University of Memphis Research Council
Meeting Minutes
Friday October 21st
8:30 – 10:00 a.m.
Hybrid Meeting – Virtual and in person @ FedEx Institute Methodist Presentation Theater

Members in Attendance - J. Dhaliwal, Genae Strong, Debbie Moncrieff, Cody Havard, Huigang Liang, Donal Harris, Tom Sutter, Laura Casey, Santosh Kumar, Brian Waldron, Ali Fatemi, Amanda Rockinson, Beverly Jacobick, Brandt Pence, Chuck Langston, Chrysanthe Preza, Chunrong Jia, Kim Oller, Dipankar Dasgupta, Duane McKenna, Gary Emmert, Hai Trieu, Hongmei Zhang, Jeremy Orosz, Jermaine Johnson, Jessica Jennings, Kathrine Lambert-Pennington, Mehdi Amini, Max Paquette, Reza Banai, Satish Kedia, Mihalis Golias, Kurt Kraiger, Keri Brondo, Rebecca Howard, Laura Casey, Donal Harris, Alistaie Windsor, Amy Curry, Omar Skalli, Meghan McDevitt-Murphy, Amanda Young, Leanne Lefler, Jim Whelan, Kalidas Jana, Alice Fu, Brian Evans, Stephanie Thompson, Cody Behles, Phillip Ayonkunle

Division Staff in Attendance - S. Thompson, C. Behles, B. Evans, Beverly Jacobik, Hai Trieu

Other Faculty / Staff in Attendance - Amy Dejongh Curry, Jim Whelan, Mary Ann Dawson

Minutes Being Taken for this Meeting – Brian Evans, Alice Fu

Meeting Called to Order at 8:30 A.M. Consideration of Minutes from April 7th 2022
- Genea Strong moved to strike Anita Boykins from the list of attendees and replace it with her name. Amendment implemented.
- Motion to approve by Jasbir Dhaliwal – unanimously approved by the council
- Welcome to New Members: Keri Brondo, Leanne Lefler, Laura Casey, Kurt Kraiger, Jeremy Orosz, Amanda Young, Amber Jennings, Deborah Moncrieff, Alistair Windsor, Rebecca Howard, Donal Harris, Huigang Liang

1) **Update from Executive Vice President for Research and Innovation (Jasbir Dhaliwal)**
   a) FY22 Research Report - Link will be provided in a link on the Research & Innovation Website. This is the 3rd such annual report that has been provided. The research report presents data to show progress of the University in terms of research and promotes transparency across campus by acknowledging and motivating faculty and department funding success.
   b) Now that we have achieved Carnegie R1 status, where do we go? Going forward, we need to acknowledge that we have had this success despite being on a shoestring budget with very limited resources.
      i) Goal for this year: strengthen research infrastructure. The focus is on investing in our infrastructure including the IRB, animal care, and core facilities.
         (1) In conjunction with President Hardgrave, highest priority to the state this year is to attain more than $30 million from the state to improve and modernize research space on campus. We want to get the state to fund a $50 Million endowment that we will sustain

and utilize to bring in matching funding through donations. Goal is to have $100 Million in 3 years for research purposes that will always be there as an indefinitely perpetuating source of funding. We will use this to fund not only research funding infrastructure, but also bring in more talented faculty to start new research engines.

c) More faculty are becoming involved and bringing in more award money
   i) This last year we had ~40 faculty who brought in >$500,000 in research funding.
   ii) Diversified the number of faculty who are funding themselves.
   iii) 40 new PIs last year.

2) **Divisional Reports**
   a) **Office of Sponsored Programs (OSP) Update (Director of OSP, Stephanie Thompson)**
      i) Hope to be fully staffed by December 1st.
      ii) Federal Updates:
         (1) UofM has received 1st funding from NEA
         (2) NSF has transferred from Fastlane to research.gov
         (3) NIH – anyone that is key personnel on a proposal must have an eRA commons ID
      iii) Internal OSP Procedures
         (1) Request to faculty: please have the proposals ready to be submitted no later than 5 days before the deadline. This will help ensure a comprehensive review and successful submission.
         (2) We know that there is a significant issue with timeliness in award setup. Actively working towards getting awards setup within 5-7 days of the Notice of Award.
      iv) Office of Post Award Management (OPAM): One Stop Shop for Award Management
         (1) Located in Admin 317
         (2) Two research analysts have been hired and are on board
         (3) Will be sending out a save-the-date for the grand opening of this office soon - will be launched on November 17th by Dr. Hardgrave
         (4) OSP team
            (a) Stephanie Thompson – Director
            (b) Laura Wright – Senior Research Administrator
            (c) Lauren Williams – Award Administrator
            (d) Cheryl Hayes – Research Support Analyst
            (e) Yuelin Zhu – eRA Coordinator
         (5) Leanne: Is grants accounting a part of OPAM?
            (a) Stephanie: Yes – Linda Heide (manager of Grants and Contracts) is co-leading the effort with Stephanie.
   b) **Office of Research Compliance Update (Senior Associate Director - Beverly Jacobik)**
      i) We have had 2 regulatory inspections in the past 2 months – one by USDA for our Animal Care Program and one by the FDA for our Human Subjects Protections Program (IRB). Animal care program was in the news as a result. We have had consultants review each of these programs towards improvement.
      ii) Human Subjects Protection program Institutional Review Board, IRB
         (1) FDA inspection in September – went very smoothly
      iii) Animal Care Facility / IACUC
         (1) USDA found some issues. In progress of resolving these issues.
      iv) Export Controls, Research Misconduct, Financial Conflict of Interest, Data Protection

(1) Export Controls - waiting for our funding sources to develop new directives and guidance for security
(2) Financial Conflict of Interest - module in Cayuse is still not live yet – Our IT group is working diligently, and we feel like we are near the end of the HR connect system that feeds information into the system.
   v) IRB performance – highly efficient while understaffed: surpasses national review times while maintaining an active IRB portfolio of 956 active studies. The consultant's report is in agreement with this data.
   vi) Question about findings in the news – PETA capitalized on the results of the animal care inspection. The issues were primarily related to the HVAC system which resulted in the loss of several voles that were already more than double their life expectancy. In response we are doing everything to address all issues reported.

c) Office of Tech Transfer Update (Director - Hai Trieu)
   i) Recently have 3 issued patents and 3 copyrights
     (1) Patents:
       (a) Systems and methods for dispersion of dry powders (US11358112 - Gopalakrishnan)
       (b) Controlling biofilms with cyclopropanated fatty acid (US11311506 – Jennings et al)
       (c) Chitosan nanofiber compositions comprising modified chitosan and methods of use (US11229721 - Bumgardner et al)
     (2) Copyrights:
       (a) MOODS Study Software and Apps (copyright - Kumar et al)
       (b) SKO Shareable Knowledge Object (copyright - Hu)
       (c) The Hero Training Program (copyright- Pirkey)
   ii) Recently engaged TreMonti (Tech Transfer Consulting Services) to increase our capability in tech transfer utilizing their vast network of experts.
     (1) IP assessment, IP marketing, License support
   iii) Other:
     (1) Investors: P2P startups, UM-faculty startups, UM licensees
     (2) Entrepreneur contacts: UM technologies and IPs
     (3) Corporation contacts: practical problem solving and sponsored research leading to additional IP generation
     (4) Ideas: incentivizing faculty members to create and protect IP for licensing purposes
   iv) Recently have 3 fellows joining the 2nd cohort - P2P Postdoctoral Fellowship Program
     (1) Dr. Paige Pirkey (HERO training curriculum inventor, commercial potential in education and corporate training), Dr. Keith Shubeck (Autotutuor technology, commercial potential in education and corporate training), and Dr. Tendie Muzorewa (Still in the process of deciding on a technology to develop).
   v) The university is making progress on commercializing patents, copyrights.

d) Research Development Updates (Director - Cody Behles)
   i) Finalized the deal to adopt the platform InfoReady - Running a 1-year pilot for limited submissions and other opportunities. Integrates into the Cayuse platform already utilized by the University. Common asset of R1 institutions. It will help professionalize management and reports of calls for these types of opportunities.
   ii) $16M in annual research awards as of Sept 30th 2022 compared to $13.7M last year.
   iii) Research Technology Advisory Task Force selects Omar Skalli to lead
   iv) Hired two research analysis economists to do impact analysis for the region and catalyze funding collaborations.

v) FY22 Research Report Highlights:
    (1) Largest First Time PI Cohort to date (40)
    (2) First Defense Authorization Act funded project (PI – Eddie Jacobs, EECE)
        (a) Large cavitation channel on presidents island
    (3) 37 PIs with $500K or more in awards
    (4) Record number of PIs submitting proposals (213)

vi) Alumni Association Awards for Distinguished Research (AADRA) Improvement Recommendation Committee providing insight into nomination process and award categories.
    (1) Award collection has been moved up to better align with timing of internal college awards (from end of February to end of January)
    (2) In the process of standardizing the award process, there were not uniform guidelines across colleges.
    (3) Award categories recommendations in addition to current 5 categories:
        (a) Establishing a "Health Sciences" research award category
        (b) Establishing a "Professional Studies" research award category, and removing "Business and Law" from the category "Social Sciences, Business, and Law"
        (c) Keeping all other categories the same
    (4) Jasbir's comments: Please nominate fellow faculty for awards. Our problem is that we don't have enough nominations.

3) Task Forces Updates/Reports
  a) Animal Care Facility (ACF) Task Force (IACUC Chair, Amy Dejongh Curry)
    i) Animal Care Facility Program Evaluation Report: purpose is to identify needed improvements for processes, facilities, and infrastructure to move towards Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) accreditation. AAALAC accreditation is not required in US federal guidelines. However, moving towards this accreditation will ensure that we are meeting the highest standards.
        (1) Areas highlighted by the report that could use improvement include:
            (a) Interinstitutional collaborations
            (b) Personnel management
            (c) Hazard ID & risk assessment
            (d) Facilities, equipment & monitoring
            (e) Medical evaluation & preventative medicine
            (f) Program oversight
            (g) Environment, housing & management
        (2) Improvement needs:
            (a) Processes
                (i) Interinstitutional MOUs
                (ii) Training
                (iii) Program oversight (IACUC)
                (iv) Medical surveillance & preventative medicine
            (b) Facilities
                (i) Staffing levels
                (ii) Safety audit
                (iii) Enrichment for animals
                (iv) Assessment & maintenance

1. Sanitation equipment
2. Veterinary equipment
   (c) Infrastructure
       (i) HVAC system evaluation & corrective measures (University wide outside of animal care)
       (ii) Adequate storage
       (iii) Light intensity controls
       (iv) Noise & vibration mitigation
   (d) To improve we need more people/time, increased base budget, and periodic funding to address these needs.

ii) Recap - Task Force Report 2021
   (1) Strategic Goals:
       (a) Integrate strategic plans of the constituent University departments/units into operational plans and goals of the Animal Care Facility
       (b) Transform the Animal Care Facility into coordinated space in accordance with AAALAC accreditation goals, including large animal capability
       (c) Leverage external mechanisms at both national and state levels for instrumentation and infrastructure improvements
   (2) The Task Force recommends the following actions:
       (a) Employ an expert consultant to specify space and infrastructure requirements
       (b) Allocate adequate space on the University campus

iii) Next steps:
   (1) Planning:
       (a) Integrate strategic plans of constituent departments/units
       (b) Identify space/infrastructure requirement to increase research capacity
   (2) Processes:
       (a) Increase compliance staffing
       (b) Create timeline for pursuing AAALAC accreditation
   (3) Facilities & Infrastructure:
       (a) Increase base budget for Animal Care Facilities
       (b) Allocate funds for infrastructure needs

b) **Institutional Review Board (IRB) Review and Improvement Task Force Report (IRB Chair, Jim Whelan, co-chaired with Brandt Pence)**
   i) Having an IRB is a federal requirement for human subjects research.
   ii) Consultant: Terrence F. Ackerman, Ph.D. – Trained bioethicist and scholar, Professor Emeritus of Bioethics at UTHSC Department of Medicine generated a report
      (1) Key findings:
          The current IRB staff, members, and chairperson perform their responsibilities in an exceptional manner."
          (a) "The UM IRB is woefully understaffed. This point cannot be overemphasized, because the matter should be considered rather scandalous at an institution committed to both vigorously expanding its research portfolio and maintaining a high profile with respect to regulatory compliance."
          (b) "While some complaints reflect a lack of understanding of federal regulations or the failure of investigators to acknowledge the priority of regulatory compliance, there are also legitimate concerns about the current operation of the board. These latter problems can be traced to a significant failure of institutional support for the IRB."

(2) Primary recommendation:
    (a) "As UM continues to expand its research portfolio, it must undertake a parallel initiative to support a first-class compliance program for human research."
iii) Immediate Actions:
    (1) IRB Administration should be staffed with 4 FTEs
    (2) IRB Chair salary support should be increased to 25%
    (3) Fund IRB Vice Chair
    (4) IRB Roster should increase and represent major research centers
iv) Organizational Plan: Chair and Vice chair who receive compensation, 2 boards with 8 members each under volunteer service. This organizational structure is in parallel with an IRB director, an administrative assistance, a senior regulatory specialist, and a regulatory specialist.
v) Job descriptions for the following FTEs described in detail in the report: IRB director, 2 regulatory specialists, and an administrative assistant with responsibilities addressing all points of need in the consultant's report.
vi) Input from Brandt Pence (co-chair): What comes to mind is the meme of the dog saying everything is fine as everything is burning down around him. It cannot be overstated that these improvements need to happen now. We need to provide the funding to hire these people tomorrow. This needs to be done now.
    (1) Brandt Pence requests a motion for UMRC to provide a letter to President Hardgrave to take action on this issue: all of these positions recommended by the task force for the IACUC and IRB to be funded immediately.
        (a) Steve Zanskas seconds – unanimous approval.
            (i) Jim Whelan question: What is the process for this motion? Who sends the letter?
                1. Jasbir – You and Amy as heads of the cognizant task forces will draft the letter to send to the President.

c) University Research Strategic Plan Proposal (Brian Waldron)
    i) Previously, Jasbir gave a task to formulate a good strategic plan for the university.
        (1) Reconstructed the committee comprised of 15 members with a broad range of faculty experience at different career levels.
        (2) Reviewed strategic plans from 8 R1 universities to provide context for putting together our strategic plans and honed it to the needs of the University of Memphis in terms of where we plan to go.
        (3) Came up with the final draft of the Research Strategic Plan – 42 faculty helped pull it together.
        (4) Elements:
            (a) Faculty centric
            (b) Student centric
            (c) Philanthropy, partnerships, and endowments
            (d) Infrastructure
                (i) Physical
                (ii) institutional
    ii) Question – do we have 5-year objectives for each of these areas and how we will measure them?
        (1) Jasbir – That is the next step. This is input to Dr. Hardgrave's University spending plan and will be considered moving forward.

iii) Jasbir will be launching a new program similar to the Provost's fellows program whereby faculty can work in the provost's office on a project over a semester. Faculty across campus are welcome to come and work in the division of research & innovation to learn about processes in research administration. We will buy out their time if necessary and we will benefit from your feedback and ensure alignment.

iv) Jasbir introduced 2 new task forces:
   (1) Task force on College Tenure and Promotion Requirements – Santosh Kumar
   (2) Task force on Policy Creation for Centers, Institutes, and Labs

v) Question from Santosh Kumar – What is the relationship of this Tenure and Promotion task force to the previous task force?
   (1) Jasbir – I see a natural flow from the previous task force to this one. I think this area is very important and would like to see it carried on with a new task force to broaden participation.

4) **Open Forum**
   a) Call for new task force
   b) Other business

5) **Adjournment - 10:15 A.M.**