A Message from G. Michael Purdy, Ph.D.
Executive Vice President for Research

In 1999 when I was still at the National Science Foundation (NSF), I wrote a paper entitled “The Great Importance of ‘Small’ Science Programs”, which was published by The National Academies Press. I was motivated to re-read that paper recently for the same reasons that caused me to write it in the first place: the challenge of finding the optimum balance between the support of small, individual investigator-driven research projects and large, directed multi-investigator endeavors.

The support for large, complex, big-budget programs is frequently driven by the increasing need for highly complex data collection systems such as accelerators, space probes or drill ships. It is also driven by the funding agency’s need to (increasingly) defend its budget requests using neatly defined coherent stories of exciting new programs that are targeted at specific outcomes of clear benefit to society. There is always a tension within the funding agency leadership between the need to maintain healthy funding levels for the ‘core’ programs that fund small, innovative projects – that are difficult to defend before the skeptical gaze of modern congressional appropriations committees – and the big, ‘flashy’ programs that can drive the generation of budget growth, or in the present dismal climate, at least maintenance of the status quo.

As we begin the implementation of the second phase of the strategic plan for the Science Initiative, and the P&S Vision 2020 plan, and as we approach completion of the first ever (I believe) comprehensive strategic plan for the Engineering School, we face similar challenges. University-wide, how do we prioritize the development of major initiatives – such as the Earth institute, the Data Sciences Institute, the Zuckerman Institute, and the nascent Precision Medicine Initiative – that are essential to maintain intellectual leadership in key problem areas, galvanize the interest of major donors, and be the magnet for the faculty talent upon which all our research success is based? How do we prioritize this against the essential need to maintain and attract the highest quality faculty across the full spectrum of the science and engineering disciplines? Clearly the answer is that both strategies are essential to our success.

We know there are some areas that are rich for development and growth because the current state of knowledge and/or capability offers the opportunity for rapid progress and the ability to meet urgent societal needs. Targeted initiatives can, in their own way, be used as important tools to help us build and maintain disciplinary strength across a broad spectrum of research areas. Indeed, effective solutions to many of today’s problems can only be found when the hard sciences are combined with and informed by insights from the humanities, social sciences, law and business. I believe that these yet-to-be explored synergies are an important component of our future.

It is, after all, “A Question of Balance” (Moody Blues, 1970).
A New Congress Brings New Leadership to the Committees that Oversee the Nation’s Science and Technology Enterprise

On Tuesday, November 4, voters elected new members to the next Congress and sent some long-time members of Congress home. Expected changes in Senate leadership, a new balance in Congress, the chairmanship of key science and appropriations committees, as well as revised ratios of committee membership will undoubtedly impact legislation relating to the authorization and funding for various agencies and programs.

The Republican Party picked up seats in both the Senate and the House and have majority control of both chambers of Congress.

In the Senate, Sen. Thad Cochran of Mississippi was re-elected and is the chairman of the powerful Senate Appropriations Committee, which funds the entire discretionary part of the federal government budget on an annual basis. Sen. John Thune of South Dakota is in line to chair the Senate Committee on Commerce, Transportation and Science that oversees NSF and NOAA, while Sen. Bill Nelson of Florida is the new ranking member. Senator Lisa Murkowski (R-Alaska) is the new chairwoman of the Senate Energy and Natural Resources Committee and Senator John McCain (R-Arizona) is the new chairman of the Senate Armed Services Committee. Senator James Inhofe (R-Oklahoma) now chairs the Senate Environment and Public Works Committee.

In the House, Rep. Lamar Smith of Texas will continue to chair the Committee on Science, Space and Technology and Rep. Eddie Bernice Johnson, also of Texas, will continue as ranking member of the same committee. Chairman Smith has promised to continue his close scrutiny of NSF grants and its merit review system. While Rep. Chaka Fattah of Pennsylvania remains the ranking member of the House Appropriations Subcommittee on Commerce, Justice and Science, Rep. Frank Wolf has announced that the chairman’s slot will go to Rep. John Culberson (R-Texas).

114th Congressional Leadership

The list to the right is the expected committee leadership line up in the new Congress starting in January 2015.

**United States Senate**

**Appropriations:** Senator Thad Cochran  
**Budget:** Senator Mike Enzi  
**Finance:** Senator Orrin Hatch  
**Health, Education, Labor & Pensions:** Senator Lamar Alexander  
**Banking:** Senator Richard Shelby  
**Armed Services:** Senator John McCain  
**Environment & Public Works:** Senator James Inhofe  
**Commerce, Science & Transportation:** Senator John Thune  
**Energy and Natural Resources:** Senator Lisa Murkowski  
**Foreign Relations:** Senator Bob Corker  
**Homeland Security & Govt Affairs:** Senator Ron Johnson  
**Judiciary:** Senator Richard Grassley  
**Small Business:** Senator James Risch

**House of Representatives**

**Appropriations:** Rep. Harold Rogers  
**Budget:** Rep. Tom Price  
**Ways & Means:** Rep. Paul Ryan  
**Education & Workforce:** Rep. John Kline  
**Financial Services:** Rep. Jeb Hensarling  
**Armed Services:** Rep. Mac Thornberry  
**Transportation & Infrastructure:** Rep. Bill Shuster  
**Energy & Commerce:** Rep. Fred Upton  
**Natural Resources:** Rep. Rob Bishop  
**Foreign Affairs:** Rep. Ed Royce  
**Homeland Security:** Rep. Michael McCaul  
**Oversight & Government Reform:** Rep. Jason Chaffetz  
**Science, Space, & Technology:** Rep. Lamar Smith
Precision Medicine: Beyond New Cures

“The potential for progress in the broad subject [of precision medicine] goes beyond new cures for disease and the practice of medicine. It encompasses virtually every part of the University, including areas that explore fundamental issues of human self-knowledge and the legal, policy, and economic implications of revolutionary changes in our understanding of human biology.”

– President Lee C. Bollinger

Dr. David Goldstein delivered the Inaugural Distinguished lecture in Precision Medicine on December 1, 2014 to an audience of approximately 600 faculty, researchers, students and staff. Dr. Goldstein’s lecture addressed how genetics and genomics can contribute to a new era in medical treatment. This topic is at the heart of the University-wide initiative in Precision Medicine. In his introduction on December 1, President Bollinger addressed the unique opportunity Columbia, partnering with New York Presbyterian Hospital, has in this new ambitious undertaking.

Author of more than 200 papers on the clinical applications of genomic analysis in AIDS, Hepatitis C, schizophrenia and epilepsy, Dr. Goldstein has been named founding director of Columbia’s Institute for Genomic Medicine, a University-wide program to integrate genetics and genomics into research, patient care and education at the University Medical Center and New York Presbyterian Hospital. The Institute will also develop programs to permit students to integrate precision medicine into their studies.

Dr. Goldstein begins his new role at Columbia January 1, 2015. If you would like to read more about Dr. Goldstein’s lecture and his vision for the Institute for Genomic Medicine, please visit http://newsroom.cumc.columbia.edu/blog/2014/12/10/david-goldstein-promise-precision-medicine/

Dr. Tom Maniatis, Isidore S. Edelman Professor of Biochemistry, Chair of the Department of Biochemistry and Molecular Biophysics and leader of the Precision Medicine Initiative, together with President Bollinger and Mike Purdy, is committed to maintaining a high level of integration between Columbia’s multiple schools and departments to pursue the vision of this initiative. This applies not only in the sciences, but also importantly in ethics, law, economics and other social applications. The Data Sciences Institute and the Engineering School will also play major roles. The President chairs a University Task Force on Precision Medicine that includes deans and senior faculty from across the University.

The Distinguished Lectures in Precision Medicine will continue in the Spring Semester. Other major activities include the continuation of faculty-led workshops and peer assessments. The initiative has already held 8 workshops on specific research areas relating to Precision Medicine, and is planning to present at least 8 more in the Spring. Workshops are open to all faculty and are advertised through a Precision Medicine listserve. If you would like to add your email address to this list, please email Lee Nunley, ln2287@columbia.edu.
Columbia Aging Center: First Faculty Workshop

On November 11, 2014, the Mortimer B. Zuckerman Mind Brain Behavior Institute and the Robert N. Butler Columbia Aging Center hosted a faculty workshop to explore potential collaborations between the Center and the Institute, as well as among faculty working on longevity research. Attended by more than 50 Columbia researchers – as well as President Bollinger and other University administrators – this first Columbia Aging Workshop highlighted the University’s commitment to advancing interdisciplinary research on aging as it ties into the fields of behavioral, social and neural sciences.

Directed by Ursula M. Staudinger, Ph.D., the Columbia Aging Center is based at the Mailman School of Public Health. Its formal name honors P&S alumnus and renowned geriatrician, Dr. Robert N. Butler, who founded the National Institute on Aging. The Center’s goal is both to excel at basic research on the systemic nature of aging, and to use findings to inform effective policy.

A lifespan psychologist and internationally recognized aging researcher, Dr. Staudinger is known for groundbreaking work on human aging. Prior to arriving at Columbia as the Robert N. Butler Professor of Sociomedical Sciences and Professor of Psychology, she served as Vice President of Jacobs University in Bremen, Germany. Dr. Staudinger also serves as Vice President of the German National Academy of Sciences.

“The historic demographic change we are witnessing holds profound consequences for global society,” said Bollinger. “Columbia is committed to improving our understanding of the great variability in how different individuals age. By working across disciplines and examining these issues in new ways, our faculty is in the process of developing precision medicine and other emerging approaches that may be able to modify the aging process. It is a fascinating field, one that constitutes an essential part of the wider study of mind, brain, and behavior.”

To spearhead the Center’s aging policy initiatives, Associate Director Ruth Finkelstein, Sc.D., joined Columbia from the New York Academy of Medicine this past Spring. Dr. Finkelstein has affected policy change on behalf of vulnerable populations for more than 30 years, and is the former director of Age-friendly NYC, which was named “The Best Existing Age Friendly Initiative in the World” in 2013 by the International Federation on Ageing.

The Aging Center will introduce several initiatives early next year, including Faculty Research Fellowships, a University Seminar to foster innovative and cross-disciplinary aging research at Columbia, and the establishment of Robert N. Butler Undergraduate Internships in Summer 2015.

To learn more about the Columbia Aging Center’s initiatives, please visit www.aging.columbia.edu or email the Center’s Senior Science and Strategy Officer, Caitlin Hawke, at cmh2197@columbia.edu.

Aging Center’s Senior Science and Strategy Officer, Caitlin Hawke, at cmh2197@columbia.edu.
Introducing the Research and Data Integrity (ReaDI) Program for Columbia’s Researchers

Robust data and research integrity is vital to ensuring that research results are reproducible and verifiable. As new federal and private-sponsor requirements for public access to research data take effect, good practices in these areas are a high priority for the research community, for our funders, and for the public.

The Office of Research Compliance and Training has launched the “ReaDI” (Research and Data Integrity) Program to enhance data management and research integrity at Columbia. Developed at the request of the Executive Vice President for the Health Sciences and the Executive Vice President for Research, the ReaDI Program provides resources, outreach and consultation services to researchers at all stages in their careers.

Resources include tutorials, templates and "best practice" guidelines for researchers at all levels. Some examples are:

For principal investigators - a laboratory departure checklist for when graduate students or postdocs leave the laboratory.

For early-career researchers - an online tutorial on maintaining a laboratory notebook; a reference guide for data collection in retrospective clinical record reviews.

For all researchers - comprehensive information on electronic data storage, transferring, and sharing options, including cost and HIPAA-compliance.

New resources are continually being identified and developed in response to new needs and feedback from the research community.

The program also includes workshops, lectures, and trainings for investigators, laboratory staff, postdocs and graduate students on such topics as:

- Research integrity
- Data management
- Public access policies

Individualized consultations are available for Columbia research groups. Working with the PI and the research group, the ReaDI Program helps ensure strong data management practices to enhance research productivity and integrity.

Information on the ReaDI program can be found at http://www.columbia.edu/cu/compliance/docs/ReaDI_Program/index.html, or contact Michelle Benson, Research Integrity Program Specialist, at mb3852@columbia.edu.

xTRACT – A New Online System for Institutional Training Grants

New and competing renewal institutional training grant proposals funded by the National Institutes of Health (NIH) have traditionally required data tables to document how successful past trainees were in completing the program, whether the program has been able to ensure trainees are productive, and whether past students moved on to productive scientific careers in industry, academia or government.

There are currently twelve such tables that request information about the participating faculty, the grants awarded to the faculty, credentials of the predoctoral and postdoctoral trainees, the publications produced by the trainees, and the current positions of past trainees.

To address the administrative burden and data quality of these tables, the NIH began developing in 2013 the Extramural Trainee Career Tracking system (xTRACT), a web-based system to be incorporated into the eRA Commons. Applicants and grantees can use xTRACT to more easily develop the tables required for their proposals and progress reports. It will utilize existing data from other NIH systems, such as award data, NIH-funded publications, and the eRA Commons personal profiles, to help pre-populate the system with information on trainees, faculty and their awards. Over time with use of the system, manual data entry will decrease. Institutions will also be able to use xTRACT for their own analyses.
Columbia is actively involved in the early development of xTRACT. Sponsored Projects Administration (SPA) is coordinating a group of close to thirty volunteers to participate in user acceptance testing. This involves carrying out various exercises in an xTRACT test environment, and providing feedback and suggestions to NIH through surveys, emails and webinars. Testing began this Fall and will continue in the Spring. It is expected that xTRACT will be fully available by the end of the Federal 2016 fiscal year. The initiative provided an exciting opportunity for faculty, administrators, central administration and NIH to collaborate together. xTRACT also complements NIH’s other biomedical workforce initiatives. For more information, refer to http://biomedicalresearchworkforce.nih.gov/index.htm

Sustaining Environmental Excellence
Chris Pettinato
Executive Director, EH&S

The University continually strives to be a leader in environmental performance. It recently received the first LEED-ND Platinum certification in New York City, the first Platinum certification for a university campus plan nationally, for our Manhattanville campus, and the EPA Environmental Quality Award for the University’s Clean + Go Green program, the highest recognition presented to the public by the EPA. Columbia’s pioneering spirit is evident.

On December 10, 2014, William Hichak, Director of Laboratories, Department of Dermatology, along with Shane Son and Nicholas Craig, Hazardous Materials Specialists in EH&S, and Chris Pettinato, Executive Director of EH&S, accepted the Environmental Excellence Award from the New York State Department of Environmental Conservation at the 11th Annual New York State Environmental Excellence Awards Ceremony in Albany, NY.

Columbia was recognized for its laboratory waste solvent recycling programs at the CUMC and Morningside campuses. Solvent recycling began at CUMC as a partnership between EH&S and the Departments of Pathology and Dermatology more than a decade ago, and was introduced to Morningside in 2008, in the Department of Chemistry, where hundreds of gallons of acetone used in glass washing operations have since been recycled each year.

Congratulations to Columbia on nurturing and maintaining award winning, environmentally sustainable solutions!

“RISE”-ing to the Occasion: Graham Barr and Emlyn Hughes
Dominic Vendell
Graduate Assistant in the Office of the EVP for Research

Breathing is a critical bodily function that goes largely unrecognized. However, people with Chronic Obstructive Pulmonary Disease (COPD) must carefully determine whether the simplest of tasks – standing at the stove, walking up the steps of Low Library, taking a book off the shelf – is within reach. COPD’s end-result – respiratory failure – ranks as the third-largest cause of death in the United States. Conventional medical treatments target the lung airways. While this approach addresses symptoms and improves quality of life, it has achieved only limited success with reducing patient mortality rates.

R. Graham Barr, Florence Irving Associate Professor of Medicine and Associate Professor of Epidemiology, and Emlyn Hughes, Professor of Physics, have developed a research program to fight this disease head on. Their Multi-Ethnic Study of Atherosclerosis (MESA) COPD project has substantiated a most creative hypothesis: COPD is caused by smoking-related damage to the pulmonary vessels that carry blood to the lung tissue. Their innovative idea, stimulated by $160,000 of seed funding from the Office of the Executive Vice President for Research’s Research Initiatives in Science & Engineering (RISE) program, allowed Drs. Barr and Hughes to utilize MRI techniques to observe that COPD patients show early signs of both a decrease in pulmonary blood flow...
and reduced volumes in the heart’s right ventricle, which they term cor pulmonale parvus. In other words, while traditional treatments have targeted the lungs, Barr & Hughes suggest that treatment could instead target the vessels connecting the heart to the lungs.

Traditional imaging techniques can expose patients to harmful radiation. Barr and Hughes are attempting to develop a method whereby helium-3 gas is used to image the lungs and pulmonary systems with drastically reduced exposure to radiation. Polarized helium-3 is an element abundant in our environment due to Cold War era nuclear weapons testing. It contains a nucleus with the perfect spin to align with the MRI’s magnetic field, thereby producing a crystal-clear image of the lung. This allows Drs. Barr and Hughes to visualize the amount of gas entering specific regions of the lung and, consequently, the amount of oxygen in specific lung regions and how that may impact pulmonary blood flow. Using method stands to bring us significantly closer to detecting and treating COPD using novel imaging approaches that do not expose patients to radiation.

By its completion, theirs will be one of the most extensive biomedical research projects employing 3He as a biomedical tool. Gathering the preliminary data to support their highly innovative hypothesis would not have been possible without the funding they received from the RISE program, which supplied the requisite seed funding to execute an effective clinical experiment. We ask the Columbia community to join us in congratulating Drs. Barr and Hughes on their exceptionally cutting-edge research. It is a testament to what can be achieved by marrying Columbia University’s considerable strengths in the physical and biomedical sciences.

COT findings have included:

Use of incorrect consent documents (e.g., outdated, un-stamped, unapproved); signatures on the wrong lines, or missing signatures; undated signatures; English language forms used for non-English speaking participants; individuals who are not on the IRB-approved protocol involved in the consent process; signed forms that cannot be located or are missing pages; options (e.g., opt-out or opt-in choices) within forms not completed.

Findings of noncompliance require corrective action plans that may involve education and training of research personnel, re-contacting research participants to obtain legally effective informed consent, submission of violation reports to the IRB, and monitoring by the COT. Sanctions can include restrictions on use of data, required reporting to sponsors and/or federal regulatory agencies, and suspension or termination of research.

It is critically important from both regulatory and ethical perspectives that informed consent processes are conducted appropriately. Adherence to best practices for obtaining and documenting informed consent will facilitate compliant research activities.

The IRB Informed Consent Policy provides guidelines for obtaining informed consent in:


http://www.iom.edu/Activities/PublicHealth/HealthLiteracy/-/media/Files/Activity%20Files/PublicHealth/HealthLiteracy/Commissioned-Papers/Informed_Consent.HealthLit.pdf

Although the paper is focused on informed consent in healthcare situations, the best practices apply to research in diverse fields. For specific questions about informed consent, please contact the HRPO directly: at CUMC, irboffice@columbia.edu; at Morningside, askIRB@columbia.edu.
NGeNIH NIH Genomic Data Sharing Policy

NIH recently announced a new Genomic Data Sharing (GDS) Policy (NOT-OD-14-124) that promotes sharing, for research purposes, of large-scale human and non-human genomic data generated from NIH-funded research.

Included in the GDS Policy are requirements for Data Sharing Plans to be included in proposals, a listing of acceptable data repositories, and new provisions for informed consent to obtain participants’ consent for their genomic and phenotypic data to be used for future research purposes and to be shared broadly, even if cell lines and clinical specimens are de-identified. This memo will summarize the new requirements; however, you should also read the GDS Policy in its entirety, as well as NIH’s announcement, “Implementation of the NIH Genomic Data Sharing Policy for NIH Grant Applications and Awards (NOT-OD-14-111).” The GDS Policy requires that data be de-identified and deposited, if the data is non-human, in any widely-used data repository or if the data is human, in any NIH-designated data repository.

The GDS Policy becomes effective with competing NIH grant applications, and proposals for contracts, submitted for the January 25, 2015 due date and thereafter. To determine applicability of the Policy, you should review Supplemental Information to the NIH GDS Policy, which provides examples of research that does and does not fall within the Policy’s scope.

After determining that the Policy is applicable to your proposed research, the following steps should be taken:

At Proposal Preparation:
- You should discuss data sharing expectations and timelines with a Program Official at NIH (identified in the funding announcement or IC website) prior to proposal submission.
- A basic Genomic Data Sharing Plan must be included in the Resource Sharing Plan section of the proposal. If your data cannot be shared, provide a justification and an alternative data sharing plan.
- The budget should include enough funds to cover any preparation needed for the data to be submitted to an appropriate repository.
- The proposal cover letter must state that the study will generate large-scale human or non-human genomic data.
- Note that instructions in individual Funding Opportunity Announcements supersede the guidance provided in the GDS Policy.

At Informed Consent Documentation Preparation:
- Consent documents should reflect that future use for research and data sharing are proposed, and, when appropriate, indicate the risk of re-identification and the potential for incidental findings.
- Justifications based on compelling scientific reasons to use samples lacking consent for future use and data sharing must be included in the proposal.
- Data use restrictions based on informed consent limitations or institutional concerns should be noted in the data sharing plan as part of the funding request.

At Just in Time:
- You must submit to NIH a more detailed genomic data sharing plan prior to award.
- An Institutional Certification must be submitted, which assures that submission of data and data sharing are consistent with the informed consent of study participants, and/or notes data use limitations. This should be signed by an Authorized Institutional Official in Sponsored Projects Administration (SPA).

At Notice of Award and Post-Award:
- Special Terms and Conditions in the notice of award will reference the data sharing plan.
- Data sharing plans will undergo periodic compliance review through annual progress reports.
- If you have received NIH support for large-scale human and non-human genomic data research prior to the effective date of the Policy, you should provide an updated genomic data sharing plan to the funding IC with your Research Performance Progress Report (RPPR).

Resources to Assist You in Developing your Data Sharing Plans:
- The NIH Genomic Data Sharing Website.
- Data Management Tools – developed by the Columbia University Scholarly Communication Program

For questions concerning the administrative requirements of the Policy, please contact your SPA Project Officer.
Education and Training

The HRPO has a robust educational and training program as part of their Human Research Protection Program (HRPP).

The following are the 2015 HRPO Educational Sessions on the CUMC Campus scheduled to date:

**IRB 101 sessions:**
January 26 and April 20
10:00am-2:00pm, Alumni Auditorium

**Monthly IRB-Investigator Meetings:**
January 22, February 19, March 19, April 16 and May 14
3:30-4:30pm, P&S Amphitheatre 7

**Rascal Workshops, in Hammer Room 202A:**
Procedures:
January 12, 3:30-4:40pm
February 27, 10:30-11:30am
April 6, 3:30-4:30pm
May 22, 10:30-11:30am

**Renewals/Modifications:**
January 29, 10:30-11:30am
March 9, 3:30-4:30pm
April 24, 10:30-11:30am

**Consent form Builder:**
February 9, 3:30-4:30pm
March 26, 10:30-11:30am
May 4, 3:30-4:00pm

Each Tuesday, from 10:00-11:00am, walk-in consultation with HRPO staff is available in the CUMC office at 154 Haven Avenue, First Floor.

The following are the HRPO Educational Sessions on the Morningside Campus:
- Each August: new faculty, new postdoc, and new graduate student training sessions.
- Each fall: the Columbia Graduate School of Arts and Sciences (GSAS) Orientation.
- Monthly IRB sessions provide detailed information on the requirements to obtain approval to conduct human subjects research and how to submit a protocol application to the IRB in Rascal.
- Bi-monthly sessions provide practical information on the process of submitting modifications and renewals to ensure protocols remain current and in compliance.
- Each Wednesday, from 1:00- 3:00: the Morningside office provides open office hours for individuals to obtain guidance on individual protocols. Alternatively, appointments can be scheduled.

Dates for each session will be posted on the HRPO-Morningside website when room reservations have been made: [http://www.columbia.edu/cu/irb/](http://www.columbia.edu/cu/irb/).

On both campuses, tailored presentations can be scheduled to meet specific needs.

To request a session, contact the appropriate HRPO office: at CUMC, irboffice@columbia.edu; at Morningside, askIRB@columbia.edu.

**COLUMBIA RESEARCH**

Office of Research Compliance and Training

**New Guidelines for Federal Sponsored Projects go into effect December 26, 2014**

Revisions to the federal rules for all federal grants and contracts took effect on December 26, 2014. Known as the Uniform Guidance, the revised rules apply to all new federal awards and most non-competing continuations issued after December 26.

Although many aspects of these regulations have remained the same, there are some key changes or enhanced emphasis in the following areas:

- Cost principles (what can be charged to a federal project)
- Working with Subrecipients
- Close-out timing and procedures
- Procurement and property management
- Internal controls

Anyone who works on the management of federal sponsored projects must become familiar with these requirements.

Visit the Uniform Guidance website at [http://spa.columbia.edu/uniform-guidance](http://spa.columbia.edu/uniform-guidance) where you will find links to information, and resources such as reference guides, including:
- Proposal Preparation under the Uniform Guidance
- Uniform Guidance Cost Principles

More resources are under development, including:
- What PIs Need to Know about the Uniform Guidance
- Close Out Policies and Procedures under the Uniform Guidance
The Uniform Guidance Task Force is available to make presentations to administrators, Faculty and PIs at the departmental or school level. Training workshops on operating under the new Guidance will be held in early 2015.

For questions or additional information, contact the Uniform Guidance Task Force at uniform-guidance@columbia.edu.

NSF Visits Morningside Campus

Earlier this semester, Dr. Fleming Crim, Assistant Director for the NSF’s Directorate for Mathematical & Physical Sciences (MPS), together with two senior staff members, visited the Morningside Campus to learn more about Columbia’s research enterprise. MPS encompasses the following NSF Divisions: Astronomical Sciences, Chemistry, Materials Research, Mathematical Sciences, Physics and Multidisciplinary Activities.

During their visit, the MPS delegation participated in 17 presentations across two schools and eight departments. Dr. Crim gave a town hall presentation on MPS and its grant-making strategy to nearly 100 Columbia students, faculty and postdocs. The talk was followed by a Q&A and poster session that included 20 posters from undergraduates, graduates students and postdocs.

MPS controls an annual research budget of more than $1 billion, making this visit an important opportunity for our research community to engage with these funders. The Morningside campus receives a significant portion of its research funding from the NSF – of which more than a quarter comes from MPS.

Employee Recognition

Dr. Rudina Odeh-Ramadan
Rudi Odeh-Ramadan, Associate Vice President for Research Administration, was honored by Manhattan Borough President Gale Brewer at a dinner event on July 24, 2014. Rudi was honored for her achievements in academia, research and public service to the community.

Keith Mulet
We are pleased to announce that Keith Mulet, an administrative assistant in the IACUC office, has been invited to join CUNY’s National Society of Leadership and Success, a nationally recognized honor society to recognize academic accomplishment and leadership potential. All nominations are made by campus faculty. Keith is currently a student at the City University of New York at its City College campus.

New Faces

Talia Jimenez joined the Morningside Sponsored Projects Administration (SPA) team as Senior Project Officer in November. Prior to joining SPA, Talia served as Associate Director, Grants Administration for Columbia University Libraries/Information Services, where she was responsible for the full lifecycle of grant proposals in Columbia’s 21 Libraries: from prospect identification, to institutional and financial stewardship, to project closeout and institutional donor re-orientation. Prior to joining the Libraries in 2011, her experience included work as a grant writer, arts manager and academic administrator. Talia holds a B.A. from Ithaca College and an M.A. and a Ph.D. from New York University.

Michael McCabe has joined the CUMC SPA Office as Manager of Contract Negotiations. Prior to joining SPA, Michael was an attorney with a law firm in Washington, DC and specialized in the representation of nonprofit corporation clients. In that role, Michael served as counsel to various health care industry groups and regularly

...
prepared, reviewed and negotiated a variety of contract types. Michael holds a B.A. in International Studies from the University of Richmond and a J.D. from Syracuse University College of Law.

**Therese Horn** has joined the Morningside SPA Office as a Subaward Specialist. Prior to joining SPA, Therese worked as a Grant Accountant in the Department of Laboratory Medicine at Yale University for three and a half years, where she was responsible for pre- and post-award management of the Department’s sponsored project portfolio. She has also held positions in financial reporting and financial planning and analysis at Sikorsky Helicopter Support in Connecticut, and was Co-founder and Executive Director of A Very Merry Birthday, a small non-profit in New Haven, CT. Therese holds a B.S. in Business Administration with a concentration in Accounting from Southern Connecticut State University and a graduate certificate in Project Management from Boston University.

**Angela Muñiz** joins SPA at the MSPH as a Senior Project Officer. She has more than ten years of experience as a coordinator in academic and medical center settings, specializing in pre-award research administration and project development. Prior to her new position at MSPH, she was an Administrative Coordinator in the Department of Environmental Medicine at New York University, and prior to that an Administrative Coordinator in the Department of Dermatology at CUMC.

**Hadijah Vactor** recently joined SPA at the MSPH as its new Associate Director for Operations. She brings significant experience in grants and contracts management for international and domestic programs. Prior to joining SPA, Hadijah worked at the United Nations World Food Programme as an International Consultant, responsible for providing oversight and building capacity in grants management and budgeting processes for 19 country offices located in West Africa. She also previously served as a Grants and Development Manager at ICAP at MSPH, and as a Grants and Contracts Specialist at Mount Sinai’s Sponsored Projects Office. Hadijah holds a M.S. in Fundraising and Grantmaking from New York University.

**Carmen Nieves** is the new Coordinator in the Office of Research Compliance and Training (ORCT). Carmen will be providing support to ORCT’s conflict of interest, export control and research misconduct activities, as well as its many training programs. She comes to ORCT after 10 years in the Office of the General Counsel, where she was a corporate and international paralegal.

**Marianna Azar** has joined the Human Research Protection Office (HRPO) as an Institutional Review Board Specialist in the Morningside office. Marianna has previously held positions in university administration, undergraduate teaching, and in health policy and research at York University in Toronto, Ontario. Marianna is presently in the process of completing her Ph.D. in Philosophy with a focus on patient autonomy and clinical assessments of mental competency at York University.

**Rui Ferreira** began as an IRB specialist in the HRPO in late summer. He is responsible for assisting with Columbia’s Central IRB initiatives, and in providing IRB consultation services to the research community through a newly created Liaison position, which has been partially
This story can fit 150–200 words.

One benefit of using your newsletter as a promotional tool is that you can reuse content from other marketing materials, such as press releases, market studies, and reports. While your main goal of distributing a newsletter might be to sell your product or service, the key to a successful newsletter is making it useful to your readers.

A great way to add useful content to your newsletter is to develop and write your own articles, or include a calendar of upcoming events or a special offer that promotes a new product. You can also research articles or find “filler” articles by accessing the World Wide Web. You can write about a variety of topics but try to keep your articles short.

Much of the content you put in your newsletter can also be used for your Web site. Microsoft Publisher offers a simple way to convert your newsletter to a Web publication. So, when you’re finished writing your newsletter, convert it to a Web site and post it.

The subject matter that appears in newsletters is virtually endless. You can include stories that focus on current technologies or innovations in your field. You may also want to note business or economic trends, or make predictions for your customers or clients.

If the newsletter is distributed internally, you might comment upon new procedures or improvements to the business. Sales figures or earnings will show how your business is growing.

Some newsletters include a column that is updated every issue, for instance, an advice column, a book review, a letter from the president, or an editorial. You can also profile new employees or top customers or vendors.

Research Social Hour

Jianyuan Hua recently joined the HRPO as an IRB Specialist. She will be responsible for assisting the oncology board (IRB 4) with protocol reviews. Prior to joining the HRPO, Jianyuan was a laboratory manager at the Department of Microbiology and Immunology at CUMC. She received a B.S. from Cornell University and a M.S. in Bioethics at Columbia.

Tina Littlejohn recently joined the HRPO as an IRB Specialist with the Quality Assurance team. Tina has more than 10 years of IRB administration experience. Prior to joining the HRPO, Tina was an IRB Administrator at New York University’s Office of Research Compliance at Washington Square. Tina earned her M.S.W. from the Silver School of Social Work at New York University and holds an undergraduate degree in Sociology from Queens College (CUNY).

Deirdre Lombardi joined the HRPO as an IRB Specialist in September 2014. She brings a wealth of knowledge in research management and administration from her prior experience in leadership and research roles at Yale-New Haven Hospital, Harborizing Hearts, a cardiovascular focused nonprofit, and NewYork-Presbyterian Hospital/Weill Cornell Medical Center. She received a M.P.H from Southern Connecticut State University and graduated cum laude from New York University with a B.S. in Metropolitan Studies and Public Health and Policy.

Research Social Hour

COLUMBIA UNIVERSITY

Morningside Campus
35 W. 116th Street
313 Low Memorial Library

Medical Center Campus
701 W. 168th Street
314 Hammer Building

funded by the Irving Institute for Clinical and Translational Research. Prior to joining the HRPO, Rui was a senior clinical research coordinator at the Mt Sinai School of Medicine.

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