



Dennis Andersh assumed the role of executive director of Wright state Research Institute in September 2015. Prior to this reorganization, WSRI and WSARC had a bifurcated reporting structure through the provost's office, with no involvement or oversight from the Vice President of Research. With this consolidation of WSRI/WSARC leadership, Dennis and the staff immediately set about reorganization of functions and reporting within WSRI to ensure 100% compliance with University policy and to improve efficiency, maximize focus and effectiveness through the development of standard operating procedures, and hardwiring in a system of checks and balances.

Since the reorganization, the team has taken significant corrective actions centered in the areas of transparency, compliance, and operational efficiency and effectiveness. This work was completed with full collaboration and transparency with the WSU Board of Trustees and the WSARC Board so WSRI could create a new path forward to engagement of key University stakeholders, faculty members, elected officials, community leaders, the research sponsors as well as faculty researchers across the State of Ohio. Detailed below are some of the more significant actions taken.

Transparency

- Eliminated all affiliated entities including DaytaOhio, Advratech, Regional STEM Collaborative and ATIC.
- Modified the structure and composition of the WSARC Board of Directors to achieve transparency and compliance with WSU policy and mission. The Board now includes a WSU Board of Trustee's Member; and others from outside WSU to mitigate conflicts of interest.
- Established WSARC Executive Committee to provide timely oversight of new contracts and expenditures consistent with updated policy on signing limits in WSARC allowing WSARC to move at the speed of business while also complying with WSU policy.
- Established WSARC Finance Committee as part of the checks and balances to provide financial oversight by assisting in setting financial goals and ensuring adherence to the budget.
- Established WSARC Audit Committee to provide a system of internal controls and compliance with laws and regulations.
- Created a WSU/WSRI Executive Advisory Board that will be chaired by the Council of Deans resulting in improved transparency with university leadership.
- Identifying Split Appointment funding opportunities with university colleges and schools creating funding and research proposal opportunities through effective collaboration.
- Established a 100% contract review focused on accuracy, tracking of income and expenses.
- Developed employee utilization data and executed staffing reductions to align revenue streams with individual employees and manage individual contribution to organization rates.

Compliance

- Developed new internal controls, policies and standard operation procedures to manage daily compliance requirements; track employee utilization data to align revenue streams with individual employees and manage individual contribution to organization rates.
- Documenting and tracking annual Significant Financial Interest (SFI) Disclosures that are required for all staff to ensure compliance at every level.
- Reviewed all contracts twice to adhere to all statutory and regulatory requirements.
- Reviewing all H1B Visa and Green card work to ensure 100% compliance. Re-aligned departmental policy to adhere to University Policy, unless bona-fide business needs determine the need for policy augmentation.
- Ensuring compliance with all Personnel Security Clearances sponsored by WSARC.
- Enhanced HR Management, including participating in the WSU compensation study; establishing new hiring process compliant with WSU policy, eliminated the use of WSARC named in grant hiring process; established mandatory new hire and ongoing employee training program; and developed roles and responsibilities for every position.



- Created several key roles to better focus and improve organizational effectiveness and security: Director of Security; ISSM (Information Systems Security Manager); Director of IT and FAR Certified Contracts Manager.
- Separated Contracting and Finance Functions for better oversight and established the Contracts & Procurement Department
 - Drafted and implemented the Contract Management System, the Contract Action Report and worked with Finance to implement the Purchase Order process.
 - Created standard and centralized contract/NDA/TA/Subcontracting Templates which reduced processing time for contracts/subcontracts awards.
 - Created a Basic Ordering Agreement/Task Order structure for all major programs with AFRL.
 - Created protocols and procedures for determining if RSP or WSARC pursues a research opportunity.

Operational Improvements

- Developed employee utilization data and executed staffing reductions to align revenue streams and manage individual contribution to organization rates. To date we have eliminated 47 positions and reduced our operating budget by 40%.
- Eliminated previously documented audit “Material Weakness” related to recognition of contract revenue. Now have 2 consecutive clean audit opinions with no material weaknesses noted.
- Centralized WSARC/WSRI operational support to the execution of business functions and improve efficiencies.
- Established facilities working group to synchronize operations cost across the enterprise which directly resulted in the reduction of facilities maintenance and janitorial services.
- Created business processes and templates which significantly improved the proposal quality and win ratio which lead to a significant improvement to the WSARC bottom line for 2015.
- Created protocols to deconflict WSRI and WSU research opportunity pursuits.
- Discovered and communicated with university financial officer’s a flaw in current DHHS negotiated F&A rate with respect to excluded WSRI omitted indirect cost. Correction to be made during next university Cost Proposal submission which will result in increase in recoverable rate for all university research awards.
- Managed due diligence procedure in an abbreviated time frame to evaluate the financial viability of the investment of WSU BSOM in Clinical Trial company purchase - resulting in saving university over \$3,000,000.
- Standardized allocation policy of F&A payments to colleges and Faculty Directors and eliminated over 3 year’s backlog of WSRI F&A college and Faculty Director payments.
- Coordinated with university office of Risk Management the review of all WSARC Insurance coverage to eliminate the duplication of coverages.