Harvard
Faculty of Arts and Sciences
Research Administration Services

2015 ANNUAL REPORT

CONTENTS

LETTER FROM THE ASSOCIATE DEAN

Patrick Fitzgerald
ASSOCIATE DEAN FOR RESEARCH ADMINISTRATION

Dear Colleagues,

I am very pleased to share with you the Research Administration Services (RAS) Annual report for fiscal year 2015. The RAS mission is to support the research and scholarly activities of FAS faculty, in collaboration with research and administrative staff. Our talented and highly motivated team provides services encompassing all aspects of research administration. Our goal is to deliver excellent service that is responsive to the needs of FAS faculty.

I am very proud of the long list of RAS accomplishments this past year, which we highlight in this report. The RAS team contributed to a number of important initiatives and improvements, many of which involved collaborations with administrators in FAS and across the university. I am especially grateful to the "RAS Council," our dedicated FAS departmental administrator colleagues who partnered with RAS staff on many of our successes this past year. RAS also embarked on a renewed relationship with the Paulson School of Engineering and Applied Science (SEAS) this year, which will result in integrated research administration services for our two schools. This partnership—between RAS and the SEAS Research Administration Office (RAO)—was initiated by the Executive Dean of SEAS, Tim Bowman, and the FAS Dean for Administration and Finance, Leslie Kirwan. And, our own Pamela Baker-Webber earned the position of Senior Director of the RAO (appointed September 1, 2015) after serving as interim Director from March through August.

I would like to acknowledge Dean Michael Smith and Dean Leslie Kirwan for their continued support of RAS. Their advocacy for our work and their commitment to provide the necessary resources enable our staff to provide excellent service to the faculty and staff of the Faculty of Arts and Sciences.

I hope you find this summary informative and useful. Fiscal Year 2015 was a productive and exciting year for RAS. We look forward to continued service to our faculty and staff and to furthering our partnerships across the FAS and the Paulson School, other Schools, and the University.

Sincerely,

Patrick Fitzgerald,
Associate Dean for Research Administration

Research Administration Services supports the research and scholarly activities of FAS faculty in collaboration with researchers and administrative staff
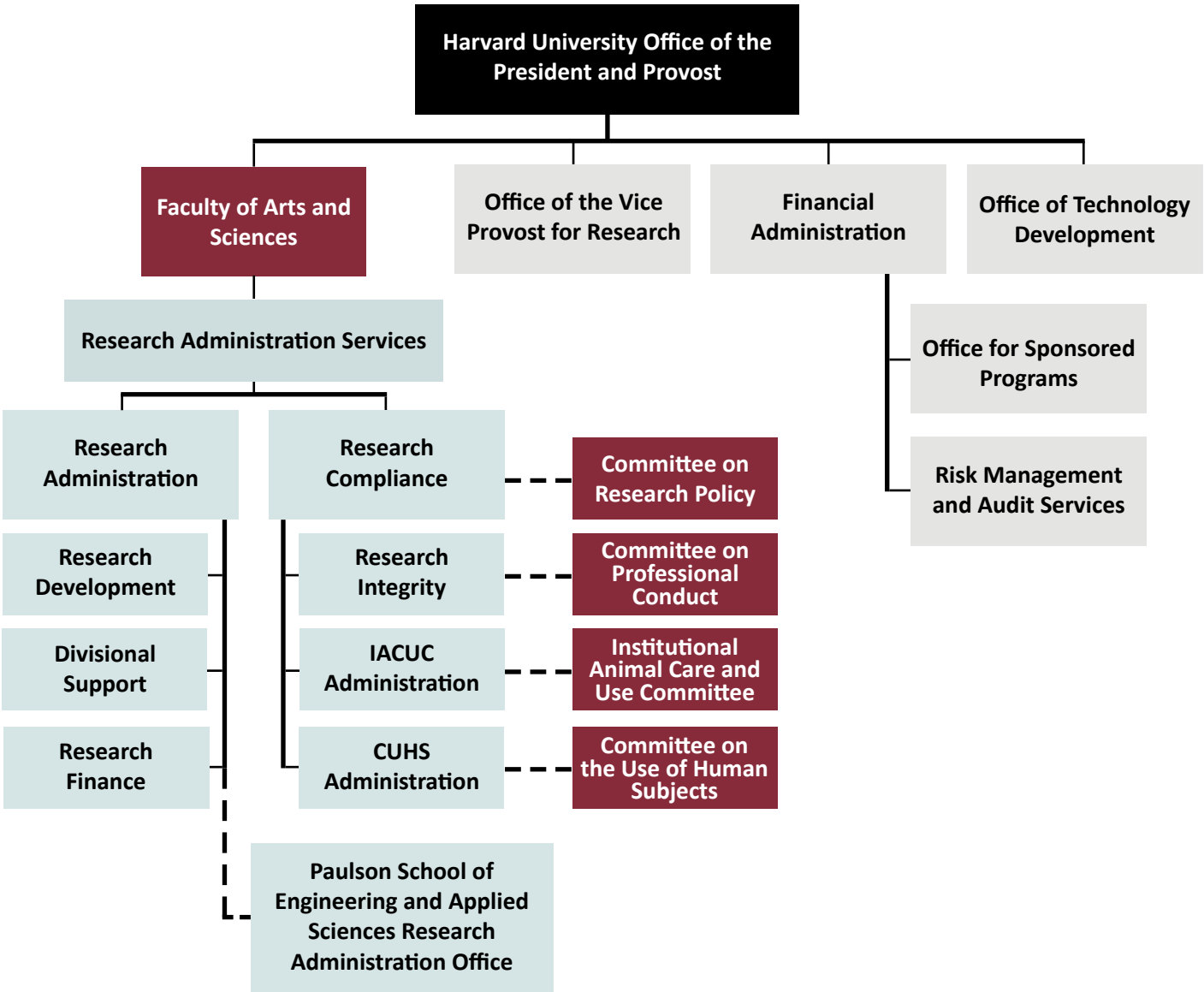
Red: The FAS Dean's Office, Dean of Administration and Finance, and Faculty Committees govern RAS
Gray: RAS partners with Harvard central offices

NOTE: this chart does not represent all RAS reporting relationships

RESEARCH ADMINISTRATION SERVICES

Established in 2007, Research Administration Services (RAS) joined administrators from both the Office of Finance and the Science Center under one Associate Dean, reporting directly to the FAS Dean of Administration and Finance.

RAS prioritizes customer service and strives to deliver efficient and valuable support to both faculty and administrators of the FAS. The team supports research across all disciplines, from the pursuit and management of sponsored funds to consultation on important animal and human subject guidelines for research. The team collaborates with departments, schools, and central offices with the ultimate goal of enabling researchers to do what they do best: perform exceptional, groundbreaking research.

RAS Functional Areas

Divisional Support prepares grant applications, reviews proposals to ensure adherence to FAS and Sponsor guidelines, provides post-award services as needed, and manages the FAS Temporary Research Administration Consulting (FASTRAC) program.

Research Development identifies and disseminates funding opportunities and provides grantsmanship advice and proposal development support to faculty who are seeking sponsored funding.

Research Finance supports departments, labs, and centers to manage sponsored funds and maintain fiscal responsibility.

Research Compliance advises researchers in the areas of research integrity, conflicts of interest, and export controls in conjunction with the faculty Committees on Research Policy and Professional Conduct.

Institutional Animal Care and Use Committee (IACUC) Administration supports the faculty-led IACUC, helping researchers to follow myriad regulations designed to foster humane use and care of animals in research.

Committee on the Use of Human Subjects (CUHS) Administration supports the faculty-led Institutional Review Board (IRB) for the University-Area, ensuring adherence to the basic ethical principles of human subjects research.

OUR MAJOR ACCOMPLISHMENTS, FY15

Each RAS functional area contributed to a remarkable year for Research Administration Services. The below accomplishments represent just a sampling of our successes from FY15.

Support for SEAS Research Administration Office
During a time of formative assessment and transition, RAS provided—and continues to provide—interim leadership to the John A. Paulson School of Engineering and Applied Science's Research Administration Office (RAO). RAS consulted with and supported RAO staff to facilitate this change without sacrificing service to both faculty and administrators in the FAS and SEAS.

Policy and Procedure Initiatives
RAS aims to simplify, streamline, and clarify policies and their implementation. This year, the Department influenced positive changes in this area, including: a revised faculty supplemental salary policy, effective as of July 1, 2015; a new pilot program to direct charge faculty academic year salary; and a proposed policy for assessments on gifts and sponsored projects.

In addition, RAS implemented new Federal regulations ("Uniform Guidance") and supported both faculty and administrators to understand and adhere to the guidelines. RAS also led the effort to extend the university-area indirect cost rate. As a result, the government approved a four-year agreement to maintain the current rate. RAS also led an initiative to update the FAS "space survey", negotiated a new agreement for the reimbursement of Institutional Review Board (IRB) costs from University-area schools to the FAS, and streamlined the onboarding process for new animal users to access facilities. This last initiative reduced lead times—from application to access to the lab—from two to three weeks to just a few days. And lastly, RAS implemented a policy change that reduced annual IACUC protocol renewals by 80%.

Audit Support
RAS staff managed three external program audits, involving Inspector Generals from two Federal agencies—Health and Human Services and the National Endowment for the Humanities—and Germany's Max Planck Institute. RAS support proved critical in minimizing audit findings.

New Electronic System
RAS designed, developed and tested a new electronic tool (SPECTRA) to distribute faculty supplemental salary.

Major Staff Change
RAS recruited a new Director of IRB Administration, Shannon Sewards, who joined RAS in January 2015 after serving as the Associate Director for Operations, Biomedical, Human Subjects Division, at the University of Washington.

RESEARCH ADMINISTRATION SERVICES
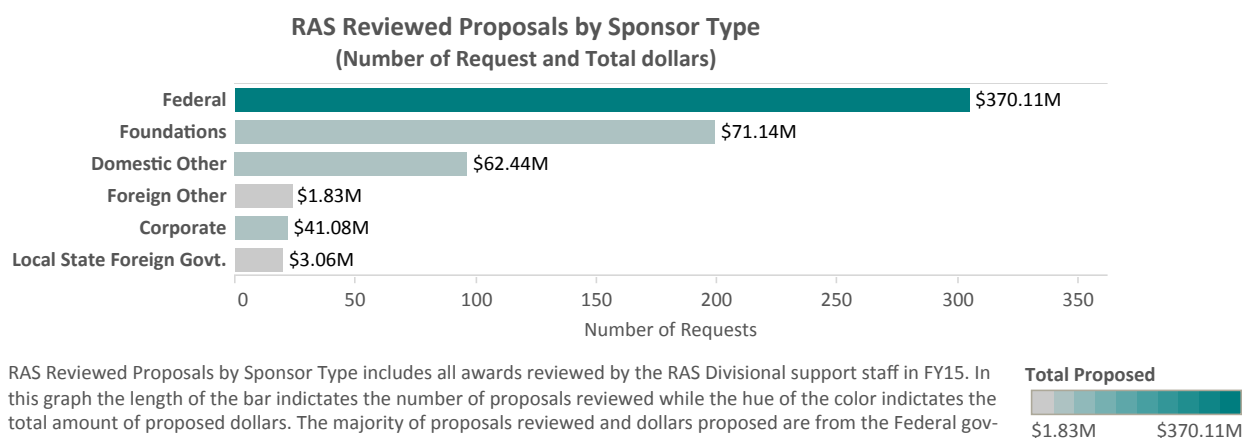## INDIVIDUAL FUNCTIONAL AREA REPORTS

Fiscal Year 2015

DIVISIONAL SUPPORT

Divisional Support (DS) sponsored research staff support faculty and administrators across all three FAS divisions. For the Arts and Humanities and Social Science Divisions, two dedicated team members provide comprehensive pre- and post-award research administration support. In addition, the FAS Temporary Research Administration Consulting (FASTRAC) team offers project-based consulting services and pivotal support to departments and centers with short term staffing vacancies.

The DS team works with divisional and departmental leadership to provide sponsored research support from the preparation and review of non-disciplinary proposal components to the review and approval of proposal submissions. The team works to both enhance proposal competitiveness and ensure compliance with sponsor and University guidelines and policies, as well as award terms and conditions.

To provide clear and timely information to both faculty and administrators, DS staff analyze and interpret sponsor requirements, monitor sponsored awards for financial compliance, offer ad hoc advice to department, division, and FAS leadership. Staff also provide metrics to help said leaders in the Social Sciences make complex decisions on staffing and capacity issues and appoint appropriate academic staff to sponsored awards. Lastly, DS staff liaise between departments and central offices to help manage complex audit and reporting issues, including departmental cost sharing commitments.

RAS Reviewed Proposals by Sponsor Type
(Number of Request and Total dollars)

Sponsor Type	Value
Federal	$370.11M
Foundations	$71.14M
Domestic Other	$62.44M
Foreign Other	$1.83M
Corporate	$41.08M
Local State Foreign Govt.	$3.06M

Number of Requests

RAS Reviewed Proposals by Sponsor Type includes all awards reviewed by the RAS Divisional support staff in FY15. In this graph the length of the bar indictates the number of proposals reviewed while the hue of the color indictates the total amount of proposed dollars. The majority of proposals reviewed and dollars proposed are from the Federal government.

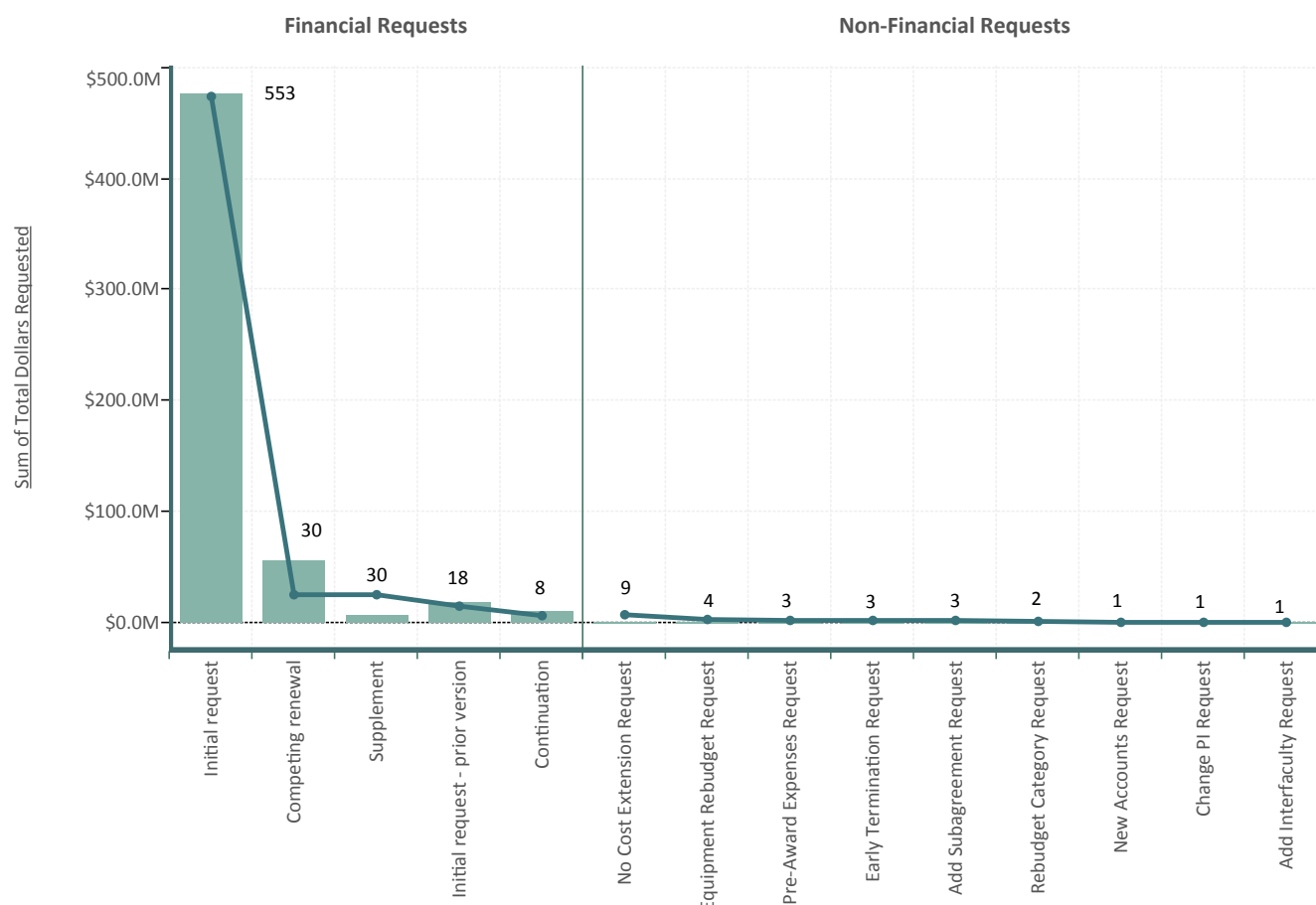**Total Proposed**

$1.83M $370.11M

FY15 Accomplishments | Divisional Support

Over the past year, the Divisional Support team provided interim leadership to the John A. Paulson School of Engineering and Applied Science's Research Administration Office during a time of formative assessment and transition. In addition, the group repopulated the FASTRAC team and galvanized support for a university-wide financial dashboard (the "PI Dashboard"), an intuitive tool developed by SEAS and HASPH that shows the current status of both sponsored and non-sponsored funding for faculty members.

DS staff also collaborated with cross-university teams to support a GMAS application upgrade intended to improve both content and accessibility for all users. And, the team contributed to a revised curriculum for the Research Excellence in Administration at Harvard (REACH) Foundations course. This hands-on Research Administration course continues to receive high enrollment and positive student reviews.

Lastly, the team supported a center to manage a complex award that was, subsequently, selected for audit. The audit was passed without findings.

No. Of RAS Reviewed Requests by Type

This graph displays the number of requests that RAS Divisional Support staff reviewed as well as the total proposed dollar amounts for the Financial requests.

Research Development

The Research Development (RD) team provides resources and support to all FAS faculty seeking funding and developing proposals for projects including, but not limited to: single investigator awards, prestigious fellowships and early career awards, exhibits, sabbaticals, book projects, travel to archives, and complex multi-investigator awards, such as large-scale center grants.

The RD team provides support including, but not limited to: customized funding searches, individual consultations, targeted funding opportunity dissemination, coordination of internal competitions, development of non-disciplinary proposal components (e.g., broader impacts plans, management plans, etc.) and other tools to support proposal submission. The team also creates and maintains new resources, such as our sample proposal library, and organizes sponsor visits and faculty-run workshops to connect senior and junior faculty across the divisions and Schools.

In the Arts and Humanities and Social Science divisions, we partner with Samantha Schwartz and Amanda Ellenwood from the Divisional Support team, to provide streamlined, holistic support from grant selection through proposal submission. Likewise, in the Science Division, we partner with department research administrators to, again, offer comprehensive assistance to navigate and manage proposal development and submission.

A SAMPLE OF SUCCESSFUL PROPOSALS SUBMITTED WITH RD SUPPORT, FY15

Alán Aspuru-Guzik, Professor of Chemistry and Chemical Biology, and
Mikhail Lukin, Professor of Physics
National Security Science and Engineering Faculty Fellows (NSSEFF), up to $3M for up to 5 years

Emily Balskus, Assistant Professor of Chemistry and Chemical Biology
National Science Foundation (NSF) Faculty Early Career award (CAREER), $650,000

Michael M. Desai, Thomas D. Cabot Associate Professor of Organismic and Evolutionary Biology
Simons Investigator Award in Mathematical Modeling of Living Systems, $660,000

Jeffrey Hamburger, Kuno Francke Professor of German Art and Culture
National Endowment for the Humanities (NEH), Museums, Libraries, and Cultural Organizations
Implementation Grant, $400,000

Kang-Kuen Ni, Assistant Professor of Chemistry and Chemical Biology
Beckman Young Investigator Award, $750,000

Amanda Pallais, Associate Professor of Economics and Social Studies
National Science Foundation (NSF) Faculty Early Career award (CAREER), $450,850

Daniel Smail, Professor of History
American Council of Learned Societies Digital Innovation Fellowship, $85,000

Leah Somerville, Assistant Professor of Psychology
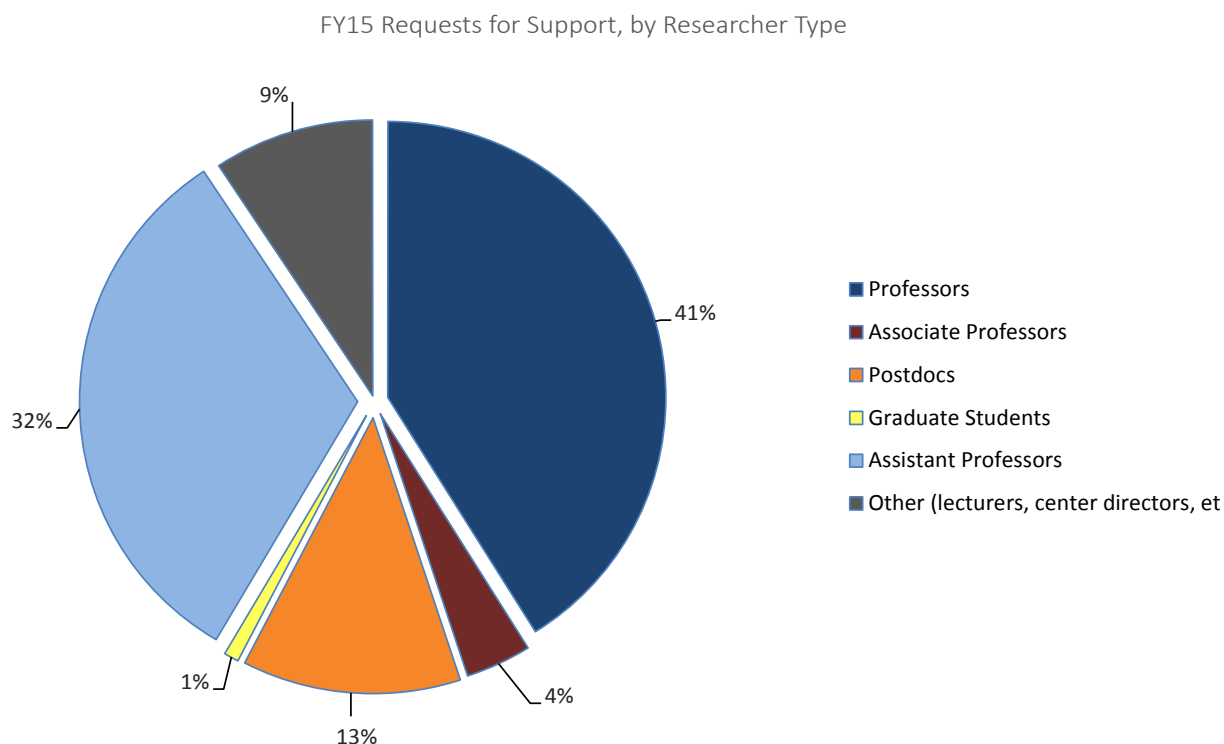National Science Foundation (NSF) Faculty Early Career award (CAREER), $750,000

RD supported the submission of 114 grant submissions in FY15; above, we highlight a sample of those proposals that successfully received funding

FY15 Accomplishments | Research Development

In FY15, the RD team received 410 requests for support—from both faculty and administrators—an increase of 29% over FY14. The RD team supported 114 grant submissions, with requests totaling over $86M. We disseminated 277 funding announcements and coordinated 20 Limited Submission competitions.

New Faculty Institute & Support

In FY15, the RD team was invited to talk with new faculty about research development services at the New Faculty Institute (August, 2014). During the fall of 2014, we also scheduled individual meetings and met one-on-one with twenty new faculty members to answer questions and offer advice and support. These important meetings culminated in customized funding searches, strategic support and requests for additional support throughout the year.

FY15 Requests for Support, by Researcher Type

- Professors
- Associate Professors
- Postdocs
- Graduate Students
- Assistant Professors
- Other (lecturers, center directors, et

In FY15, 41% of requests for RD support came from tenured faculty members, 32% from assistant professors, and 4% from associate professors.

New or Improved Resources, Procedures and Systems | Research Development

New System for Internal Competitions

In FY15, the RD team consulted with the Office of the Vice Provost for Research (OVPR) to implement a new, improved system (Harvard University Funding Portal, HUFP) to manage Limited Submission Opportunities. The team collaborated with the OVPR to vet and select a vendor and ensure the system clarifies and streamlines the process for our faculty. In FY16, we hope to integrate internal funding competitions into this system.

New Resources for Postdoctoral Scholars

To support postdoctoral scholars who, in turn, provide essential support to our faculty, we developed a suite of resources to help this demographic find and apply for funding. These resources include a new introductory course—open to postdocs from all schools—and a suite of new postdoc-specific resources on the RAS website. Surveyed postdocs provided strong, positive feedback.

New Funding Newsletters

Finally, in response to requests from faculty and administrators for efficient dissemination of funding announcements in specific areas, the team established three monthly electronic newsletters: Arts, Humanities and Humanistic Social Sciences, Big Data, and Social Sciences. RD staff also established a BRAIN Initiative listserv to disseminate relevant funding announcements to members of the Center for Brain Science and the Mind, Brain, and Behavior Initiative. Harvard affiliates can choose to subscribe or unsubscribe to these newsletters at any time.

Research Finance

In collaboration with faculty, researchers, department administrators, the Office for Sponsored Programs, federal agencies and central administration, The Research Finance team provides guidance and assistance to ensure financial compliance and reporting of sponsored funds. The team specializes in Post Award policies and procedures relating to cost-sharing, cost transfers, effort reporting, service centers, sub-recipient monitoring, award closeout and spending sponsored funds. The team also provides audit support, for the annual A-133 audit, and federal / non-federal sponsored audits. In addition, we assist in the development of the University-Area Facilities and Administrative (F&A) cost rate.

FY15 Accomplishments | Research Finance

Monthly Reporting SSMR (Sponsored Management and Monitoring Reports)

The Research Finance team provides extensive reporting services to our departments, labs and centers through a series of grants management monitoring reports. This suite of reports provides departments with information on potential high risk areas associated with overspent or underspent accounts, unreconciled accounts, stipends on federal awards and invalid code combinations. We are currently developing additional reports to continue to better serve our departments.

FAS Sponsored Financial Model for Budgeting

Research Finance developed a sponsored financial model to assist with the FAS budgeting process for both the annual projections and the multi-year plan. The FAS Office of Finance submits these to central administration. The model pulls from multiple data sources to facilitate the budgeting process and improve the accuracy of projections.
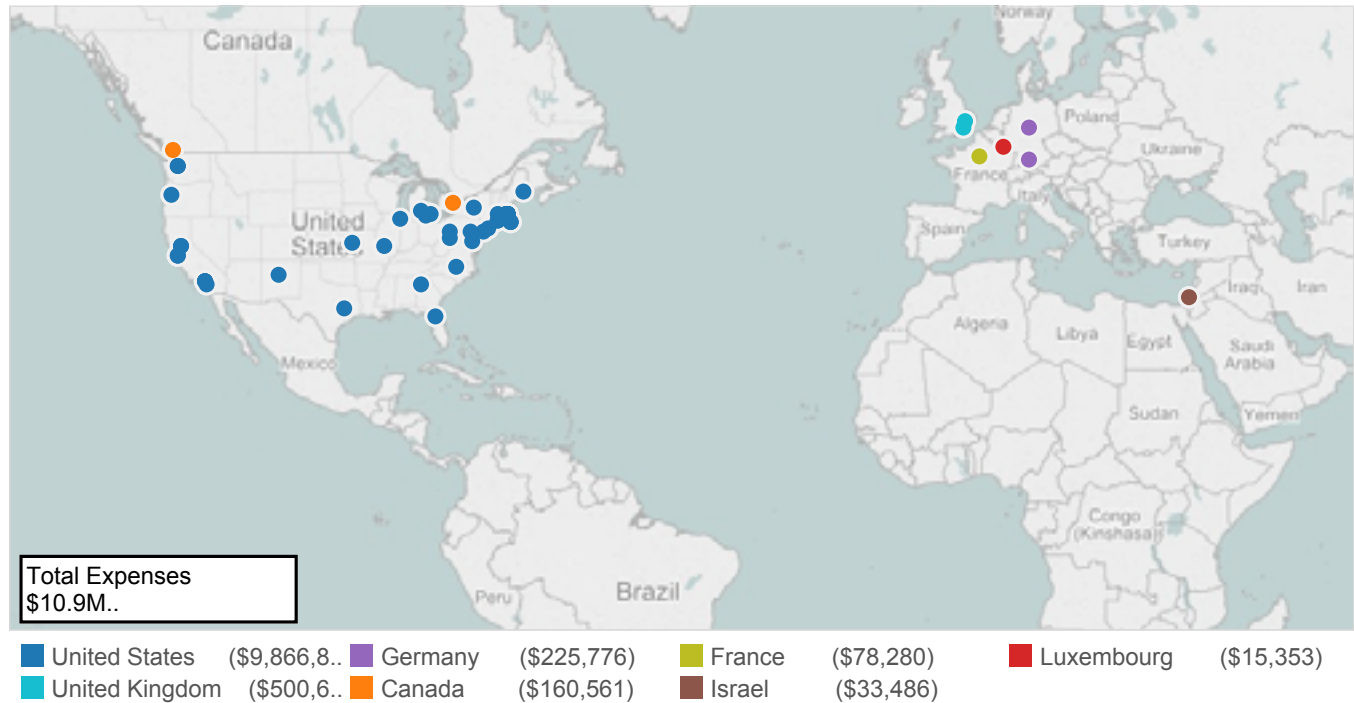
Indirect Cost Rate (IDC) & Space Survey

The Research Finance team assists in the development of the University-Area indirect cost (IDC) rate, also known as the Facilities and Administrative (F&A) cost rate. Although the University area received a "one time" four-year extension from the Cost Allocation Services of the Department of Health of Human Services (CAS-DHHS) this year, our team completed a "space survey" to functionalize each square foot of space at FAS and SEAS. Central offices use this space survey data to calculate rate proposals for other Harvard Schools as well as for the University's financial footnote reporting.

Revised FAS Supplemental Salary Policy and Creation of New Supplemental Salary System

In partnership with departments, the FAS Office of Finance, the Office for Faculty Affairs, the Dean of FAS, and OSP, our team revised the FAS faculty supplemental salary policy. The prior process was complicated, administratively burdensome, and prone to error. Our revised effort policy (effective July 1st, 2015) simplifies and standardizes monthly supplemental salary payments. Now, supplemental salary will be paid evenly over twelve months of the fiscal year, consistent with the nine-month academic year salary. And, faculty will meet the federal government's requirement to confirm effort devoted to sponsored projects through the annual salary certification process.

FY15 Subrecipient Expenses by Country

Total Expenses
$10.9M..

| United States | ($9,866,8.. | Germany | ($225,776) | France | ($78,280) | Luxembourg | ($15,353) |
| United Kingdom | ($500,6.. | Canada | ($160,561) | Israel | ($33,486) | | |

77 subrecipients totaling $10.9m expended in FY15

A133 Audit

Our team also successfully managed the annual A-133 Audit process. The team provided necessary resources to help departments obtain, review and submit appropriate supporting documentation to PricewaterhouseCoopers (PwC). Each year, PwC selects an average of five federal awards (from the FAS) to perform an in-depth review of compliance requirements including, but not limited to: procurement, effort, cost transfers, service centers, COI, IACUC and IRB.

Additional Audit Support

In FY15, Research Finance managed three unexpected external program audits, involving Inspector Generals from two Federal agencies—Health and Human Services and the National Endowment for the Humanities—and Germany's Max Planck Institute. The team supported our departments to: gather information, prepare and submit appropriate supporting documentation and explanations, and communicate with the auditor and OSP. The team's support proved critical in minimizing audit findings.

New or Improved Resources, Policies, Procedures and Systems | Research Finance

Revised Cost Transfer Policy
In the fall of 2014, the Office of Sponsored Programs rolled out a new Cost Transfer Policy. RAS consulted on this revision, which focused on reducing the administrative burden on departments and keeping FAS compliant with federal regulations. These changes led to a significant reduction in the number of both under and over 90-day Cost Transfers.

Sponsored Expenditure Guidelines
In response to requests from departments for additional guidance and clarification on spending on sponsored awards, RAS helped revise the University-wide sponsored expenditure guidelines. This document offers guidance on allowability of charges to both federal and non-federal awards. In the event that PIs and/or department or research administration staff question the treatment of specific costs, an escalation committee offers guidance and resolution.

FY15 Sponsored Direct Expenses by Category (>$150K)
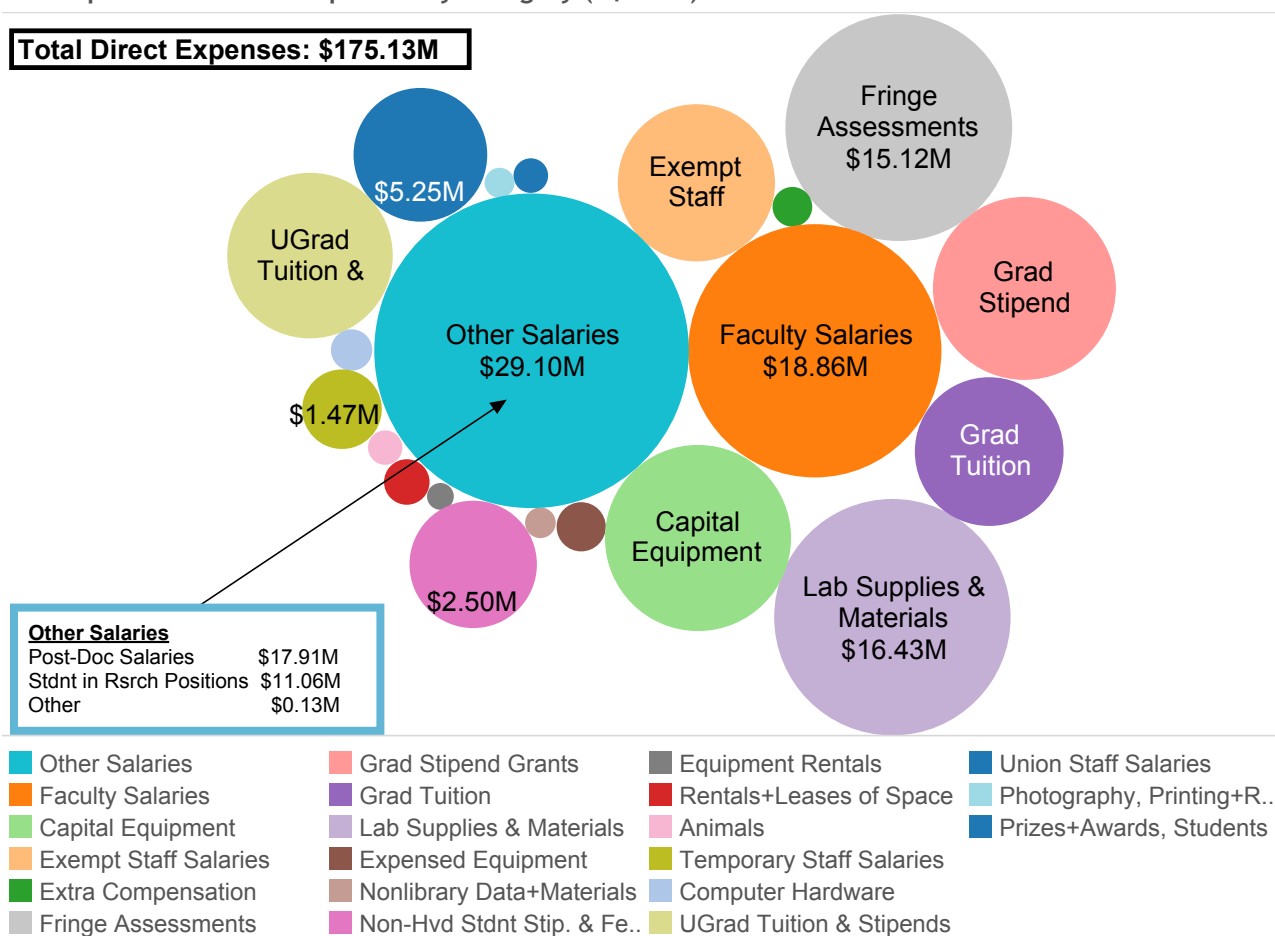
175.13M in sponsored expenditures in FAS,

Committee on the Use of Human Subjects Institutional Review Board

The guiding ethical principles of the Institutional Review Board (IRB)—embodied in the "Belmont Report": Ethical Principles and Guidelines for the Protection of Human Subjects of Research (The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, April 18, 1979)—are respect for persons, beneficence and justice.

Harvard University policy and federal regulations require that all faculty, staff, and student research involving human subjects receive IRB review and approval. Our review board for Harvard University-Area researchers is the Committee on the Use of Human Subjects (CUHS) and our purpose is to weigh risks and benefits of participation in research and to protect the rights and welfare of the research participants. Our CUHS staff provides support to an independent IRB committee including affiliated faculty and staff as well as non-affiliated community members. CUHS staff review human subjects research for all university area schools in Cambridge and Allston.

FY15 Accomplishments | CUHS

Building Relationships

Working toward a more transparent approach
The IRB review process is not easy to navigate, especially to a nascent researcher. This year, we continued our office drop-in hours to answer questions, offer advice and guidance, and help individuals through the IRB review process.

We also began work on our website to improve accessibility and value of the information presented. We now offer a brief and clear document on how to create and submit an application to the IRB. We intend to create and post even more guidance in the upcoming year.

Uncovering Pain Points
Through discussions within the office as well as with researchers and faculty, we uncovered areas in need of improvement. The simple question "What is and what is not working for you?" elicited answers that will help guide our move toward greater transparency. We are listening.

Building Partners in Research Working
As our team connects with the vast research enterprise, we consult with our colleagues on items that extend beyond the purview of the IRB. For example, issues of institutional reputation, data use agreements, and information security present opportunities for important cross-university collaboration.

Working towards more consistent and harmonized Harvard University IRBs
During the past year, the CUHS office frequently collaborated with the Longwood-Area IRB to compare and contrast processes, policies, and practices. This relationship enables a harmonized approach to IRB review at Harvard.

Improved Polices, Procedures and Systems | CUHS

ESTR Product Path Alignment

Our Electronic Submission Tracking and Reporting (ESTR) system for the Harvard Institutional Review Boards (IRBs) aids in the submission and regulatory review of all human subjects research applications at Harvard. In addition, the tool enables the team to store information, manage review workflow, and generate audit and business analysis reports. Our ESTR Product Path Project aims to revise previous system customizations and update ESTR to the current version of Click® IRB. And, we will continue to upgrade the system on a regular basis.

During the past year, designated CUHS staff and key stakeholders met on a regular basis to review revisions to ESTR and determine policy and process changes. Most recently, this group reviewed all correspondence documents used in the system in order to ensure consistency and adherence to current policy.

Key Activities to Improve Operations

Looking ahead, as a first step to seek re-accreditation, the CUHS will review all current standard operating policies and procedures (SOPs) and explore models of SOP organization used by comparable institutions. We will also revisit office practices, discuss consistency in the review process, and strengthen our internal processes.

Operational Metrics | CUHS

CUHS Turnaround Times, by Type of Review (FY15)
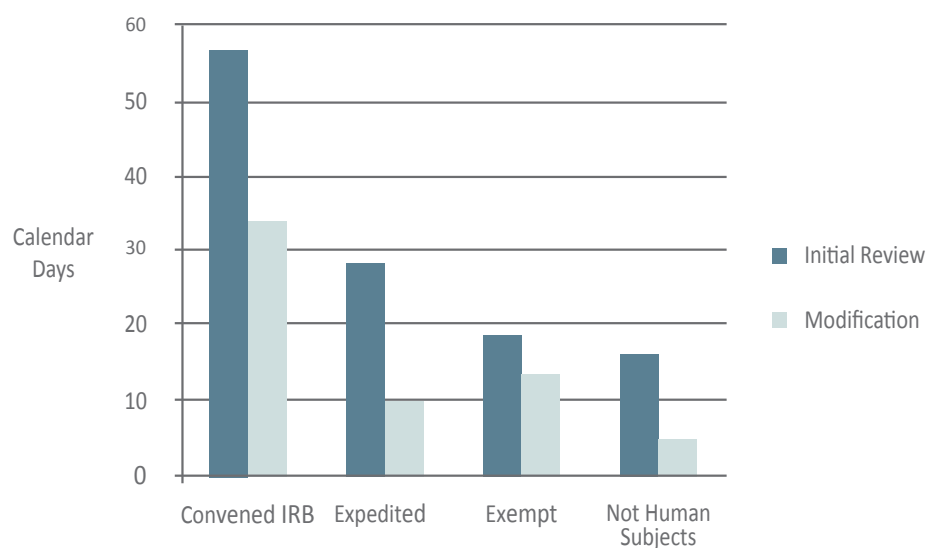
Despite a large influx of submissions, the CUHS team maintained strong turn-around times. The above represents a researcher's initial submission through receipt of study approval or determination notice. The majority of incoming submissions receive expedited review and, therefore, our average turnaround for an expedited initial review is 27.7 days, whereas the average for modifications is only 9.4 days.

Type of Submission	Number
Initial application review, by convened IRB	23
Initial application review, by expedited procedure	481
Initial applicatdion that received an "exempt"	455
Initial application that received a "not human subjects" determination	481

CUHS Staff reviewed a remarkable total of 1,440 initial submissions

Research Compliance

The Research Compliance team provides independent oversight of FAS research compliance programs, activities, and processes. We develop trainings and policies, as well as provide oversight and monitoring to assist members of the FAS community to conduct responsible research. Our team supports this goal by ensuring regulatory compliance in the key areas of Conflicts of Interest, Research Integrity, Export Controls, and the Responsible Conduct of Research.

Conflict of Interest

All faculty members and those with teaching appointments (with a few exceptions) as well as any Investigator on a National Science Foundation (NSF), Public Health Service (PHS), or sponsor who follows PHS conflict of interest regulations (PHS+) must submit an annual financial disclosure. In FY15, 1,296 participants and 552 Investigators were required to report based on University and Sponsor policies. Approximately 17% of financial disclosures result in a "needs review" status, which may include a significant financial interest, a fiduciary or management role, or receipt of royalties on intellectual property. Most of the disclosures result in "no conflict". However, the FAS has three active management plans in place that relate to sponsored funding.

Research Integrity

The Research Integrity Officer works with the Committee on Professional Conduct, a FAS faculty-led group, to reply to all allegations of research misconduct in the FAS. The FAS receives 22 to 28 allegations of research misconduct in a given year. Of these, 4 to 5 cases move to the inquiry phase and subsequently 1 to 2 go to a full investigation. A full investigation can take from six weeks to six months but on rare occasions up to two years, depending on the complexity of the case.

Export Controls

The FAS is responsible for ensuring that all faculty and departments are in full compliance with all export control regulations as issued by the federal government. Under various regulations instituted between 2013 and 2014, the FAS investigated and approved a total of one hundred and fifteen applications for H1B1 visas and seventy two material transfer agreements. In addition, we analyzed twenty one proposals and research agreements to ensure proposed export control language was acceptable to the FAS. Finally, we provided guidance to faculty to determine what specific export regulations applied and, where necessary, provided assistance to acquire licenses from the appropriate regulatory agency.
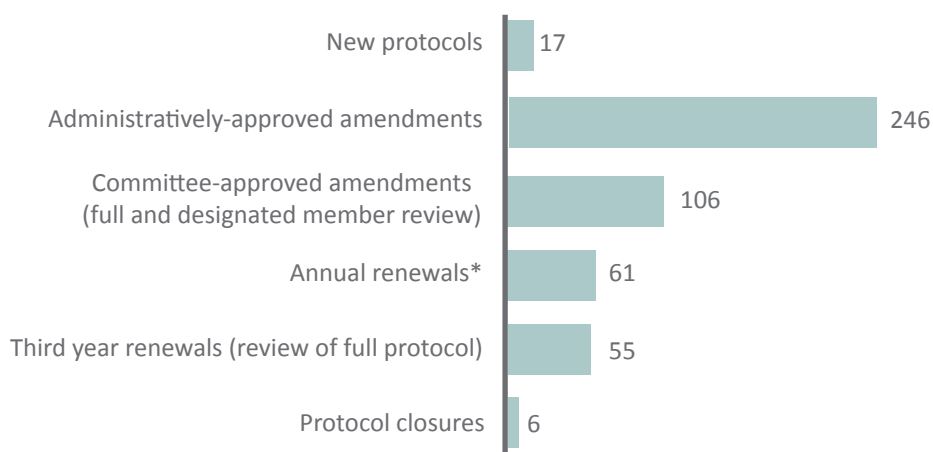
Institutional Animal Care and Use Committee

The Institutional Animal Care and Use Committee (IACUC) administrative staff serve both the FAS and SEAS in areas including, but not limited to: support of IACUC functions as promulgated by federal, state, and local animal care and use rules and regulations; oversight and application of the occupational health program for personnel working with or near animals, research personnel training program for the use of animals, and noncompliance tracking and corrective measure program; vetting of sponsored research projects against approved IACUC protocols and confirmation of IACUC approval to funding agencies; maintenance of institutional assurance, accreditation, registration, and license documents for the use of vertebrate species; and annual reporting to federal and city agencies.

FY15 Accomplishments | IACUC

In FY15, the IACUC team maintained 100% compliance for those researchers and animal care staff who are required to be re-assessed on a triennial and annual basis in the occupational health program. The IACUC held ten full committee meetings, appointed and trained four new committee members (one community member, two scientists, and one non-scientist), and had no instances of non-compliance or animal welfare instances requiring reporing to the NIH Office of Laboratory Animal Welfare or the United States Department of Agriculture. In addition, the City of Cambridge annual inspection (Oct 2014) reported no findings.

In an effort to reduce administrative burden for researchers, the IACUC and Office of Animal Resources (OAR) teams streamlined the onboarding process for new animal users to access facilities reducing lead times from 2-3 weeks to a few days, reduced the required number of annual protocol renewals by nearly 80% by alleviating self-imposed regulations, hosted eProtocol system focus groups to consider streamlined and more efficient form changes, implemented standardized procedure language for protocol use within system, and expanded the scope of protocol administrative approval authority by adopting new NIH Office of Laboratory Animal Welfare Veterinary Verification and Consultation (VVC) process to eliminate the required full IACUC involvement.

Protocol Applications Processed, FY15

Category	Count
New protocols	17
Administratively-approved amendments	246
Committee-approved amendments (full and designated member review)	106
Annual renewals*	61
Third year renewals (review of full protocol)	55
Protocol closures	6

annual renewal requirement removed mid-FY15 for non-USDA and non-DoD-funded protocols

FY15 IACUC Trainings and Courses

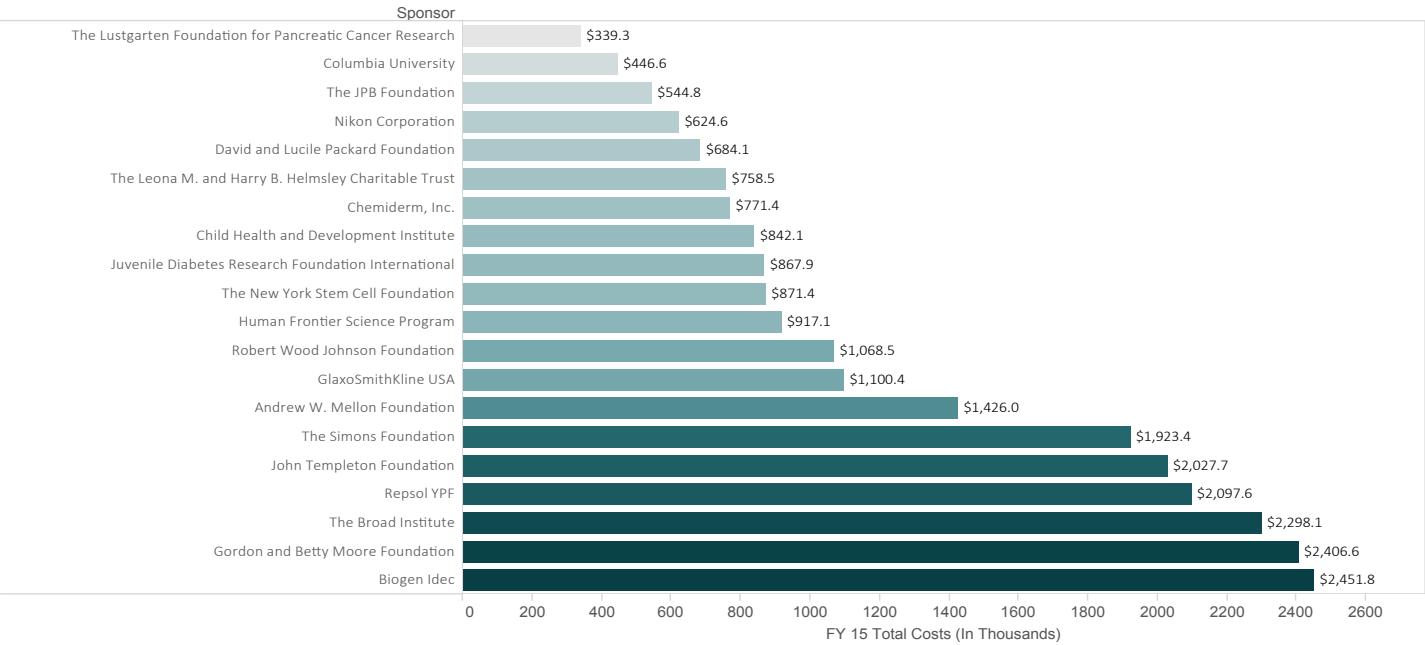| Type of Course	Number
eAnimal Ordering brownbag sessions	3
Protocol writing sessions	2
Humane Care and Use of animal courses held for students	2
Animal Use overview sessions for SCRB courses (SCRB 162, 175, DRB Bootcamp)	3
Individual lab training	1
OAR New Researcher Orientations (IACUC Section)	23
Responsible Conduct of Research IACUC Sessions	2
SCRB Lab Manager Meetings (IACUC Updates)	2
eProtocol editor trainings*	4
Facilities inspection training for OAR staff	1
Custom American Association for Laboratory Animal Science online module	1

*Live eProtocol editor trainings were converted to an online format during FY15

## FAS by the Numbers

FAS FY15 Proposals by Number and Amount*

Number

Amount

*Includes initial requests, competing renewals, supplement requests, and continuations for the FAS and SCRB
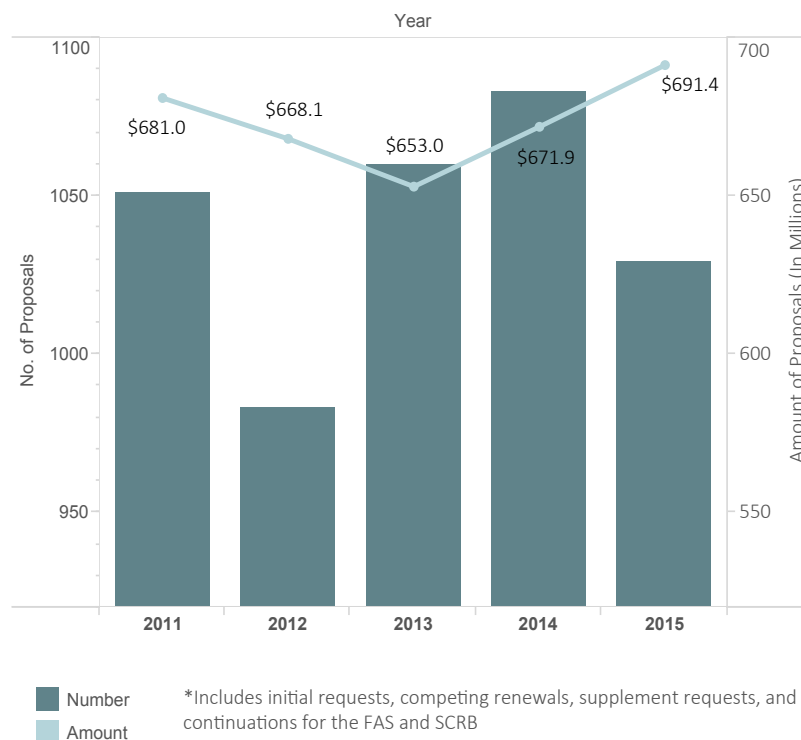
FY15 FAS Top Non-Federal Sponsors (in Thousands)

Sponsor

Sponsor	FY 15 Total Costs (In Thousands)
The Lustgarten Foundation for Pancreatic Cancer Research	$339.3
Columbia University	$446.6
The JPB Foundation	$544.8
Nikon Corporation	$624.6
David and Lucile Packard Foundation	$684.1
The Leona M. and Harry B. Helmsley Charitable Trust	$758.5
Chemiderm, Inc.	$771.4
Child Health and Development Institute	$842.1
Juvenile Diabetes Research Foundation International	$867.9
The New York Stem Cell Foundation	$871.4
Human Frontier Science Program	$917.1
Robert Wood Johnson Foundation	$1,068.5
GlaxoSmithKline USA	$1,100.4
Andrew W. Mellon Foundation	$1,426.0
The Simons Foundation	$1,923.4
John Templeton Foundation	$2,027.7
Repsol YPF	$2,097.6
The Broad Institute	$2,298.1
Gordon and Betty Moore Foundation	$2,406.6
Biogen Idec	$2,451.8

Total Proposed
339 ▬▬▬▬ 2,452

In FY15, FAS and SCRB received a total of $48.4 million in non-federal research funding. The graph above, displayed in thousands to reflect precise figures, lists the top 20 organizations which accounted for over 51% of non-federal research funding, at $24.5 million.

FY15 FAS Federal Expenditures by Major Agencies

NIH
$59.6M

NSF
$29.0M

DOD
$15.2M

Department of Energy
$11.1M

NASA
$6.4M

Other
Federal
Sponsors
$3.4M
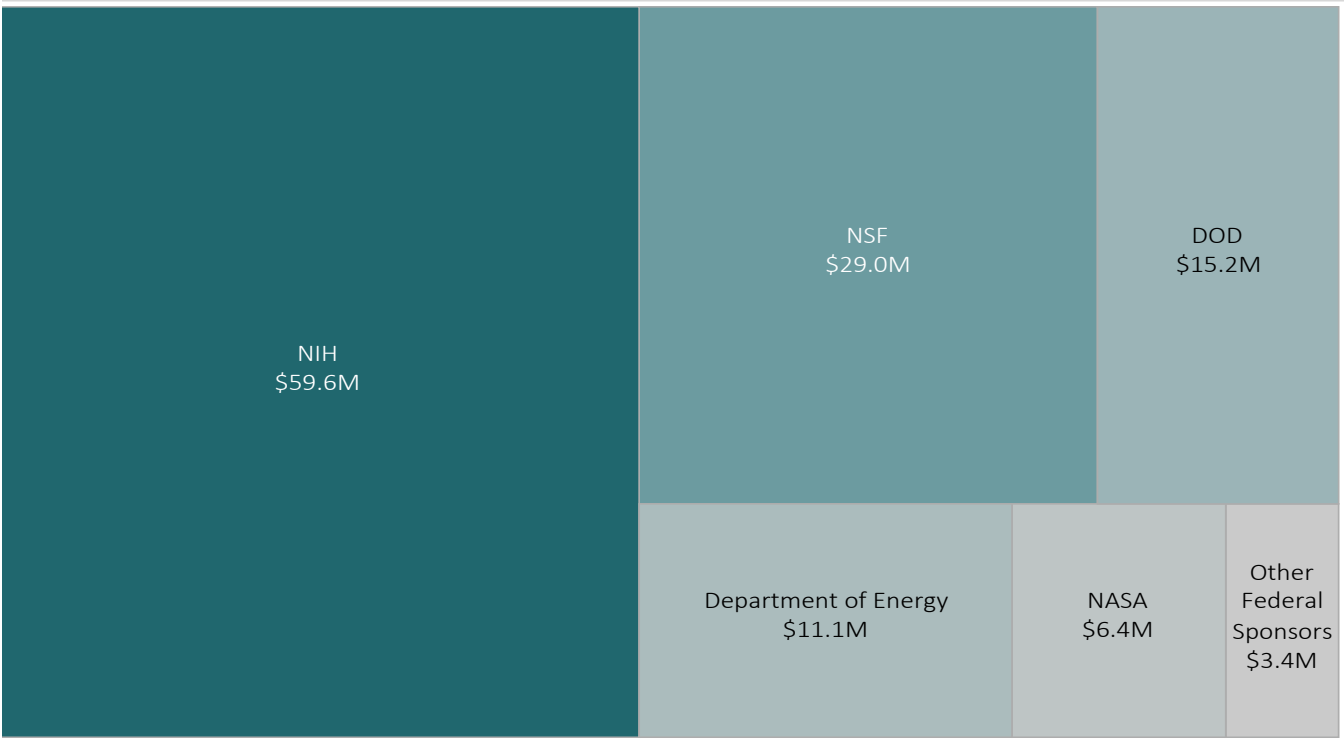
Total Proposed
$3.4M ▬▬▬▬ $59.6M

This treemap represents the FY15 federal expenditures for FAS and SCRB. The "Other Federal Sponsors" variable comprises of agencies including, but not limited to, Department of State, Department of the Interior, Department of Agriculture, Department of Commerce, Departmnent of Education, EPA, Smithsonian, and the Agency for International Development.

RESEARCH ADMINISTRATION SERVICES
EDUCATION & OUTREACH

Fiscal Year 2015

Councils and Forums

RAS Council

In FY15, the Council—a sponsored research leadership group with representation from departments across the FAS—discussed system updates, including GMAS 2.0 and the new Supplemental Salary tool SPECTRA, as well as policies and procedures. The Council provides valuable perspective on current—and possible future—sponsored research practices.

RAS Coffee Club

To share best practices across both pre- and post-award, the RAS Coffee Club hosts sponsored specialists from across the FAS in an informal, discussion-based forum. This year, the group discussed new closeout procedures, consulted with OSP Grants and Contracts Officers, and analyzed the revised Sponsored Expenditure Guidelines.

RAS Fridays

During the academic calendar year, RAS organizes and hosts a forum for research administrators from across the University. RAS Fridays offers guest presentations, an opportunity for discussion of issues and best practices, and important updates on sponsor guidelines, policies, and University procedures. These popular forums will continue, on the third Friday of each month in the Academic Year.

Courses, Classes & Trainings

Research Excellence in Administration Certificate at Harvard (REACH)

In collaboration with OSP, the RAS Pre- and Post-Award teams help lead and facilitate the REACH program, an interactive and skill-building certificate program designed for Harvard research administrators and other personnel who manage sponsored funds. As in previous years, the RAS team both designed curriculum and taught classes; and, this year, the Divisional Support team co-chaired the REACH Foundations coordinating committee.

Responsible Conduct of Research (RCR)

In FY15, RAS sponsored two RCR classes, which attracted a diverse group of FAS and Harvard-affiliated researchers. RAS handed out over 145 certificates of completion. RCR offers "best practices" for managing ethical and responsible conduct of research. It also provides excellent professional advice to those who wish to pursue a career in research.

CUHS Student Training

In FY15, the CUHS team performed 8 training sessions for 137 students. Through their weekly drop-in sessions, the CUHS assisted over 120 individuals. CUHS was also active in providing various presentation to many Schools, research teams, as well as other RAS programs.

Sponsor Visits and Workshops

Sponsor Campus Visits

This year, the RD team organized two external sponsor visits. The **National Science Foundation**'s Krastan Blagoev (Program Director, Physics of Living Systems) led a Harvard Physics Research Scholar Retreat. And, the **Japan Society for the Promotion of Science** presented to faculty, postdoctoral scholars, and graduate students representing all three divisions.

Workshops

The RD team hosted Mike Cronan from Academic Research Funding Strategies for an interactive presentation on strategic proposal development; sponsored research administrators attended from across the FAS.

In addition, the team designed and taught a new course for postdoctoral scholars—Grantseeking 101: A Beginner's Guide to External Funding for Postdoctoral Scholars. More than 100 postdocs registered.

RAS staff also contributed—as facilitators and presenters—to this year's Institutional Risk Management Symposium.

Lastly, in collaboration with the Harvard Libraries, the team participated in the **Harvard Purdue Data Management Symposium**. Susan Gomes led a panel on "External Drivers, Funders and Publishers."

Outreach

RAS believes that FAS community involvement—through forums, focus groups, committees, etc.—enables more efficient, tailored support and services from each of our diverse functional areas.

In FY15, our **Research Finance** team engaged labs, centers, and departments in policy and guideline revisions, our **Committee on the Use of Human Subjects** team offered 36 drop-in sessions to cater to researchers of all levels, our **Research Development** team met one-on-one with 20 new faculty members to answer questions and offer direct advice and support, and our **Institutional Animal Care and Use Committee** team offered three brown bag sessions, two courses on writing protocols, two for students on the Humane Care and Use of Animals, three overview sessions for SCRB courses, one individual lab training, twenty-three Office of Animal Resources New Researcher Orientations, two RCR sessions, two SCRB Lab Manager meetings, four eProtocol editor trainings, one facilities inspection training, and one custom American Association for Laboratory Animal Science online module.

For a list of RAS staff, please visit our website.