AGENDA
ABC Meeting
January 24, 2014
9:00 am – 12:00 pm
Li Ka Shing Berg Hall

9:00 -9:15  **ProjectSU – Stanford Seismic Bracing Program**
*Keith Perry*, Emergency Manager & Manager, Training & Communications
EH&S

9:15 -9:35  **Subawards Procurement Updates**
*Laura Register*, Subrecipient Monitoring Officer, Office of Sponsored Research

9:35 – 10:00  **SeRA Enhancements**
*Mich Pane*, Director, Pre-Award, Office of Sponsored Research

10:00- 10:30  **Annual Payroll Distribution**
*Sara Bible*, Associate Vice Provost for Research, Vice Provost & Dean of Research
*Ken Schulz*, Associate Vice President, Research Financial Compliance & Services

10:30 – 10:45  ~*Break*~

10:45 – 11:00  **Reminder’s and Updates**
*Sara Bible*, Associate Vice Provost for Research, Vice Provost & Dean of Research

11:00 – 11:25  **Compliance Issues**
*Ken Schulz*, Associate Vice President, Research Financial Compliance & Services
*G. Russell Brewer*, Associate Vice President of Sponsored Research, Office of Sponsored Research

11:25 – 11:45  **NSF Policy Updates**
*Gary Podesta*, Contract and Grant Officer, Office of Sponsored Research
*Catalina Verdu-Cano*, Contract and Grant Officer, Office of Sponsored Research

11:45 – 12:00  **Property Updates**
*Ivonne Bachar*, Director, Property Management Office
ABC’S of Research

PROTECT SU SEISMIC BRACING PROGRAM AND RESEARCH CONTINUITY

Environmental Health & Safety – January 24, 2014
Topics

- ProtectSU Seismic Bracing Program
- Research Continuity
OUR MISSION:

BUILD RESILIENCY

PROTECT LIFE SAFETY

Research
Recovery

Emergency Response

Emergency Response Planning

Business & Research Continuity Planning

Stanford University
PROTECT LIFE SAFETY

BUILD RESILIENCY

- AlertSU
- Dept. Emergency Operations Center (DOC) Planning
- Public Safety
- Fire Marshal Inspections
- Environmental Health & Safety
- Training/Response Exercises

- ProtectSU Seismic Bracing
- Research Continuity Planning
- PrepareSU Business Continuity Planning
Bay Area Earthquake Probability
Seismic Bracing: Bench Top Equipment

- A Universal Restraining Bar (URB) is placed at the back of the bench top and against the wall.

- The URB is fastened to the bench top with a strong 3M adhesive strip.
Seismic Bracing: Bench Top Equipment

- Bio-safety straps are used to clip into the URB:
Seismic Bracing: Bench Top Equipment

- One end of a strap attaches to the URB with a clip or carabineer, allowing for easy relocation.

- The other end is placed on the equipment, using a strong adhesive pad.
Seismic Bracing

- Drilling is usually not required for bench top installation.
- Restraints designed to maintain equipment function.
- Equipment can be moved easily. Just hook into the URB.
- Custom restraints are designed for specialized equipment.
- Restraint systems for physics labs clouds/canopies’

- Floor mounted and wall mounted systems.
ProtectSU Seismic Bracing Program

- Protect high value ($20,000 and above) laboratory equipment in earthquakes.
- Purpose: Loss mitigation and research continuity.
- Rebates are available only until August 31, 2016.
- [https://protectsu.stanford.edu](https://protectsu.stanford.edu)
Rebate Program for Departments & Independent Labs

- 25% Department / 75% ProtectSU for equipment with a Sunflower purchase price of $20,000 and above.
- Department may elect to pay 100% for equipment under $20,000.
- No rebate for bracing required by code.
- Equipment must have a Stanford ID tag to be braced.
Program for the School of Medicine

- School of Medicine seismic bracing program will be coordinated with ProtectSU.

- Equipment must have a Stanford ID tag to be braced.

- Successful pilot project in CCSR 3rd floor last year.

- Contact: Linda Gibson - lindah@stanford.edu
Program Delivery Options

1. ProtectSU - Managed — ProtectSU does it all for you.

2. Department - Managed — DIY

3. New construction or renovations.
ProtectSU — Managed (Services Provided)

- Initial meeting with Lab Managers & Building Managers
- Review Sunflower data for eligible equipment.
- On-site cost estimate by vendor: Quakehold
- Notification & communication w/lab personnel and researchers.
- Scheduling and installation.
- Installation report — ProtectSU database.
- Accounting, invoicing, I-Journal for rebate.
OUR MISSION:

BUILD
RESILIENCY

PROTECT
LIFE
SAFETY
Research Continuity Planning

- Total sponsored research: $899 million/year* (excluding SLAC)
- Mitigate loss.
- Minimize research interruption.
- Resume research activities in an emergency.

Source: Stanford 2013-2014 Budget Plan
Research Interruption

- Cost and time to replace equipment, data and materials.
- Related hazards with long clean-up periods.
- Irreplaceability of equipment.
- Loss of facility access and function.
- Loss of research funding.
Research Continuity

- ProtectSU Seismic Bracing Program
- Encourage maintenance: Do-It-Yourself (DIY) instructions to brace lab equipment.
- Purchase Quakehold seismic bracing materials from SmartMart.
- ProtectSU website: [https://protectsu.stanford.edu](https://protectsu.stanford.edu).
- Future initiative for Research Continuity Planning
Contact

Laurie Friedman
ProtectSU Program Coordinator
Environmental Health & Safety
650-723-9273
Laurie.Friedman@stanford.edu
Subaward Processing Changes

Old Process

D = Department
P = Procurement
O = OSR

1st opportunity for OSR to review the requisition

If there were change to be made:
- Contact Procurement to return to Department
- Back to Step 1
Subaward Processing Changes

New Process

- Fewer steps between initiation and approval
- Requisition issues are caught early in the process, rather than after the agreement is fully executed
  - Eliminates multi-step, multi-department back and forth for corrections
  - Reduces manual correction errors
- In house communication between Requisition, Contracting and PO approval within OSR
What we look for:

- **Request type**
  - Standard Subaward –vs- Subaward Change Order
- **Correct use of Lines**
- **Expense Types for the application of F&A**
  - 54710/54720/54240
- **Carry Forward requirements**
- **Vendor and Site selection**
Subaward Amendment Processing

- Subaward Change Orders will now automatically re-open the original PO and generate a new requisition number
  - Less duplicate data entry
  - Fewer errors in data from manual processes to link transactions
  - Streamlined processes and data between Oracle and SeRA
  - Consolidates data for a single subaward into a single PO
**Note for existing subawards:** When the new Requisition template is implemented you will not be able to copy and paste from previous requisitions.

### New iProcurement Requisition Template

Additional department input on subaward contracting at the time of request

<table>
<thead>
<tr>
<th>Request Type</th>
<th>Standard Subaward</th>
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<tr>
<td>Item Type</td>
<td>Goods or services billed by amount</td>
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<tr>
<td>Item Description</td>
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<tr>
<td>Category</td>
<td>STANDARD, SUBAWARD</td>
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<tr>
<td>Amount</td>
<td></td>
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<tr>
<td>Supplier Item</td>
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</table>

**STANDARD SUBAWARD**

- Subaward Request Description
- Subaward Increment Start Date
- Subaward Increment End Date
- Subaward SPO
- Subaward Project Name
- Human Subjects
- Animal Subjects
- Capital Equipment

- Stanford PI
- Stanford Department Contact
- Stanford Contact Email
- Stanford Department
- Subrecipient PI
- Subrecipient Subaward Contact
- Subrecipient Contact Email
- Additional Special Restrictions

* Enter the line here
* Enter contracting details here

**Is carry forward restricted to subrecipient under this agreement?**
Per RPH 16.4, the PI is required to personally approve acceptable Subrecipient invoices for payment. Approval of the invoice implies that costs incurred are:

- in accordance with the budget and subaward agreement
- allowable, allocable and reasonable
- were incurred within the period of performance
- are aligned with the scientific progress reported to date

Effective November 1, 2012, Stanford required payment approval on all subaward invoices, and a checkbox was added to the iProcurement invoice upload process.

To further document that subrecipient invoices are being processed in accordance with Stanford policy, approval language on subaward invoices will soon be required to signify the nature of the PI’s approval.
Effective June 1, 2014 subaward invoices will require the following statement to accompany the PI’s signature:

Have stamps made, print labels, hand write

To order stamps:
email JP Cooke sales department directly at sales@jpcooke.com and request the stamp ordered by Stanford University Dept. of Sponsored Research on February 7, 2013.

The prices are as follows:
For orders of 10 or more stamps - $39.06 per stamp
For quantities less than 10 - $45.95 per stamp
Contact Information

**Requisitions**
Angel Chan
acchan@stanford.edu

**PO Approval**
Irene Aranya
Iaranya@stanford.edu

**General Inquiries**
Laura Register
Laregist@stanford.edu
SeRA – Core Elements Complete!

• Process Re-design
• Data Flow to Minimizes Duplicate Entry
• Improved Efficiency & Turnaround Time
• Improved Process Transparency & Service
• Better Data for Resource Management & Training
SeRA Enhancements

Continue to Tune Existing Functionality & Build New Features

- 6 to 8 week release cycles
- Recent Release Dates include:
  - July 20, 2013
  - August 29, 2013
  - October 13, 2013
  - December 14, 2013
SeRA Enhancements

**New Attachments Page** *(released July 2013)*

Ability to Sort, Filter, Search, Create Customized Views

### ATTACHMENTS

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<tr>
<th>Category</th>
<th>Subcategory</th>
<th>Proposal</th>
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<th>File Name</th>
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<th>Rev.</th>
<th>Updated By</th>
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SeRA Enhancements

Personnel Summary Page (released August 2013)
Lists the participating faculty on the project.
Integration with OPACS - view COI Disclosure history associated with this project.

Stanford Electronic Research Administration

SPO #49851
Elizabeth D. Mellins
Pediatrics
Agreement Number: R01 AR061297
Agreement type: Grant

PERSONNEL SUMMARY
Includes all PIs and Other Stanford Faculty on the project

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<tr>
<th>Participant Role</th>
<th>Name</th>
<th>Active Flag</th>
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OPACS DISCLOSURE HISTORY

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SeRA Enhancements

PDRF Other SU Faculty Page (August 29, 2013)
First step in overhauling the Other Stanford Faculty page functionality
- Changed the Add Stanford Faculty Member from a link to a button
- The data entry page now occurs in a pop-up window
- Shows the full list of Other Stanford Faculty entered (rather than the former pull-down menu), and allows for easier editing and removal while still in the PDRF Prepare mode
SeRA Enhancements

“My Projects” Dashboard Tab (released October 2013)
Provides PIs with a quick list of
- their Active Awarded Projects
- transactions that are being worked on in support of those projects
- submitted proposals pending sponsor decision
- projects (or competitive segments of projects) that have ended and are in closeout.

Department Administrator view of same features also made available

![MY DASHBOARD](image-url)
SeRA Enhancements

Other key features:

- Ability to search projects by Oracle Award (August 2013)
- Dashboard enhancements (August 2013)
- Processing parallel PDRF & Award transactions (December 2013)
- Numerous central office enhancements and improvements for award processing, clinical trials processing, and account set-up (August, October, December 2013)
SeRA Enhancements

What’s On the Horizon?
SeRA Enhancements on the horizon

A Sample of Upcoming New Features

- Project Personnel Management
  - Ability to add or remove faculty at any point in time
- Improvements to the My Projects dashboard tab
  - Integration with FFIT
  - Display committed faculty effort for projects
- Subawards summary page at the Project level
- Project level attachments category for departmental use

*Release Demo dates will be announced — please attend!*
Annual Payroll Distribution Certification

ABC Meeting

Sara Bible, Associate Vice Provost for Research
Office of the Vice Provost and Dean of Research

Ken Schulz, Associate Vice President, RFCS
Business Affairs
Last May we meet and discussed Payroll Certification.

To bring you up to date:

- **Announcement of Annual Payroll Certification**: June 2013
- **FYI Reports Distributed**: Fall 2013
- **TM Training & Briefing**: Jan, Feb, March 2014
- **PI Briefing**: March 2014
- **TM Review Data**: Feb 17, 2014
- **School/Dept Overseer Review Data**: Feb 3, 2014
Payroll Distribution Certification is a Federal Requirement

Stanford will annually certify 100% of payroll charges for faculty, staff, including academic staff researchers (ASRs), students and postdoctoral scholars whose Stanford salary is charged in whole or in part to one or more of the following:

1. federally sponsored projects
2. subawards with a federal prime sponsor where Stanford is a subrecipient
3. cost sharing accounts for federally-sponsored projects
4. non-federally sponsored projects that incorporate A-21

Note: Stipends are not included and do not require certification
The Change

Currently Certify Project Expenditures Quarterly

Add in 2014

Certify CY2013 Payroll Distribution by Person
The salary data is the same; just sorted by employee!
When Reviewing the Data Remember

• Payroll amounts and percentages are for calendar year 2013
  – Grants and contracts (and peoples effort) start and stop at different times of the year
    • If a person worked one month at 50% effort it will appears as 50% /12 month = 4.16 % for the year

• An LDA made after certification will require recertification by the Faculty
**The Process**

- **January**
  - verify data for each employee

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**The Players**

- **8** School Overseers
  - February 3
  - verify Task Manager assignments

- **271** Task Managers
  - February 17
  - verify payroll distribution

- **1200** *Certifiers*
  - March 31
  - review and certify payroll distribution

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*Certifiers: faculty, PIs, (designated certifiers: supervisors, those with PI a waiver)*
Get Prepared

• Use as a resource the information on DoResearch
  – Timeline, roles and responsibilities
  – User guides
  – Overview of the process

• Clear all salary clearing accounts

• Make all correction to salary expenses ASAP
  – Recertification will be required if a faculty certifies and the data changes
How Can We Help You and Your Faculty, Prepare for the Annual Certification

Tell us what you need

Script for task managers

Workshops with task managers

Email from Sr. management

Faculty forums
Getting Your PI Ready

• Online Briefing – **Required** for all Certifiers (Faculty & designated certifiers) and Task Managers

• Faculty Forum

• Computer Lab – Task Managers are invited to participate in a walk through using the eCertification System
  – STARS PDC-1000
We are Here to Support You

Assistance with policy:
Sara Bible, Office of the Vice Provost and Dean of Research sbible@stanford.edu
and
Ken Schulz, Research Financial Compliance & Services kschulz@stanford.edu

Assistance with Annual Payroll Distribution Certification:
Marilou Hemenway marilou@stanford.edu,
Maryland Hastie mhastie@stanford.edu

Training and Outreach:  Patti McCabe pmccabe@stanford.edu
Let’s Demo the System

PI: Maecker
Reminders and Updates

ABC Meeting

Sara Bible, Associate Vice Provost for Research
Office of the Vice Provost and Dean of Research

January 24, 2014
Reminders

• New and competing proposal preparation – not allowable as a direct charge for faculty, academic staff researchers or regular staff
  – Proposal preparation for non-competing and continuation proposals allowed as direct charge

• Use expenditure type for salaries over the salary cap

• Cost sharing accounts – use appropriately and timely

• Make sure salary clearing accounts have been reallocated

• Make labor distribution adjustments ASAP

• Be mindful of moving salaries at closeout to clear an overdraft

• Make sure your task manager and task owner on your awards are valid and have salary view authority

• Make sure you review, sign and retain quarterly reports
Reminders

• Emeriti faculty
  – Cannot be included in research proposals without confirmation of recall plans prior to submission
  – Award will not be made without the recall in place
Updates on OMB Uniform Guidance

• Effective on December 26, 2014
• Changes to policies including:
  – Cost Sharing
  – Direct charging of administrative costs
  – Compensation – Personal Services
  – Subrecipient Monitoring and Management
  – Indirect (F&A) Costs
  – Conflict of Interest
  – Participant Support Costs
  – Audit Requirements
  – Property Standards
  – Procurement Standards and
  – more…
How is Stanford Preparing?

• Research Policy Working Group – subgroup
  – Analyzing revised OMB guidance
  – Preparing matrix of regulatory changes and responsibility for editing Stanford policies
  – Policies will be edited and “road tested” with research community
  – Training will be updated
  – Final policies and training to be released in Fall 2014/Winter 2015
Compliance Updates

• 2012 A-133
  – Good Job – Thank you
• 2013 A-133 Beginning
• NSF Data Analytics Audit
  – Large audit
  – Fast turn around for questions
  – Document your responses
• Internal Audit
• RFCS Review
Compliance Updates

• Audit Red Flags
  – End of award equipment purchases and travel
  – Late close outs
  – Excessive transfers of expense – especially late in the award
  – Same cost multiple times
Compliance Updates Continued

• 2014 audit emphasis
  – Cost sharing
  – Clerical and administrative charges
  – Food and travel
• Cost transfers – thoughtful documentation of the reason
• Late cost transfers- work with your compliance officer before submitting (note: applies to charges onto a sponsored project)
• Shared facilities Service Center Software Implementation
Areas for Improvement

• Food automated blocking on new Federal awards
  – Food charges to federal awards will be blocked unless it is included in the scope of the award and budget.
  – Blocking can be removed if requested on an award basis and if OSR agrees.
  – Analyzing automated blocking on existing Federal awards

• Food issues
  – Alcohol and related tip and tax
  – Lack of agenda or list of attendees
  – Lack of complete business purpose
  – High repetition
  – First charge non- sponsored
Areas for Improvement

• Travel
  – At end of award
  – Eating like a hobbit
    • Breakfast, second breakfast, elevenses, luncheon, afternoon tea, dinner, supper
  – Expensive meals
  – One day conference – 5 day stay
  – Extremely high airfares
  – Alcohol and tip and tax
  – Car for conference when at airport hotel
  – Lack of reason or benefit to the award
  – Claiming per diem when conference supplies meals
NSF’s PAPPG Changes & Clarifications

New NSF GUIDE (NSF 14-1) takes effect for proposals submitted or due on or after

February 24, 2014
Significant Changes

“Smart Templates” built into Fastlane

- Help determine the applicable proposal preparation policies and procedures to be followed
- Enhance validation prior to submission
“Smart” Template Choices

1. Choose from:
   - A collaborative proposal from one organization
   - A collaborative proposal from multiple organizations
   - Not a collaborative proposal

2. And the type of proposal being developed:
   - RAPID (Grants for Rapid Response Research)
   - EAGER (Early Concept Grants for Exploratory Research)
   - Research - other than RAPID or EAGER
   - Equipment/Instrumentation
   - Conference, Symposium, Workshop
   - International Travel
   - Fellowship
   - Facility/Center
Project Summary for proposals with special characters needs to meet the maximum **4,600 characters (combined)** and be formatted with three separate headings:

- Overview
- Statement on Intellectual Merit
- Statement on Broader Impact
Significant Changes

Results from Prior NSF Support

- PI or CO-PIs with more than one NSF award need to report on the **one award most closely** related to the proposal to be submitted.

- The summary of results of completed work has to be described under **two distinct headings:**
  - Intellectual Merit
  - Broader Impact
Biographical Sketch(es)

• The “Publications” section of the Biosketch was renamed “Products” last year.

• HOWEVER, if we only have publications listed, we can use “Publications” as the heading for that section instead of “Products”.

• REMEMBER: max 10 products (and/or publications) can be listed in this section: up to 5 most closely related and up to 5 other significant products.

• Proposals that exceed this number may be returned without review.
Required Sections of the Proposal

• Cover Sheet – including certifications
• Project Summary
• Project Description – including Results from Prior NSF Support
• References Cited
• Biographical Sketch(es)
• Budget & Budget Justification
• Current and Pending Support
• Facilities, Equipment & Other Resources
• Supplementary Documentation
  – Data Management Plan
  – Postdoctoral Mentoring Plan (where applicable)

IF A SECTION IS NOT REQUIRED PER THE PROGRAM ANNOUNCEMENT, UPLOAD A DOCUMENT THAT STATES “NOT APPLICABLE” AS A PDF FILE
New Proposal Certifications

Certification regarding Conflict of Interest (COI)

The institutional representative certifies that:

1. the organization has implemented and is enforcing a written COI policy consistent with NSF’s provisions on COI;
2. to the best of his/her knowledge, all financial disclosures required by the COI policy will be made;
3. that if a COI is present at the time of award, prior to spending any funds the COI will be satisfactorily managed, reduced or eliminated.

COI Notification added in Fastlane to disclose changes in conflict of interest status.

Conflict of interest language will also be added to the award terms and conditions.
Proposals for Conferences, Symposia and Workshops need to include a description of plans to identify resources for childcare and other types of family care at the conference site to allow individuals with family care responsibilities to attend.
Cost-Sharing

- VOLUNTARY cost-sharing still FORBIDDEN
- Mandatory cost-sharing required in very rare occasions for very specific program announcements
  - Cumulative cost-sharing amount for whole period added in line M in first year’s budget
  - Proposers should not exceed the amount of cost-sharing required in the solicitation
  - NSF will require proof of the full cost-sharing amount at the time of award
Clarifications

Indirect Costs

Except as noted in the *Grant Proposal Guide*:

- Participant support section;
- International Travel Grants Section; or
- In a specific program solicitation.

Institutions must use the applicable indirect cost rate (F&A) that has been negotiated with the cognizant federal agency.

Foreign grantees and subawardees also are generally not eligible for indirect cost recovery.

NSF only negotiates rates for organizations for which NSF is the cognizant agency. **NSF does not negotiate rates for subawardees.**
Clarifications

“Other” direct costs: Visa costs

- **Short-term visa costs** are generally allowed if:
  - They are critical and necessary for the conduct of the project;
  - They are consistent with applicable cost accounting principles (internal and external);
  - Meet the definition of “direct costs” per OMB circulars.
Clarifications

Supplemental information

- An **environmental impact assessment** may be requested at the time the proposal is selected for funding.
- It will be implemented for a limited number of solicitations as a **pilot program this year**.
Proposals Not Accepted

A proposal may not be accepted or may be returned without review by NSF for the following reasons;

The proposal:

- does not meet NSF proposal preparation requirements, such as page limitations, formatting instructions, and electronic submission, as specified in the Grant Proposal Guide, the NSF Grants.gov Application Guide or program solicitation;

- is submitted with insufficient lead-time before the activity is scheduled to begin;

- is a full proposal that was submitted by a proposer that has received a "not invited" response to the submission of a preliminary proposal;

- is a duplicate of, or substantially similar to, a proposal already under consideration by NSF from the same submitter.
Questions?
PROPERTY MANAGEMENT UPDATE

ABCs of Research Administration
January 24, 2014

Presented by:
Ivonne Bachar, CPPM CF, Director, PMO
Faculty and P.I. Arrivals & Departures

INFORM DEPARTMENT PROPERTY ADMINISTRATOR AND PMO

FREQUENT AREAS RESULTING IN QUESTIONS:

- Incoming or Outgoing Transfers of Equipment
  - Sponsor Funded and/or owned
  - International Locations
- Donated Equipment
- Transfer of Equipment Custody in Sunflower
- Purchase or Fabrication of New Equipment
- Sub-awards
- Award Closeouts
Equipment Plans within Proposals

- **CAPITAL VS. NON-CAPITAL**
  - Clarification re Capitalizable Costs
- **INCLUSION OF EQUIPMENT INFORMATION**
- **CURRENTLY AVAILABLE EQUIPMENT**
- **EQUIPMENT ASSOCIATED WITH SERVICE CENTERS**
- **FABRICATIONS**
Equipment Purchase Requisitions

- **Ensure Accuracy**
  - 100% Impact on Records Accuracy

- **Key Information:**
  - Compliance with Agreement Terms
  - End of Award Period Purchases
  - Screening
  - Equipment Title/Ownership
  - Taxability
  - Expenditure Type
  - Fabrications
  - Item Description
    - Configuration

- **Error Rate approximately 8%**
Equipment Purchase Requisitions

- **Beware of:**
  - Combining SU-Owned and NON-SU-Owned on Same Requisition
  - Extended Warranties
  - Equipment Obsolescence Agreements
  - Leased Equipment
  - Repair vs. Replacement
  - Software
  - Computers
Equipment Fabrications

- Updated Policy – Property Manual, Section 2.6

- Clarified Definitions
- Fabrication Request Form
- Fabrication Completion Form
- Administrative Principles and Guidance
  - Allowable and Unallowable examples
- Accounting Protocols
- Residual Materials

Property Reuse & Disposal

- **REUSE WEBSITE**
  - [https://orasecurestanford.stanford.edu/ora/pmo/reuse/default.asp](https://orasecurestanford.stanford.edu/ora/pmo/reuse/default.asp)

- **FURNITURE REUSE PROGRAM FY13**
  - Cost avoidance $300K

- **SURPLUS PROPERTY SALES**
  - $307K Returned to Departments in FY13

- **ENSURE ALL EXCESS ITEMS ARE PROCESSED THROUGH DPA**
  - User-Friendly online SPARC Excess Requests
  - Computer Sanitizing & Hard Drive Destruction
  - Computer Replacements (e.g. encryption initiative)
  - Campus Cleanup
  - Major Projects & Renovations
Staffing Changes in PMO

- **Retirements or Departures:**
  - Paul Dellwo, Max Canio, Pauline Szeto, John Lee

- **Newest Personnel or Changed Responsibilities:**
  - Justin Foeppel – Finance Compliance Manager
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  - Noreen Chen – Research Manager
    - Ph: 723-2294; email: noreenchen@stanford.edu
  - Scott Ray – Property Service Representative (SoE, DoR areas)
    - Ph: 725-9839; email: scottray@stanford.edu
  - Maurice Brown – Property Administrator
    - Ph: 736-8101; email: mbrown5@stanford.edu