



**Minutes of the Academic Council
Thursday, October 20, 2022**

Erika Weinthal (Chair, Academic Council / Nicholas School of the Environment): Hello everyone and welcome! Thank you all for being here today. I'm going to start by presuming everyone has seen the breaking news today. For those of you who might not have looked at your email, Provost Sally Kornbluth will be the next president of MIT. *(Applause)* It's a big deal. I have to say, for many of us we are filled with mixed emotions. Wanting to celebrate this moment with her, but we're also filled with great sadness to see her depart Duke. I should note that she has been here since 1994 and has been Provost since 2014. Her life's work has really been at Duke. So, it is a tremendous loss for us today as much as it is a gain for MIT. You may have also guessed, that is why she's not here today. She is in Cambridge. *(Laughter)* President Price also regrets his absence today, but he actually had planned travel for Duke, and is unable to be at this meeting today. As such, we will have the opportunity to hear from both Provost Kornbluth and President Price at our next Academic Council meeting. But, I also want to let you know that I spoke with Provost Kornbluth earlier this week. And President Price met yesterday with ECAC about Provost Kornbluth's departure. We had an initial discussion about the transition, but we'll wait until next Academic Council meeting to discuss further, and also to collectively congratulate Provost Kornbluth, soon to be President of MIT.

***APPROVAL OF THE MINUTES OF THE
SEPTEMBER 15 ACADEMIC COUNCIL
MEETING***

With that I am going to move to the approval of the minutes from the September 15th meeting, and I want to ask, are there any corrections to the minutes?

[Minutes approved by voice vote without dissent]

I will also note at some point you will see the attendance sheets floating around. For those of you who are members of Academic Council, please initial, and then send them back our way by the end of the meeting. For those of you on Zoom, as always, we will note your attendance.

***PRESENTATION FROM JENNY LODGE,
VICE PRESIDENT FOR RESEARCH &
INNOVATION***

We have one main presentation for today. I am really pleased to welcome to her first meeting of the Academic Council, Dr. Jenny Lodge, Duke's Vice President for Research and Innovation. Dr. Lodge assumed this position in January of this year. So, still relatively new, but has learned the ropes at this point. She was previously at Washington University in St. Louis, where she served as the Vice Chancellor for Research and the Senior Associate Dean for Research for the School of Medicine. Dr. Lodge was also the

University Senior Research Official from 2014-2021. In addition to serving as Duke's Vice President for Research and Innovation, she also has a lab in the School of Medicine in the Department of Molecular Genetics and Microbiology. She's a Fellow of the American Academy of Microbiology, the American Association for the Advancement of Science, and the National Academy of Inventors. With that please join me in welcoming Dr. Lodge.

[\(Slides used in presentation.\)](#)

Jennifer (Jenny) Lodge (Vice President for Research and Innovation):

Erika, thank you so much for that kind introduction. I have been here for about nine months now, and it's really been thrilling to me to get to know a lot of the faculty and the leadership across the campus. I think one of the things that has really been apparent to me is how passionate people are about Duke and their research here. The other thing that I am finding just incredibly refreshing, is the focus on mission and how we support the mission of Duke. So, that's been fantastic for me, and it's really nice. As I said, I've been here for nine months, and I'm looking around and it's like, "Oh, I know some of these people." *(Laughter)* I'll also say that one of the things that attracted me to Duke was the alignment of the leadership around the mission. So, personally sad that Sally [Kornbluth] is leaving, but I also have tremendous faith that we will be getting another Provost in the near future who will have that same passion for the academic mission.

Speaking of the mission, we had a mission statement on the Office of Research and Innovation website, and I didn't like it. It felt too narrow. So, it is under revision, and we're working with our leadership

team to really think about what that mission statement ought to encompass and emphasize. We really want to emphasize things like supporting excellence and integrity in research and scholarship across the entire university. Providing outstanding service to our researchers and support for the translation of our research and scholarship, so that it can be used for the public good. And there's multiple avenues to do that. So, we're excited about doing that. And as we write that mission statement, we're also thinking about Duke's values: respect, trust, inclusion, discovery, and excellence. So, look soon for a new mission statement, as well as vision and values, and how we're going to implement it. Those values will talk about how we implement that in our various offices.

I also wanted to introduce you to what I consider our leadership team. *(Refers to slide.)* It includes people like Chris Freel, who has been here, at Duke, for a long time. He has a PhD and he's been integral to a lot of the research activities that go on, on the campus side of research, and has been a really great partner to me in getting to know Duke and the culture here. Robin Rasor is an Associate Vice President for Translation and Commercialization. Her office deals a lot with licensing and new ventures. Geeta Swamy is a faculty member in the School of Medicine. Not only is she an Associate Vice President, but she's also the Vice Dean for Scientific Integrity in the School of Medicine. Her team has been leading a lot of the initiatives around scientific excellence and integrity. George Truskey is a faculty member in the School of Engineering, and has helped in a big way around our Science and Technology Initiative, where we've been focusing on

bringing in new faculty. He's also been thinking about some of the infrastructure over here on the campus side, and about core facilities and how we support those better. John Dolbow is also a faculty member in the School of Engineering. He's been leading the research data initiative, and that's something I'm going to talk a little bit about today. I know that's something that's been on a lot of people's minds. He's also been involved in conflict of interest and conflict of commitment, and thinking about how we deal with that as an institution. Ed Pagani is our newest hire. We stole him from the University of Michigan. We have a new office of external partnerships. And this office is focusing on how we partner with industry more effectively, how we partner with other academic institutions, as well as nonprofits. He's that resource that helps pull a lot of this together, and sort of, create a single open door for our external partners to come into Duke, and helps connect our faculty with some of our partners.

One of the things that we're working on right now, and we're in the final stages of interviewing people for this position...But, we recognized that we really needed a voice in our leadership team that could speak to multiple disciplines of the social sciences, behavioral sciences, humanities, and the arts. We feel like this is a really important position, and I'm looking forward to getting that perspective into the office. We're currently interviewing candidates, but when we think about what this person will do, we really want somebody who's going to be a strong voice for these different disciplines and will help us with communication and outreach, as well as gathering input from the faculty to help us design various initiatives. Because

we're always in this mode of continuous improvement, and we want to make sure that we are continuing to provide that service to the faculty. Another area that we really need some help with is international research and community engaged projects. So, we want this person to be focusing on those as well. I think there's been a little bit of concern that's been expressed to me, at least in sort of how some initiatives have been rolled out, and we want to make sure that we have that voice within our office to help us think through those early in that process. And then also try to develop mechanisms to support research in the multiple different disciplines across the university.

Another thing that people have asked me about is, how do we gather input? And so, one of the things that I've been doing since I've been here is meeting with Deans, with Department Chairs, Associate Deans, Vice Deans, Center Directors. I've gone to a bunch of faculty gatherings and started to get to know people. We also have a regular, what we call our research leadership meeting, which includes the Associate or Vice Deans that are engaged in scholarship and research from all of the different schools. There's a committee, that you're probably not aware of, called the Executive Research Oversight Committee or EROC, because Duke - we have to have acronyms for everything. *(Laughter)* I'm learning that. Part of that committee includes some faculty members. We also have a subcommittee for EROC, and this is comprised of about twenty faculty from all the different schools across the university. This faculty subcommittee, we're really empowering them to bring issues to the fore, to this Executive Research Oversight Committee and to our offices, as well as we'll talk to them early on about various initiatives.

We'll talk to them about policies. That sort of thing, get their input on things that Duke is doing. So, I think they're going to be an important part of how we gather input. And then, of course, we talk to ECAC on a regular basis. I've got Erika, not on speed dial, but on my email frequent contacts. So, I think that we are trying to get faculty input into the various things that we do in our research offices.

I also want to emphasize that we have lots of services. Sometimes I know this can be a little overwhelming if we look at this slide. It's like, "Oh, my God! There's so many offices!" And that's probably not even all of them. I'm just looking at Rebecca Brouwer, who's sitting here, who runs our research navigator's office. And I think this is a really important service that I hope all faculty are aware of. So that when you have questions, when you don't know where to go, these research navigators can really help you find your way, direct you to the right resources. I'd encourage people to do that. Rebecca tells me that you send them an email, and you get an answer within an hour or two. And if you need more personalized help, they'll set up a phone call. There are lots of services that we're providing. If you need to find research funding, we have an office that helps you do that. If there's issues about developing a grant, you've got a really large grant application or if you're a new faculty member and need some help in terms of grant writing, we have a research development office. We've got a postdoc office that helps people think about what the policies are around postdocs and provides resources for postdocs. So, we've got all these different offices. And I would hope that people are looking at those.

I did want to talk a little bit about the Research, Translation, and Commercialization Initiative. This started in 2020 with the Board of Trustees. There was a strategic planning process and they identified research, translation, and commercialization as something that they wanted to do. They started to lay out what some of the vision would be for that. Throughout 2021, Sandy Williams, who was the interim Vice President of Research, led a group to envision the roadmap for developing research, translation, and commercialization in a more robust way. Part of this was, instead of just a VP for Research, now it's a VP for Research and Innovation. And the Office of Licensing and Ventures changed their name, and became part of the Office of Research and Innovation. So, we're all consolidated. There was a Duke Angel Network, which had been outside of all of this. Angels are, for those of you who don't know, are investors who want to invest in early stage startup companies. This network consists of Duke alumni or Duke loyalists, as people like to call them. These are people who want to invest in Duke startups, and so we have a way of helping connect the Duke angels with various startups that might be coming out of the university. We did establish the Office for External Partnerships, as I mentioned, and hired our first director. We also established a translational readiness fund, and this came from a donation from a couple of our donors. These funds are used to sort of de-risk projects. You can only get so far with various grant kinds of funds with your research, but there might be critical processes or experiments that you might need to do in order to de-risk the project and get it to the point where it would be interesting for, say, a Duke angel or a venture fund. So, this way we can do that

within the university and help our faculty get those inventions out to the public.

We also established an external advisory council for translation and commercialization, and this is a group of Duke alumni who are running companies, who are in venture capital, and in the innovation space. We've had very robust discussions with them in terms of getting their advice on what Duke should be doing to enhance research, translation, and commercialization.

I'm going to talk a little bit about the research data initiative, I know this is something that's been on a lot of people's, minds. It's been under discussion for, I believe, two years now. It's been led by John Dolbow, who is in the Pratt School of Engineering.

He's been doing this in partnership with lots of people in the various schools and units. The whole idea here is that we really want to support people in terms of how they accumulate their data, how they store their data, how they manage their data. It's a whole suite of, not just policies, but also procedures, resources, and tools that we're providing to faculty to help them do their research with the most integrity and the best data management practices. Part of the reason we have to do this, and this happens a lot with many of our policies, is that we're in this landscape with our funders, particularly our federal funders, who have lots of rules that they impose on us and we have to make sure that we are following their rules. And as far as I can tell, ever changing and ever expanding. So, we need to make sure that we are doing things in a way that is in line with what our funders expect. And there are also rules that are changing around how you publish and how you store your data, or how you

make your data accessible. We need to be constantly looking at these policies and updating them. And there was a real need around our data policy, to update that. So, this whole process has taken a couple of years. There was a Faculty Advisory Committee that is part of this initiative, that included sixteen faculty. I really like this methodology and process, when we were thinking about these initiatives. In 2020 there were a lot of workshops and groups that looked at our current policies, looked at what our peers did, and directed some drafting around the policies and the procedures and started to identify what some of the needs would be in order to support this. Then there was a whole segment of this process that was about socialization and really gathering input. So, the draft policy was posted. There was a request for information that was sent out, so people could look at the policy and get that and write their comments in. Then those comments were posted as well. And Rebecca is here because she was deeply involved in all of this, and so if there are very specific questions she can answer those. Then what happened was those comments all came in, and people thought about where some of the big pain points that the faculty had pointed out to us, and are there things that we need to modify or clarify. So, there's been a lot of changes to the policy, and really thinking about how we resource this and what kind of needs faculty are going to have in order to do their research with this data in a really high-quality way. The draft policy is now finalized. We'll be going for approval later this year and the draft policy will be posted soon. Once it's finalized, we'll put final on that and approved. But, we're not going to make this effective until May 2023 so that all of our faculty and researchers will have plenty of time to

understand what's in there, and be able to accommodate and adhere to the policies.

(Refers to slide.)

This is sort of the evolution, and this is just an example, there's a big spreadsheet. The first column is what was in current Duke policies because a lot of what this research data initiative did is it updated existing policies. But a lot of this didn't really change very much from what was existing. And then there is a column that has the proposed language. Then there was a column that has the feedback on some of that language. In the final column, you can see the highlighted yellow, is where they made changes to the draft in order to accommodate those comments. So, I'm going to give you two examples. One was in the 2007 policy, which is the old policy, it just talks about what happens when an investigator leaves the university. And in the request for information there was a lot of concern about what that really meant. What data are you talking about? And when is the cut off? And so, the final policy basically clarifies that Duke owns the data up until the time that the relationship is terminated. Then the other, is that there were some questions about how do we manage this? And so, a checklist has been developed for different types of data that as somebody, whether it's a faculty member who is leaving to go to another institution or it's somebody in your research group who is leaving Duke, it just sort of helps you think through how that data should be managed, and how people who still need access to that data in order to do their scholarship will continue to have access. Part of the reason for having these policies is that sometimes bad things happen, and we've had examples where a postdoc left the

university took the data with them, and then refuses to return it. And there wasn't really a process as that postdoc was leaving to sort of talk through some of that, and there wasn't any recourse once the postdoc had left and took the data. This is just the optional checklist. Another example is in the previous policy there was no mention of data management plans, in part, because no federal agency ever required one before, and now they do. So, this is an example where our federal funders are changing their requirements. So, we wanted to clarify when the data management plan was required - and this is going to be required for federal projects, or if there's a contract or some other agreement that requires a data management plan - and that there are all these resources that will help faculty develop these data management plans. One example of why this can be important, is that we have obtained data through a contract, the data wasn't managed properly, there was an accusation of research misconduct, but we couldn't get to the data because it wasn't stored properly or managed properly and now there's a big research misconduct investigation. That could have been avoided if the data had been there and managed properly. So, having these can really help you when journals come back and ask you for your data, you can actually get to it and have it. So, I think it's a good thing.

These are some of the services that would help our faculty develop these data management plans. These are on my research path. *(Refers to slide.)*

The other question is, how will faculty know that there's been this new initiative or new policy? We have a website for this. There were research town halls where we

talk about these kinds of things. Those are obviously voluntary for people to come into and listen to what we have to say and questions can be asked and we gather input at those research town halls. There will be a community-wide memo that goes out, and it will be posted in newsletters. And also, we will present this to our various research leadership groups so that they are aware and can help communicate this and get the word out to the faculty.

Here's some of the current support we have for the research data initiative, because we don't want to just implement things and say you have to do this, and then not provide help to actually do it. But, there are things like lab archives, which, if you run a laboratory these are electronic notebooks which can be really helpful, especially when your graduate student or postdoc really wants to leave and go somewhere else and take data with them or take a copy of their research with them. Having an electronic notebook makes that much easier. In terms of, sort of, data storage tools and consultation, there's research computing and the oasis team as well. Also, some tools available on my research path. Then we've got some more support systems that are coming online. We've got two new positions that we are currently searching for. One will be the Executive Director of Research Data Strategy and Governance. I think this is going to be a really important person in terms of trying to figure out when we have data that needs some security measures. What's the appropriate level of security? We don't want to make people crazy by making things too secure and too hard to share when it's not appropriate for that particular type of data. And this is somebody who's going to help us think through that and provide those tools to

faculty. We also have a program director for program research protected data, support, and compliance. We've got these checklists and enhanced integration, so that when you're submitting a grant, it pops up, do you want help with your data management?

Another question that people have asked me is, "There's so much training, why do we have to do this training?" And I just want to say, I have to do it too! (*Laughter*) I am an active researcher. So, we do have to do responsible conduct of research and conflict of interest or conflict of commitment training. And that's required for really anybody who's engaged in research. This stewardship and compliance for research investigators is a new training that is required for PIs and Co PIs, and a couple of other key personnel who are on sponsored grants. This actually replaces some of the financial management training that was required before. Then other training requirements really depend on what you're doing. We don't make people...if you don't work with the animals, you don't have to do the animal training. If you don't work with human subjects, you don't have to do the human subjects training.

myRESEARCH suite is supported by the Office of Research Initiatives. The intent here is to have one-stop shopping, and I know that there's a lot on here. When you go into myRESEARCH home, it's got lots of different widgets. I've been sort of playing around and you can start to personalize this a little bit, so that you see the things that are most important to you. So, for example, I went in, and can't remember what the widget was called now, but I could see all my grants. I could see all my people. I could see all my

training, all of that kind of stuff, and I think that was really useful to have all in one place.

One other thing I wanted to mention briefly is that we've been trying to support some of the research that goes on here at Duke. We had two programs this year that we started. One was called DST Spark, and this is really to support our mid-career faculty. I know that after you get to Duke you get to a point and you want to start to think about new ventures, new directions for your research, and that's really what the DST Spark was meant to support. Then DST Launch was meant to support interdisciplinary activities. So, for both of these awards we got close, one was just under 60 applicants, and one was just over 60 applicants. For the DST Spark we were able to support 9 awards for faculty in 5 different schools. In the DST Launch we had 8 awards for teams that included faculty from 5 schools. I will say that these applications were really great. It was hard, really hard to draw the line. And I wish we had more money in order to support more of these applications, because they were reviewed and the reviewers were really enthusiastic about these applicants.

The last thing I'm going to mention is Research Week, which is coming up in January. I'm really excited about this. We've been doing Research Week out of the office for a couple of years now. But, this year it'll be all in person. We're excited about that. It's going to encompass various either panels or mini symposia throughout the week on various research activities that have been going on here at Duke, and a chance for people to share what they've been doing. But, I think the other thing that we're doing,

which is new, which I'm excited about...we're still playing with the name, but we're calling it the Duke Research Fundamental Sessions. These are going to be short sessions in various topics of research support. So, if you want to know about budgeting in your research group, or you want to know about hiring a postdoc or mentoring a postdoc. We'll have a series of sessions, and people can go to things where they feel that they need a little help. We're excited to see how well these are received, and we want feedback on them. One of the important things is that this gives you a chance to hear who, if you're having a problem with something or you want help with something, these are the people you can come talk to. And because these are going to be in person you can actually get to know people.

I'll stop there and just answer questions that anybody has.

Cam Harvey (Fuqua): My question has to do with initiatives to help with efficiency of research. I was in an RCR 200 course and there was some discussion about IRB approvals. The situation, as far as I can tell, is that there is a four to six week wait, IRB queue, and that is way different than in the past. So that's inefficiency. What can we do to fix that?

Lodge: So, I actually had a slide on that, and I took it out because I thought I was talking too long. What happened over this past year is that we had 5 people...I'm assuming you're talking about the campus IRB? There were 5 people in that office. We lost 1. It took 12 months - and this is happening in many different industries, getting personnel hired - and it took 12 months to fill that position, and then immediately somebody else left, and it

took 2 months to fill that position. So, what we've done is we've added a sixth position so that it doesn't get hit quite as hard when one person is out. Basically, what happened is there was a big backlog, and I believe that it has gotten a lot better now. At least, that's what I've been told in terms of turnaround time. Now it is on a paper system. They're not tracking turnaround times the way that I would like to see them track turnaround times, because I think that is actually an important metric that we could report out.

Allan Kirk (Surgery): We have been told that for laboratories that do experiments on patients, and whose records include confidential or personal health information, we are not going to be allowed to use electronic laboratory notebooks because the notebooks are not legally secure for health data. What should we be using?

Lodge: This is the first I'm hearing that. So, thank you for that input, and I think I'll take it back to the team and ask them if it's not lab archives, which is a vended product, is there another product that we could provide? Because I think it is important to provide these electronic notebooks and actually serve everybody.

Harvey: My question is, both the kind of institutional setup and the practices at Duke compared to other very top schools. So, Cambridge was mentioned today, so like Harvard, MIT. And in particular are there gaps in what we've got right now compared to those other top schools that you seek to fill? What are those gaps?

Lodge: Are you talking in terms of the kind of services that we provide?

Harvey: I don't even know if all faculty at Stanford, Harvard, and MIT have to do the RCR at 100 or 200 level courses.

Rebecca Brouwer (Director of Research Initiatives): I think RCR is what's required for federal funding. I don't think they do exactly the same thing.

Lodge: One thing that has been happening is the compliance landscape for federal funding has been changing tremendously over the last couple of years, and I think a lot of institutions are struggling to catch up to that. I think Duke is actually a little bit ahead of the curve compared to many other institutions.

Harvey: Are there things that Harvard, Stanford, MIT have that we don't have to support our research mission? Other than money. *(Laughter)*

Lodge: Well, a lot of this is about people, right? I can't really answer that. I know what Washington University, which is my previous institution, I know what we offered. I think Duke is offering a lot of the similar kinds of things. Some of them are still, you know, sort of growing. I think data storage is one of those areas that still needs a lot of attention, and that's part of the research data initiative. And creating repositories, where if there isn't a public repository, where you can put your data that can be shared then with everybody in the world. Sort of creating that here, I think is something that we need to do, because many journals are requiring that now.

Mohamed Noor (Biology, Interim Dean for Arts and Sciences): Something I was wondering, you mentioned, which I've heard a lot of great things about, is the

Research Navigator. Can you talk a little about their services? By my understanding it's not just answering questions, but there's a lot more to it. Especially for Duke faculty. Can you elaborate a little more on those kinds of things?

Lodge: So, Rebecca is here. I know that when I arrived and was a new researcher, Rebecca came to talk to me about what my research was and helped get me on boarded. I don't know if you want to say anything more about the research navigators?

Brouwer: Thanks for asking Mohamed. Yes, we do the quick hotline questions right? I have a quick question, and we think of ourselves as the six degrees of separation from Kevin Bacon. We may not know the answer, but we'll find it with someone else at the institution. But, we do consultations for all new investigators as they arrive at Duke. They sit down with someone on our team whose expertise matches them as closely as possible, we all have different backgrounds, listen to what they're trying to do and make sure that they would understand, "Okay, am I going to have to go to the IRB? Am I going to have to put in a grant? Who are my people? How long will it take?" Et cetera. So, that became required in 2021. But, luckily people like it, so it's not a requirement that I think people get too upset about. But, we also offer those consultations just in general and project planning, and we don't do it alone. We'll bring in librarians, or we'll bring someone from the protected data space or whatever. We offer those all the time when someone's putting in a grant. So, when they do that intent to submit process, they get the offer. But, 10% of people actually take us up on it. It's also

just available anytime. I mean with a click of a button, it's in myRESEARCH home, request a consultation. We've done several thousand at this point. It's not something we do only every once in a while. Does that answer it?

Anne West (Neurobiology): You mentioned this a little bit, but I wonder if you might expound on data storage. Sort of how that process is going on campus. And, you know, the data management plans are going to come online soon, probably ahead of really the advancement, some data storage that we're looking for across the campus. I'm wondering who's spearheading that, and where that's at?

Lodge: John Dolbow. He's leading the research data initiative and data storage is part of the services that need to be offered there. There's also a partnership with the library, as well, because that's an area that they're pretty interested in.

West: And is that going to be a part of the navigation help? Because, I'll just say that, for example, as we've talked to different people, and I don't know who they are, whether they have any relationship to your office, but you know they're helping us figure out where we're going to put our data, and frequently they speak a different language than we do. So, I'm curious whether you see that navigation piece as being something that can be under your office, or whether that's always going to be IT people talking to you about that.

Lodge: That's a really good point. Because actually, Rebecca speaks English. *(Laughter)*

Brouwer: We've been wanting to add a data navigator who can be that liaison. And I think you're probably talking to someone in DHTS right?

West: Yes.

Jen-Tsan Chi (School of Medicine): As I understand, in the School of Medicine a lot of the large genomic data or image data is in the core facility. There used to be a plan that this data will be turned to the bioinformatic core to analyze and store the data. Thus, there is a mechanism to know where it was stored, how this data has been handled and analyzed when they would submit a journal or public repository. Because of some changes, there's a lot of pressure for each lab to remove the data from the core facility and put it to your lab's own storage solution. With these changes, I am curious what are the best way to handle the storage of this large-scale data?

Lodge: I'm probably not the best person to answer that, because I know this is a big issue and that there's been a big transition at the School of Medicine in terms of access to data storage. If you send me an email I can connect you with the right people. Colin [Duckett, Vice Dean for Basic Science] isn't here is he?

Ed Balleisen (Vice Provost for Interdisciplinary Studies): Colin Duckett would be the right person.

Lodge: He would be the right person. He's the Vice Dean, as I'm sure you know, he's the Vice Dean for Basic Science, and is heavily involved in all of those decisions. But I do know that there's been a move trying to get people to go to the Cloud. Especially for long term storage. It's hard to move things to the Cloud and do

analysis there, too, or it can be expensive to do that.

Joe Izatt (Biomedical Engineering): As you mentioned, upon your arrival your office expanded to include innovation, which it didn't before. And you mentioned some of the initiatives so far have been renaming of OTC and a new position for external partnerships. Could you just expand a little bit about what was the motivation for renaming OTC, and many of us in Engineering are very excited about the resurgence of, you know, biotech and high-tech industry in the area. What are we doing to make sure we take advantage of that?

Lodge: One of the reasons, and this happened before I arrived, but one of the reasons to rename, it was called the Office of Licensing and Ventures before that, and now is the Office of Research, Translation and Commercialization. The reason to rename it is that it's more than just Licensing and Ventures. So, we're really thinking about how do we provide guidance to our faculty. How do we provide support to our faculty? How do we provide funds to our faculty? How do we connect them with angels? And now we're starting to think about how do we connect them to venture funds as well. So, I think the mission of that office got bigger, so that was part of it. And then the Office of External Partnerships, they are sitting cheek by jowl with each other over in the Erwin Terrace Offices, and Ed and Robin work very closely together to provide a seamless experience for faculty as well.

Kate Bundorf (Sanford School of Public Policy): So, I wanted to make two points. First of all, I was kind of involved in the comments on the data management plan.

So, I really appreciated the information. You must write a data management plan, no matter the requirements, that's also in alignment with what funders want. From my own experience and the experience of others, when I sit in on these meetings, one issue that often comes up is the coordination across campus. I am buying a data set, and that involves a contract. Then I take it to the IRB, and they have something to say about that. And then I submit my grants, and they have something to say about that, and folks think that they're going back and forth, and back and forth. I'm just wondering about how everything that you talk about here fits into that problem.

Lodge: I've heard that before. So, you're not unique. Other people have mentioned this as a problem, and I think one of the things that we're hoping is that this executive...I forget the title...

Brouwer: Associate VP for Social and Behavioral Sciences, Humanities, and the Arts

Lodge: Thank you. It's going to really be important in solving that problem and making things much more coordinated, providing tools to people that help do that. We don't want things going to the IRB and then having them, send it here and there. We really just want to give you an answer. But we also want that answer to be appropriate.

Don Taylor (Sanford School of Public Policy): I was wondering if the Campus IRB is planning to go to an electronic system?

Lodge: That's what I would like to see. The medical school IRB does have an electronic system, so you know, can we

piggy back on that? I think it would require a very different form, different questions.

Taylor: I primarily have used the medical school. So, when they went to the new format, it is idiosyncratic, but now, if I were to imagine going back to the old system, it would be difficult because whatever one uses becomes familiar. My point is that it won't take long to get used to an online system and there are many advantages. I have used both IRBs and greatly prefer the online system used in the School of Medicine IRB.

Lodge: Someone asked me, what is it that other institutions do? Everybody else has an electronic IRB. Nobody uses paper. Our Institutional Animal Care and Use is using a fillable PDF, which is also not what I want to do.

Carolyn Barnes (Sanford School of Public Policy): So why do we use a paper one?

Lodge: Because they never implemented an electronic system. It takes commitment, it takes resources. So, it's not a small thing to do, but I think it's an important thing to do for our researchers.

(Applause)

Weinthal: Clearly, I think we all would like to see an electronic IRB that saves our data so we don't have to re-enter every time.

Before we adjourn, I would be remiss to not acknowledge Jennifer Francis, our current Executive Vice Provost, who will be stepping in as interim Provost when Sally leaves for MIT. So, thank you Jennifer. *(Applause)*

With that, I want to thank everyone for attending today, and asking questions about research. And this is just your friendly reminder, if you have not gotten your boosters for either your bivalent booster or your flu shot go and do it.