, multiple technologies licensed

Bear Cub Fund Projects – FY2013

<table>
<thead>
<tr>
<th>PI</th>
<th>Project</th>
<th>Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Beebe</td>
<td>Methods to prevent posterior vitreous detachment</td>
<td>$30,000</td>
</tr>
<tr>
<td>Joseph Gaut</td>
<td>Biomarkers for the early detection of kidney injury</td>
<td>$45,000</td>
</tr>
<tr>
<td>Jung-Tsung Shen</td>
<td>Extraordinary enhancement of optical nonlinearity and ultrafast operations in sub-wavelength plasmonic structures</td>
<td>$44,000</td>
</tr>
<tr>
<td>Michael Hughes</td>
<td>Real-time entropy imaging for diverse applications of high sensitivity, low noise feature detection</td>
<td>$40,000</td>
</tr>
<tr>
<td>Eric Leuthardt</td>
<td>The light speed flow monitor – a novel nanotechnology solution for the detecting flow rate in the body</td>
<td>$45,000</td>
</tr>
</tbody>
</table>

http://research.wustl.edu/Offices_Committees/OTM/faculty/Pages/TranslationalResearch.aspx
Faculty Expectations

- Each individual conducting research must uphold the highest standards of ethical and professional conduct
- Tools and services to help meet that expectation:
  - Policies and Procedures
  - Education Programs and Communication Tools
  - Grant and Contract Services
  - Compliance Oversight

Research Integrity & Scientific Misconduct

- Policy for Authorship on Scientific and Scholarly Publications
  http://www.wustl.edu/policies/authorship.html

- Research Integrity Policy

- Responsible Conduct of Research at WUSTL
- Program for the Ethical and Responsible Conduct of Science and Scholarship (PERCSS)

http://research.wustl.edu/COMPLIANCEAREAS/RCR/Pages/default.aspx
http://research.wustl.edu/Resources/PERCSS/Pages/PERCSS.aspx
Reporting Concerns: Who do I talk to?

Several ways to report concerns:
– choose one that works for you

- Talk to PI … if you are comfortable; it could be a misunderstanding
- Talk to Division or Department head… if you are comfortable
- Research Compliance Office: Denise McCartney (747-6253)
- VCR: Evan Kharasch (362-7010)
- University Compliance Office
  - Anonymous help line: 362-4998
  - Web

Research Gateway

- One stop for all research resources
- Common Sign-on
Faculty Compliance Profile

An interactive web-based questionnaire designed to identify the various compliance and educational activities you need to complete.

http://complianceprofile.wustl.edu/
Tools & Services to Help You

Identify Potential Sponsors
- Find external and internal funding sources: http://research.wustl.edu/PGC/Pages/IdentifyingFunding.aspx
- Funding Coordinator: langton@wustl.edu
- Private Funding Sources: http://privatefundingsources.wustl.edu
- Internal Competitions: http://internalcompetitions.wustl.edu

Award and Contract Negotiation and Management
- Office of Sponsored Research Services
- Other Compliance Office
  (see contact info in Research Compliance Guide)
- Center for Clinical Studies (Industry sponsored clinical trials)

Tools & Services to Help You

Research Project Management
- Sponsored Projects Accounting
- PI’s Quick Reference Guide for Financial Management of Sponsored Funds
- Center for Clinical Studies, CARS
- SASS

Project Closeout Management
- Sponsored Project Accounting
- Office of Technology Management

ALL research support offices are available to help you.