



Let's Talk WSRI and WSARC

October 3, 2017



- ***Dennis Andersh, WSRI Executive Director and WSARC CEO***
 - Timeline and Background
 - WSRI and WSARC Way Forward
- ***Lt. Gen (Ret) C. D. Moore, WSU Board of Trustees and WSARC Board Member***
 - New Board Structure and Composition
 - Transparency and Compliance
 - Financial Self-Sufficiency
- ***Dr. Tim Broderick, WSRI Chief Scientist and BSOM Associate Dean of Research***
 - Collaborative Research Agenda
 - ONR MURI
 - Recent DARPA, ONR, IARPA, ARO and NASA Wins
- ***Dr. Eric Bennett, Professor & Chair Neuroscience, Cell Biology, & Physiology***
 - Joint Neuroscience Research with Faculty and NEC
 - Faculty Support (IRAD etc.)

Wright State Research Institute

Wright State Research Institute provides innovative, customer-focused applied research solutions in the human performance and health sciences, by leveraging our university affiliation and community partnerships to facilitate technology development, job creation, and the economic revitalization of the region & state.



Wright State Applied Research Corporation

WSARC was established in 2011 as a separate 501(c)(3) nonprofit organization and was designed to provide efficient and effective contracting, security, and research administration services for Wright State Research Institute (WSRI), Wright State University (WSU), and the State of Ohio.

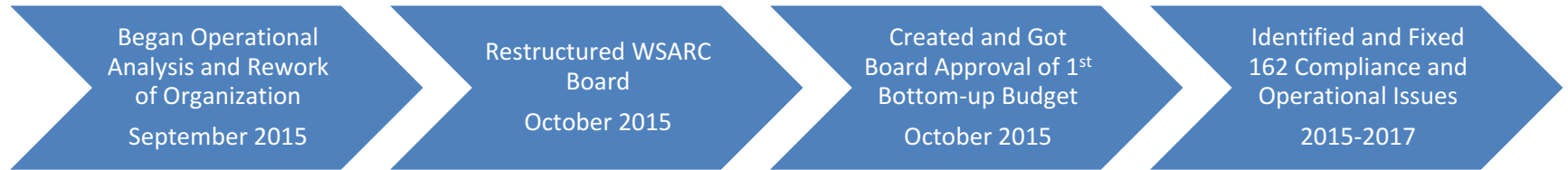


- **WSRI and WSARC Federal and Internal Investigations began in February 2015**
 - H1B Visa Processes.
 - Management, Financial, and Compliance Issues.

- **Dennis Andersh Assumes Leadership as WSRI Executive Director/WSARC CEO in September 2015**
 - Fully cooperated with all investigators and auditors and began full operational overhaul.

- **Financial Audit and Correction**
 - Cut 16 positions immediately and launched internal reviews in September 2015.
 - WSARC and WSU established a bottoms up financial review and plan that led to write-offs due to legacy debts and established a payment plan to resolve remaining debts.
 - \$4.3M was unrecoverable (cumulative from 2009) and was written off by WSU on June 30, 2016.
 - \$1.4M of ATIC costs are being paid back to WSU.
 - » Paid WSU \$570K to date.
 - » Will pay WSU at least \$200K per year until completed.
 - Eliminated multiple previous “Material Weaknesses” identified by past audits.
 - Continuing to improve all processes and procedures.
 - **All payments are now made to WSU within 60 days after receipt of an invoice.**

WSRI and WSARC Corrective Actions Timeline



Reworked WSRI and WSARC structure and focus for compliance and transparency.

Moved three programs back to campus (COP, CTRA, ATR).

Eliminated 47 positions over the past two years.

Reduced operating budget by 40%.

Added:

Lt. Gen (Ret) C. D. Moore,
WSU Board of Trustee Member

Vice President of Research and the
Boonshoft School of Medicine
Dean

3 new outside members

Billed Actuals to Customers
- FY16 and FY17

Met all financial obligations to the University for past 2 years.

Returned ~\$1.0M of F&A back to University in FY18.

Now utilizing actuals costs for rates.

All rates approved by DCAA.

Passed DCMA Federal property management compliance in July 2016 and September 2017.

Created SOP for all our operations to ensure compliance with University Policy and 501c.3 A-122 requirements.

Our Vision:

To be national leaders in transformational applied research.

Our Mission:

To help WSU deliver high-impact solutions for government, industry and healthcare sponsors through research, education and training.



Moving Forward with a Focused and Strategic Plan

WSRI Strategic View:

As part of WSU, WSRI is dedicated to WSU's mission to transform the lives of students and the communities we serve, and to support that mission by working with faculty, staff, students and external partners to enhance the research enterprise at WSU.

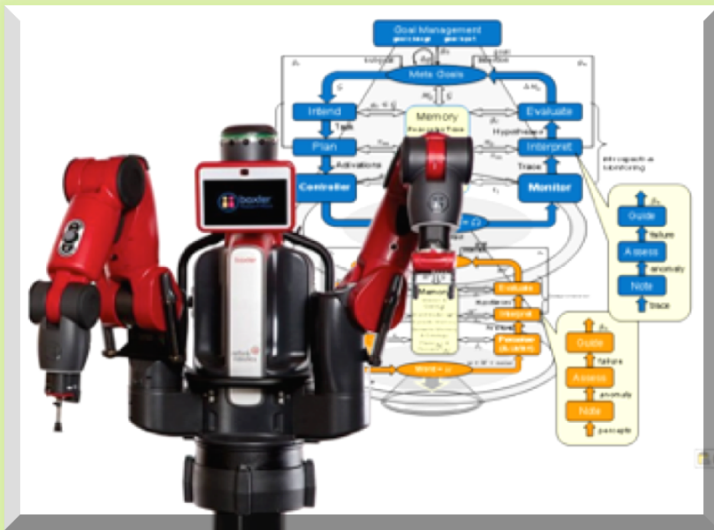
WSRI will work with faculty and other campus units to catalyze strategic research and scholarly activities that lead to innovation and problem-solving to address critical challenges facing the nation. WSRI will expand the local talent pool to address the applied research challenges faced by industry, government, and the University.

The Institute will enhance commercialization programs at the University, support economic development throughout the region and state, improve human performance research regionally, and be a reliable and productive partner of key government and industry research sponsors.

Our Guiding Principles:

All activities will be performed in a manner that:

- Promotes transparency.
- Ensures compliance with University, state and federal regulations and policies.
- Promotes collaboration across our University.
- Engages and cultivates our people as our greatest asset.
- Innovates across all technical, administrative and business divisions of the Institute.
- Promotes integrity and stewardship to ensure that all personnel act ethically at all times.
- Ensures financial self-sufficiency.

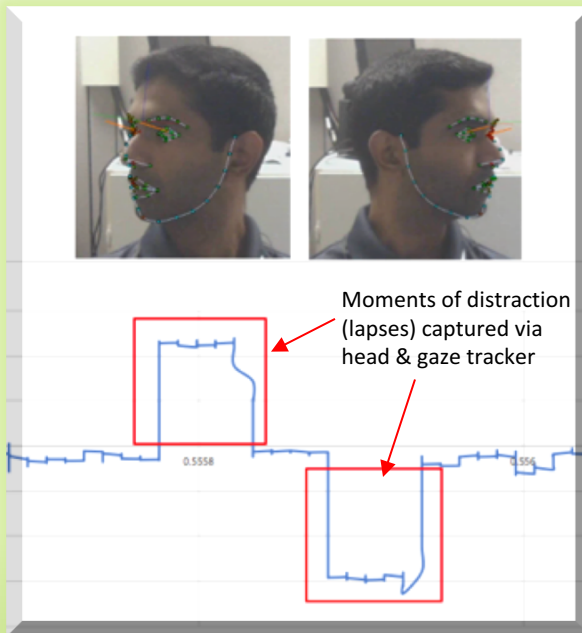


GOAL 1: Accelerate Scientific Research into Innovative Solutions that Address Critical Challenges.

GOAL 2: Enhance Commercialization Programs to Expand University research.

GOAL 3: Provide a Responsive, Customer-Focused, Compliant, and Transparent R for D Process as the Ohio Federal Research Network Executive Agent.

GOAL 4: Act in the Best Interest Providing Contracting Services to Federal and State Research Programs at Wright State University, Wright State Research Institute, and the State of Ohio.



Student Employment and Support

- 34 Students/GRAs employed on various programs during years 2015 & 2016.
- 3 Students hired into full time positions as extensions of these student employment positions.
- 3 Students transitioned from student employment to GRA positions upon entering WSU graduate programs.
- Currently support 10 GRAs and 8 student employees in multiple programs.

Faculty Engagement

- 18 + Faculty are funded by WSRI projects.
- 12 Faculty members bid in \$7M of new proposals that are under evaluation.
- Added ONR, ARO, DARPA, IARPA, AFOSR, AFSOC, OSD, as new customers for WSU.
- Wrote and won ONR \$7.5M MURI and transferred to BSOM /CECS.
- Wrote and submitted joint \$5M AFOSR Human Machine Teaming proposal. Work share is 60% Faculty and 40% WSRI. The proposal is in source selection.



- Dave Gross: Test Director, AFRL Piccolo Air Vehicle Operator (AVO) Trainer
- Jeff Hill: Test Coordinator/Logistics, Equipment Inventory/Maintenance, MTEC Driver
- Kate Heilner: AVO, RPA SME, Checklist Development, Scenarios
- Kyle Preuss**:
- Brian Beane: Lead MTEC Driver/Maintenance, Aircraft Maintenance, General Technician
- Dave Malek**:
- Bob Shanahan**:
- Eric Martin: Virtual and Constructive Modeling and Simulation
- Elizabeth Frost*:
- Colin Taylor**:
- Jon Steingass**:
- Caine Barber*:
- Hannah Steingass*:

**Core Flight
Test Team**

Submitted

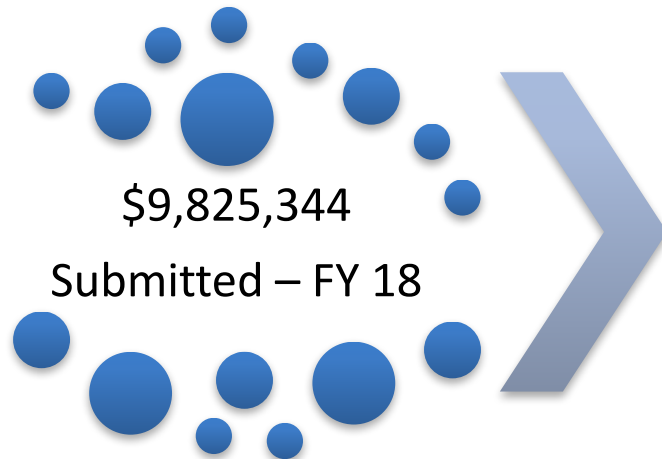
FY17

\$74,192,053

Awarded

FY17

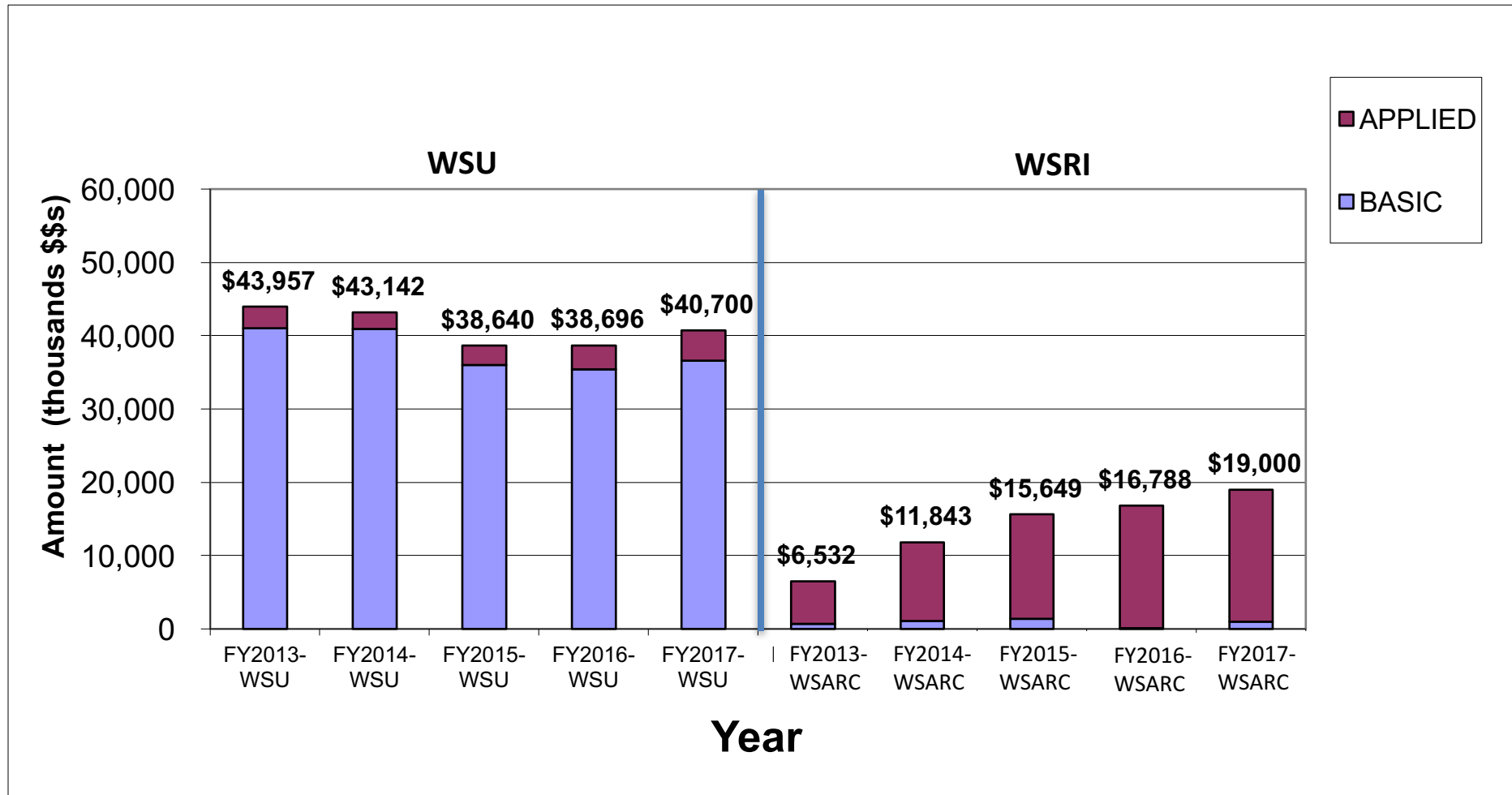
\$39,056,409



FY 18 Goals \$100M/FY

\$30-40M/FY

Research expenditures (NSF HERD FY2013 – 2017) – WSU and WSRI and Applied vs Basic





Construct for Round I & II Ohio Federal Research Network



NASA Glenn
Research Center
(GRC) Priorities



Air Force Research
Laboratory (AFRL)
Priorities



State of Ohio



National Air & Space
Intelligence Center
(NASIC) Priorities



Naval Medical
Research Unit
(NAMRU) Priorities

Executive Review Board

Wright State University
&
The Ohio State
University

Technical Review
Council

Human
Performance and
Health Sciences
WSU



Power and
Propulsion
OSU



Materials and Adv.
Manufacturing
Univ. of Dayton



Energy Storage
and Integration
CWRU



C4ISR & Data
Analytics
WSU/OSU



C2PNT and
Advanced Comms
OU



Outcomes: \$20M in OFRN Funds leading to \$45M in follow-on and \$200M in process



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Current Contracts	Sponsor	Faculty	Duration (in years)
Precision High-Intensity Training through Epigenetics (PHITE)	ONR-MURI	Kadakia, Markey, Craig, Raymer	5
Human Performance and Health Sciences COE (HPS-COE)	OFRN	Raymer, Doran, Hitzler, Ganapathy	2
Mission-Directed Learning Environment (MiDLE)	AFRL	Ganapathy	2
Calamityville Operational Test Range	AFRL	Raymer	1.5
Advanced Cadaveric Training with Operational Realism (ACTOR)	AFSOC	Guthrie	3
Hybrid Forecasting Competition (HFC)	IARPA	Juvina, Ganapathy	4
Lapses of Attention Predicted in Semi-structured Ecological Settings (LAPSES)	ONR	Juvina, Harel	3
Maximizing the Collective Intelligence of a Network Using Novel Measures of Socio-Cognitive Diversity	ARO	Sheth, Shalin	3
Integrated Sense, Assess and Augment (ISAA)	AFRL	Elbasiouny	2
ACE-EM	AFRL	Sharma, Barton	1
Pending Opportunities			
Mixed-Initiative Goal Reasoning for Autonomous Team Engagements (MIGRATE)	AFRL/AFOSR	Gallimore, Harel, Doran, Houpt, Juvina, Ganapathy, Raymer, Hitzler	5



Precision High Intensity Training through Epigenetics
Multidisciplinary University Research Initiative
Wright State University



What are you trying to do?

PHITE is exploring the link between physical training and epigenetics through a carefully controlled and long-term exercise study.

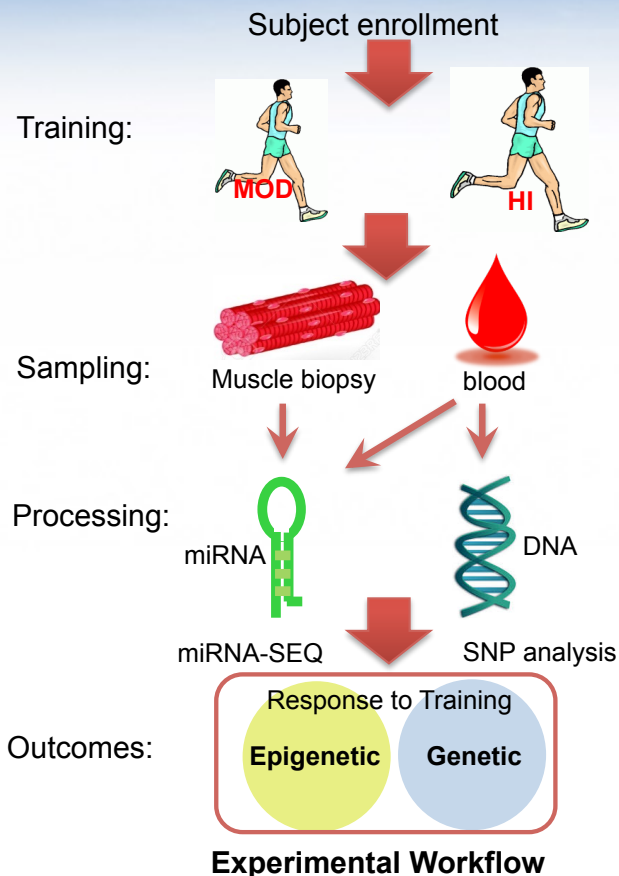
PHITE investigates and mechanistically links changes in DNA methylation, chromatin / histones, miRNA, and nuclear transcription factors to changes in performance from physical training and will:

- ① Identify individuals who benefit from specific (moderate vs. high intensity) training protocols.
- ② Assess peak performance, such that the warfighter avoids overuse injury and/or performance degradation.
- ③ Define the molecular mechanisms underlying performance maintenance during periods of inactivity.



Epigenetics are a primary mechanism by which PT protocols transduce *warfighter genotype* into *warfighting phenotype*.

Real-Time Epigenetic Biomarkers of Human Performance



Goal: Develop genotype-paired miRNA biomarkers of aerobic and anaerobic fitness.

Genotype of athletic potential:

- DNA methylation capacity has been shown to be significantly higher in elite athletes than non-elite athletes.
- The PHITE program will genotype each subject for SNPs (221 autosomal, 18 mitochondrial) associated with athletic performance as well as those associated with methylation capacity and will test the hypothesis that methylation capacity is an indicator of the maximum achievable level of individual performance.

miRNA biomarkers:

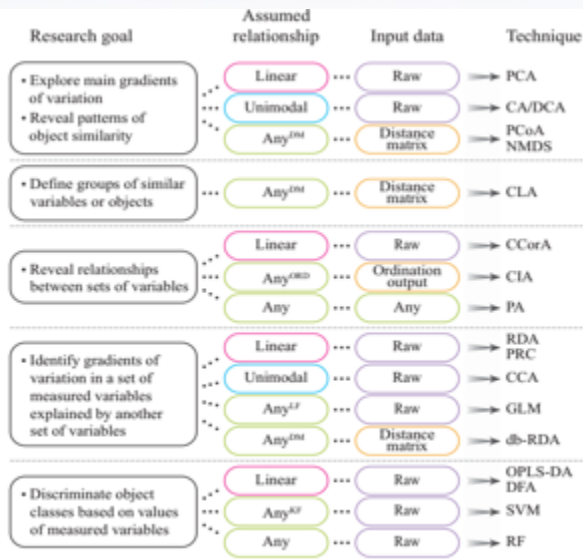
- miRNAs are short non-protein coding RNAs involved in post-transcriptional regulation of multiple target mRNAs and act to repress the translation of target mRNAs, or facilitate their degradation.
- Muscle derived exosomal miRNAs, circulating in peripheral blood have been linked to endurance and resistance training.
- PHITE will identify (miRNA-Seq) and validate (RT-PCR) miRNAs in blood and muscle, and correlate the two sample types to create a peripheral biomarkers of fitness and exertion.

PHITE will identify circulating miRNAs that serve as near real-time biomarkers of fitness and exertion



Integrative Epigenomics

PHITE Analytic Pipeline: matching research goals, data types, and techniques



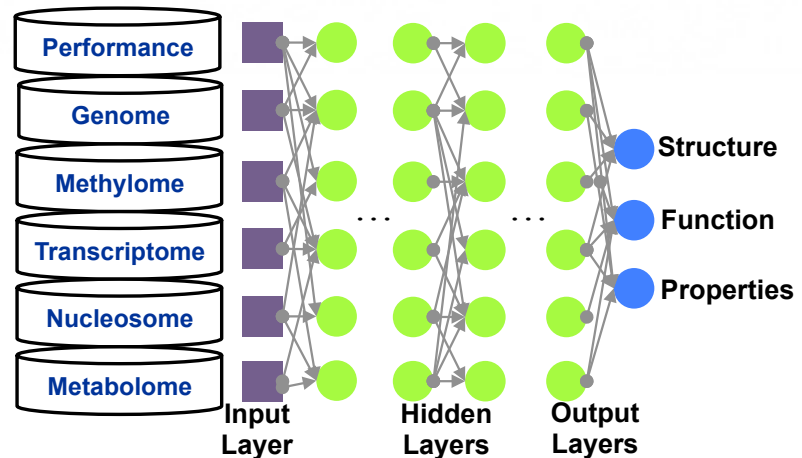
Deep Belief Networks are a multilayered deep learning approach to generating artificial neural networks, combining unsupervised and supervised strategies for identifying complex hierarchical relationships across multiple layers of multimodal epigenetic, physiological, and performance data.

Goal: Develop global epigenetic regulatory network models that mediate the response to varied exercise intensities.

meQTL: loci-specific investigation treats methylation at a specific locus as a quantitative trait to determine whether genetic determinants contribute to the observed variation in DNA methylation.

epiQTL: non-loci-specific investigation that treats DMRs as physical markers along the chromosome to map a phenotype to the epigenome.

Deep Belief Networks will be applied to elucidate mechanisms across disparate data types from all PHITE studies

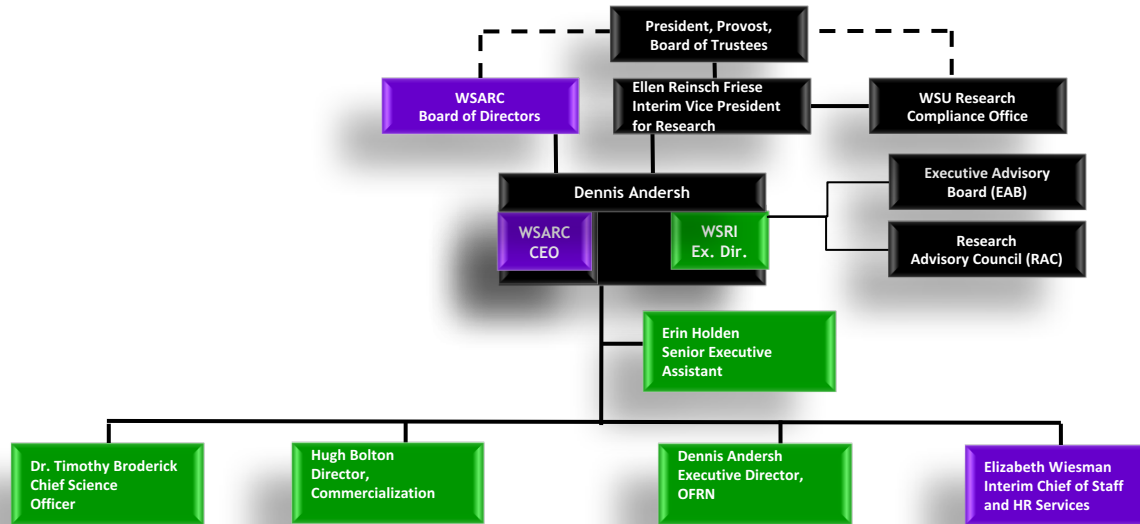


PHITE will develop epigenetic regulatory network models and forecasting algorithms that can predict training state

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- **Backups**



GOAL 1:
Accelerate scientific research into innovative solutions that address critical challenges

GOAL 2:
Enhance commercialization programs to expand University research.

GOAL 3 :
Provide a responsive, customer-focused, compliant, and transparent R for D process as the Ohio Federal Research Network Executive agent.

GOAL 4 :
Act in the best interest providing contracting services to federal and state research programs at Wright State University, Wright State Research Institute, and related entities.

WSRI / WSARC Goals/Objectives:

GOAL 1: Accelerate scientific research into innovative solutions that address critical challenges.

- Objective 1: Collaborate to advance scientific discovery and national security capability.
- Objective 2: Protect, restore, and augment human health and performance.
- Objective 3: Promote recognition of Wright State research and researchers.
- Objective 4: Deliver high impact research results to clients and sponsors.

GOAL 2: Enhance commercialization programs to expand University research.

- Objective 1: Target unmet commercial needs with disruptive, protectable concepts and technologies.
- Objective 2: Develop multi-tiered funding sources to support promising commercializable concepts and technologies at Wright State.
- Objective 3: Collaborate to enhance the regional commercialization ecosystem.
- Objective 4: Establish a mentor/partnership with WSU faculty to establish pathways to identify and support faculty commercializable research.

GOAL 3: Provide a Responsive, Customer-Focused, Compliant, and Transparent R for D Process as the Ohio Federal Research Network Executive Agent.

- Objective 1: Facilitate University and Industry Collaborations in support of the research requirements of key Federal Entities located across Ohio.
 - Create Integrated Challenge Problems with regional and national focus with matching funds from regional and national sponsors.
 - Develop Project, Contracting and Technical Management leadership for All OFRN funded projects and challenge grant projects.
 - Tie into Regional commercialization ecosystems where possible.
- Objective 2: Establish Aggressive Business Development model wherein OFRN supports enhancing the procurement skills of university researchers as well as takes the lead for initiatives that integrate key players across the state, regional and nation.
 - Establish pathways to identify and support Statewide Industry Sponsored research and to secure access to key university assets.
- Objective 3: Foster and promote systems of systems engineering educational and research opportunities for students and faculty alike – skill sets that will make our college graduates more work place ready and in turn strengthen our state's national competitiveness.
- Objective 4: Take the lead in working to gain recognition for OFRN as a key requirements-driven, solutions-oriented partner for the US Government
 - For example: UARC, MSERC, S&T Center, MSERC, etc.

GOAL 4 Act in the best interest providing contracting services to federal and state research programs at Wright State University, Wright State Research Institute, and related entities.

- Objective 1: Provide support for the completion of a broad range of federal, state, and industry grants and contracts.
- Objective 2: Ensure that the research enterprise of Wright State University is based on research performed by faculty, staff, and students from all of WSU's academic and research units, colleges, and schools.
 - Establish pathways to meet and discuss research focus areas and opportunities with Faculty, Staff and Students.
- Objective 3: Provide applied research services to the University and Research Institute that include business development, cost recovery and accounting, adherence to Federal Acquisition Regulations support for large contracts, security support, and compliance to ITAR-performance based contracts.
- Objective 4: Accurately document the nature and scope of the affiliation between Wright State University and the Wright State Applied Research Corporation.

- ***GOAL 1: Accelerate scientific research into innovative solutions that address critical challenges.***
 - Grow AFRL business by more than 15% in FY18.
 - Grow DARPA/ONR/IARPA/OSD/NAMRU/NASA by more than 20% in FY18 (\$5M a year is base from FY17).
 - Grow Industry Sponsored Research to achieve a funding level of at least \$1M per year including SBIR and STTR Funding (\$0.6 M is base for FY17).
 - Grow WSU Faculty Sponsored Research by 15% (Base is currently \$1M per year).

- ***GOAL 2: Enhance commercialization programs to expand University research***
 - Launch at least two new startup companies based on University concepts and technologies addressing unmet commercial needs.
 - Develop at least \$1M in multi-tiered funding sources to support promising commercializable concepts and technologies.
 - Generate sustainable funding sources as follow-on to the DOD OEA grant to support the regional commercialization ecosystem.
 - Establish pathways to identify and support WSRI and faculty commercializable research and secure at least 2 funded I-Corps Teams (NSF, Ohio, OFRN...).
 - Establish or partner on Entrepreneurial Competitions for faculty and Students, using AFRL and community judges, leveraging VC/Seed sponsorship and invitee lists.
 - Provide tailored entrepreneurial training, mentoring programs, and partnerships to support University researchers.
 - Implement recommendations from the 2017 VPR&GS 360 review.

- ***GOAL 3: Provide a Responsive, Customer-Focused, Compliant, and Transparent R for D Process as the Ohio Federal Research Network Executive Agent***
 - Secure State Funding for the Ohio FY18-19 Operational Budget ~\$7M.
 - Secure Federal Matching Funding for the FY-18 Defense Budget ~\$10M.
 - Provide agile and responsive services in support of the OFRN and related entities.
 - Create Integrated Challenge Problems with National focus with at least 1 to 1 matching funds from National Sponsors.
 - OFRN win at least \$75M (Total funding) of New Awards Statewide.

- ***GOAL 4: Act in the best interest providing contracting services to federal and state research programs at Wright State University, Wright State Research Institute, and related entities.***
 - The Affiliation Agreement and related Standard Operating Procedures are critical and will be a focus to complete no later than the end of Q2.
 - Budget plan execution for FY18 will be overseen by the WSARC Board Finance Committee is a must.
 - Must meet Client and Company Site FY18 OH/GA rates.
 - Must pay University in 60 days or less after invoicing.
 - Must pay back at least \$200K in FY18 for the Advanced Technical Intelligence Center.
 - Must recoup at least another \$1.0 M of RDCAP Funding in FY18.
 - Establish agile and responsive automated workflows in the areas of Finance, Contracts, Security and Human Resources accessible by WSU and WSRI personnel which improve communication and reduce workload while ensuring transparency and compliance with applicable law, regulation or other guidance.
 - Provide DFARS Compliant ITAR support as required to WSU.
 - Provide Secret, Top Secret and TS/SCI facilities for WSU and WSRI.

WSRI / WSARC Goals/Objectives:

Strategic Goal (Administrative):

Creation of an Executive Advisory Council (EAC) and the Research Advisory Council (RAC) comprised of WSU and WSRI faculty, staff and administrators.

- This goal is to be implemented after the Affiliation Agreement between WSU and WSARC is finalized and approved.
- The EAC and RAC will assist the WSARC CEO/WSRI Executive Director to assess the overall research directions of the WSU research enterprise and the part WSRI plays in supporting these directions and meeting its own Mission and Vision goals.
- The EAC and RAC will assist with prioritization of WSRI efforts with respect to the needs of the US Air Force and other federal agencies, the pursuit of funding from other state and federal agencies, the commercialization of developed technologies and the engagement of WSU faculty, staff and students within the Institute's operational framework.

[Note: WSARC Board sub-committees have additional responsibility for audits and compliance monitoring, financial review, business priorities and processes, and oversight of the Affiliation Agreement.]

Ohio Federal Research Network (OFRN) \$31.9 M of State Funding Total for FY16-19

Growing Ohio's Economy by Leveraging Research and Development

2,500 new jobs, \$350 million in new federal research contracts over five years

WPAFB/NASA Glenn Priorities

AFRL

- Human Performance/ Health Sciences
- Hypersonics
- Directed Energy Weapons (Lasers)
- Autonomy
- C4ISR
- LVC
- Materials/ Manufacturing
- Propulsion

NASA Glenn

- Hybrid Electric Propulsion
- Air-breathing Propulsion
- Advanced Communications
- Solar Electric Propulsion
- Power and Energy Storage
- Materials and Manufacturing

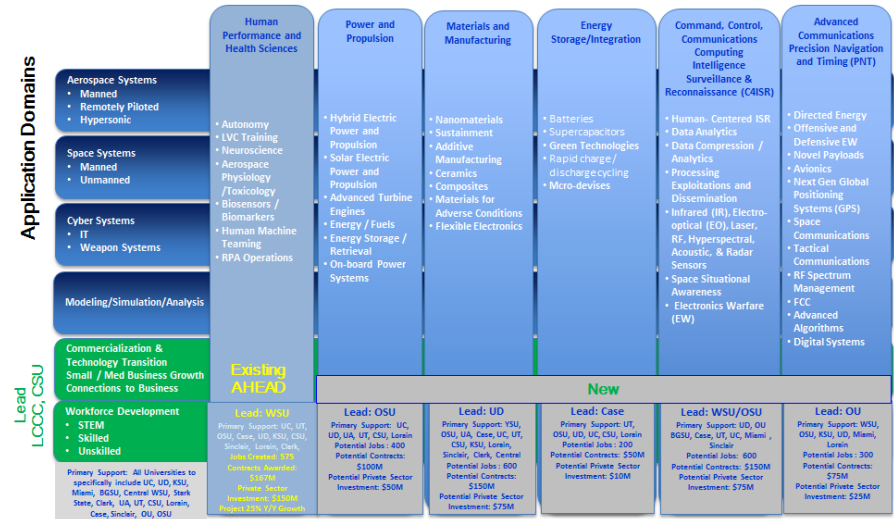
NASIC

- Cyber
- Data analytics
- C4ISR
- Modeling/Simulation/Analysis
- Hypersonics
- Directed Energy
- Space Systems

Naval Medical Research Unit

- Human performance
- Human physiology
- Manned /unmanned aeromedical ops
- Toxicology
- Risk assessment

Centers of Excellence Aligned with Federal Partners



Impact to Date

- Collaboration and Proposal Quality is increasing dramatically - yet requires continued support and focus**
 - Projects required a lead university, 2 partner universities, and at least one Industry sponsor and Federal sponsor.
- 11 of 13 Ohio Research Universities**
 - Won competitive funding from Round 1 and Round 2 - \$17.7 million in awards
 - Worked with Kent State and BGSU to improve their success going forward.
- 56 Business Partners engaged-**
 - Half are small businesses - \$1.6 million awarded to industry
 - Industry Days and regional meetings held throughout the state
- Multiple Universities Across State Pursuing Joint Efforts Across DoD**
 - Joint Proposals in Excess of \$200M are now in the Pipeline across Ohio
 - \$100M already submitted and in source selection.
 - Universities have won \$45M+ in new awards from DARPA, ONR, AFRL, NASA, and IARPA

Next Steps

- Ohio FY18-19 Budget included \$3.45M / Yr for OFRN**
 - Have \$1.9M remaining from previous budget cycle.
- Submitted a \$15M Federal Request in FY18 Defense Budget**
 - Working with entire Ohio Federal House and Senate legislative delegation. Got \$10M in House Appropriations and Authorization bill for AFRL.
- Launching Challenge Grant designed to foster integrated solutions**
 - OFRN will invest \$3.5M –working to secure a 1.5 to 1 match from Federal Partners -- \$7M to \$10M total budget
- Plan to Release RFP for Round 3 Research Topics in January 2018**



WSRI/WSARC Income Statement

Income Statement								
		FY16	FY16	FY16		FY17	FY17	FY17
		WSRI-WSARC	WSRI-RSP	WSRI-Total		WSRI-WSARC	WSRI-RSP	WSRI- Total
Revenues		15,191,206	10,163,573	25,354,779		20,457,162	13,600,192	34,057,354
Cost of Revenues		16,806,939	10,998,560	27,805,499		21,065,149	13,512,664	34,577,813
Add Depreciation		701,593	0	701,593		637,167	0	637,167
Margin on Revenue & Associated Costs		(914,140)	(868,118)	(1,782,258)		29,180	87,528	116,708
Interest Income		7,343	0	7,343		57,449	0	57,449
Other Expense		273,061	0	273,061		122,749	0	122,749
Premise Rentals, Net		253,170	0	253,170		184,264	0	184,264
Total Other		518,888	0	518,888		249,564	0	249,564
Net Income on Total Operations		(1,433,028)	(868,118)	(2,301,146)		(220,384)	87,528	(132,856)
Budget Transfers		1,194,444	624,304	1,818,748		0	0	0
Contributions		4,384,460	0	4,384,460		0	0	0
Net Income - All (Excluding Depreciation)		4,145,876	(243,814)	3,902,062		(220,384)	87,528	(132,856)



<u>Balance Sheet</u>			
<u>Assets</u>			
		<u>FY16</u>	<u>FY17</u>
Cash		8,706,780	12,025,251
Receivables		4,357,944	5,335,896
		13,064,724	17,361,147
Property, Net		5,050,669	4,483,024
Other, Long Term Assets		1,687,166	1,659,113
		6,737,835	6,142,137
Total Assets		19,802,559	23,503,284
<u>Liabilities/Net Assets</u>			
Payables, Accrued Expense		6,419,445	7,067,582
Deferred Revenue		7,503,496	11,413,635
Net Assets(Net Worth)		5,879,618	5,022,067
Liabilities & Net Assets(Net Worth)		19,802,559	23,503,284