

Pick Your Table Topic for Today's First Session: "Navigating the Storm"

COGR

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**COMPLIANCE DURING
UNCERTAINTY**

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**FUTURE OF
RESEARCH**

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**RESEARCH
SECURITY**

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**TERMINATIONS
AND APPEALS**

COGR

Advancing Effective Research Policy

**F&A AND OTHER
COSTING ISSUES**

Additional Seating Available in Dupont Ballroom

COGR

Navigating the Storm 2.0: Institutional Perspectives on a Changing Federal Landscape

October 24, 2025



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company/cogr](https://www.linkedin.com/company/cogr)

Speakers:



Cindy Hope, Director, Costing & Financial Compliance (CFC), COGR



Krystal Toups, Director, Contracts & Grants Administration (CGA), COGR



Kris West, Director, Research Ethics & Compliance (REC), COGR



Kevin Wozniak, Director, Research Security & Intellectual Property (RSIP), COGR

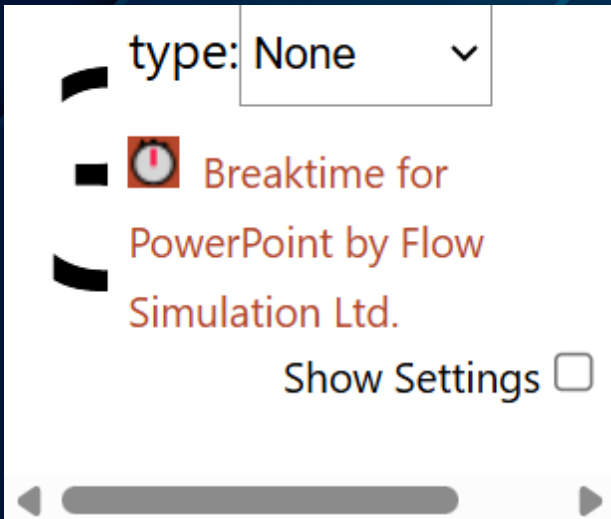
Navigating the Storm 2.0: Institutional Perspectives on a Changing Federal Landscape

October 24, 2025

Today's Agenda

- **Session Intro, Logistics, and Agenda Overview**
- **Discussion Tables** *(30 minutes)*
- **Free Discussion** *(10 minutes)*
- **Table Reports** *(Summarized by COGR Directors, 30 minutes)*
- **Q&A** *(10 minutes)*

Session Logistics



#COGROCT25

- **Each table is assigned a discussion topic**
- Each discussion topic has a series of **discussion prompts**
- **To Access Discussion Prompts:**
 - Scan the QR code on your table with your mobile device, OR
 - Access these slides on the COGR website at www.cogr.edu under Latest News – Slide Presentations – Navigating the Storm 2.0
- Use the discussion prompts as a guide, **but feel free to expand your conversation and/or focus on the prompts of most interest to your table (no need to cover everything!)**
- Report Outs: **Choose one person from each table** to briefly summarize the table discussion and report out. **To submit your table report:**
 - Mobile Devices: Scan the QR code on your table
 - Laptops: Visit www.cogr.edu/tabletopics and select “Submit Report Here” next to your table topic

Table Reports

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COSTING ISSUES**

Research Security (Cybersecurity Implementation (CMMC & NIST 800-171))

1. What approaches are institutions taking to operationalize research security requirements, such as those in NSPM-33, while minimizing administrative burden?
2. What risk mitigation measures should institutions integrate into their institutional culture to ensure responsible research collaborations with scientists at institutions in countries of concern?
3. What is your institution's approach to training and education on research security—what models or tools (e.g., CITI modules, in-house training) have been most effective?
4. How do we balance national security expectations with the principles of openness and collaboration that define academic research?

Compliance During Uncertainty (IACUC, IRB, DURC, etc.)

1. How are institutions approaching the documentation and record retention requirements tied to Other Support disclosures across agencies? What systems or workflows have you found effective? What are the challenges?
2. How do you sustain compliance operations when key federal systems (like iEdison) are unavailable or unreliable?
3. How are institutions adapting to compliance oversight in an era of federal staffing reductions and resource constraints?
4. What creative strategies have you implemented to maintain compliance and manage workload amid staffing cuts or hiring freezes? What efficiencies or changes have you implemented to adjust workload to align with your reduced staffing?
5. How can institutions build resilience in compliance infrastructure to handle future disruptions, shutdowns, or leadership turnover?

F&A Cost Reimbursement & Other Costing Issues (F&A Rate Caps, Additional Requirements for Expenditure Reimbursement on Active Grants, etc.)

1. How to/should we prepare for implementation of caps and/or a new model for reimbursement?
 - Financial impact mitigation
 - Administrative changes
 - If we can do so compliantly, how much indirect cost is it practical to directly charge?
2. Issues with drawdowns and invoices
 - How much is your institution floating?
 - Due to unavailability of systems? Due to requests accepted but not paid?
 - Are there continuing issues with Defend the Spend (DTS) and other requirements for expenditure reimbursement justifications. See Points to Consider for Reimbursement of Expenses Under Active Grants (V.2, Released August 5, 2025).
3. Strategies for efficiently addressing restrictions on reimbursement of allowable expenses, such as closeout costs and noncancellable commitments, after the date of termination. See Costing Points to Consider for Terminations and Suspensions (V. 2, Released August 20, 2025)
4. Given current conditions, is your institution allowing spending while waiting for continuations that do not arrive prior to the end of the current funded budget period? Have you experienced receipt of termination after the end date of the last funding increment? Are you considering closer monitoring? Other?

Future of Research (Funding Gaps, Next Generation, Alternative/New Funding Models, International Collaborations, Funding Constraints, Alternative Sources, Supporting Researchers, etc.

Government Shutdown

1. Has the recent government shutdown affected research operations? If so, are there any contingency plans emerging?

Federal Research Funding

1. Does federally funded research HAVE a future?
2. What does “resilience” look like in a future where federal funding may be less stable or more conditional? Is it survival? How do we plan for the future?
3. Given today’s policy and funding shifts, what does the future of federally funded research look like? What steps can institutions take to help sustain it?
4. How might reduced or redirected federal funding influence faculty recruitment, tenure, and promotion expectations?
5. What new or emerging models for funding research are you seeing, inside or outside of federal sources, and how might these shape the future of research?
6. Are institutions seeing any changes in the volume or success rate of federal research funding applications? Any shifts in specific programs?

Future of Govt/Inst Relationship (formally “Partnership”)

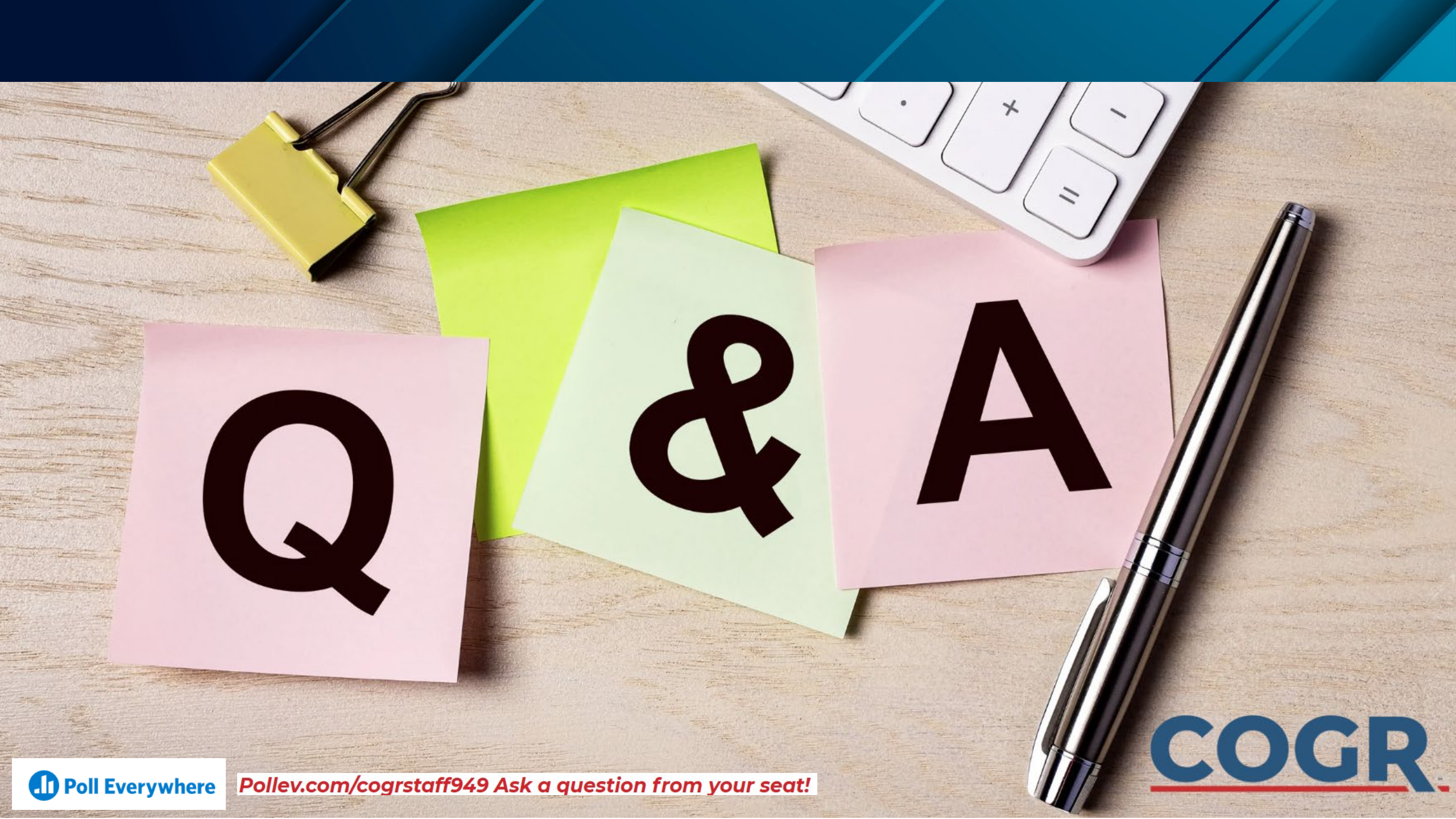
1. How do we reinvent ourselves in preparation for the next decade? What strategic priorities do we set?
2. How should institutions position themselves to thrive as federal priorities and partnerships may be volatile over the next decade?
3. How are institutions approaching research planning in an unpredictable environment? What time period are institutions using for their strategic plans for research, 3, 5, or more years out? Are institutions foregoing longer strategic planning for research in favor of goals with shorter timeframes (1-2 years)?
4. What would be the implications for university-industry partnerships if the federal government begins exercising march-in rights as implied in the recent Secretary Lutnick letter to Harvard University? How might the exercise of March-in rights (or the threat of it) change the appetite for companies to license early-stage innovations? How prepared are universities to withstand increased federal scrutiny on Bayh-Dole compliance (e.g., invention reporting, public benefit obligations, diligence in [commercialization](#))?

AI

1. How are institutions beginning to leverage AI to support research administration, compliance, or other institutional processes? What opportunities and challenges are emerging from early use?
2. What do you see as the most significant impacts, positive or disruptive, of AI on the research enterprise? How are institutions approaching strategic planning or governance around AI adoption and policy?

Terminations & Appeals (Reimbursement Issues)

1. Has anyone attempted or been successful in submitting their preliminary NIH termination to the formal HHS Appeals Board? What lessons or strategies could help others prepare?
2. What lessons have institutions learned from the recent unprecedented award terminations? How are those experiences shaping policies or practices? Are there ideas forming to mitigate future risks?
3. How might institutions approach award negotiations and agreements differently to strengthen protections against unilateral federal actions or unexpected policy shifts?
4. For terminations for convenience, what would be the implications for institutional planning, research continuity, and faculty confidence, and what strategies can institutions put in place now to mitigate those risks?

A top-down view of a wooden desk. In the upper right, a portion of a white laptop keyboard is visible, showing keys for a period, plus, minus, and equals. A silver pen lies diagonally in the lower right. A yellow paperclip is in the upper left. Three sticky notes are arranged horizontally: a pink one with a large black 'Q', a light green one with a large black '&', and another pink one with a large black 'A'.

Q

&

A