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WELCOME, NEW FACULTY

Milla Arabadjian, PhD  
Assistant Professor  
Foundations of Medicine

Sommer Gentry, PhD  
Director  
C-STAR Operations Research Core

Mara McAdams DeMarco, PhD  
Associate Vice Chair for Research  
Surgery

Jordan Axelrad, MD, MPH  
Assistant Professor  
Medicine

Morgan Grams, PhD  
Professor  
Medicine and Population Health

Hyung Park, PhD  
Assistant Professor  
Population Health

Tessa Barrett, PhD  
Assistant Professor  
Medicine and Pathology

Adam Griesemer, MD  
Member of the Faculty  
Transplant Institute (Surgery)

Dorry Segev, MD, PhD  
Vice Chair for Research  
Transplant Institute (Surgery)

Dowin Boatright, MD  
Vice Chair for Research  
Emergency Medicine

Macey Levan, PhD, JD  
Director  
C-STAR Qualitative Core

Jack Tsao, MD, DPhil, MBA  
Professor  
Neurology

Julide Celebi, MD  
Professor  
Dermatology and Pathology

Allan Massie, PhD  
Director  
C-STAR Quantitative Core

Akhila Veerubhotla, PhD  
Assistant Professor  
Rehabilitation Medicine

Whitney Cowell, PhD, MPH  
Assistant Professor  
Pediatrics and Population Health

Ellicott Matthay, PhD  
Assistant Professor  
Population Health

Chang Yu, PhD  
Professor  
Division of Biostatistics

49 THESIS DEFENSES  
VILCEK INSTITUTE  
OF GRADUATE BIOMEDICAL SCIENCES

MORE THAN 5,000  
PAPERS PUBLISHED  
BY NYU LANGONE RESEARCHERS
An Interview with Marie Bragg, PhD
Assistant Professor, Department of Population Health
Director of Diversity Initiatives in OSR

What is your new position?
As the new Director of Diversity Initiatives for the Office of Science and Research (OSR), I’ll work across the research mission to continue to strengthen diversity, equity, and inclusion programs across the institution. This includes collaboration with the Office of Diversity Affairs (ODA), the Institute for Excellence in Health Equity (IEHE), Vilcek Institute of Graduate Biomedical Sciences, the postdoctoral program, and each of the departments. I’m looking forward to contributing to the recruitment and retention of faculty and trainees who are underrepresented in science and medicine.

What is your academic and DEI background?
I earned my PhD in clinical psychology from Yale University in 2014. My mom was the first person in our family to attend college when she earned her nursing degree after moving from Trinidad to Miami in her 20s. I was the second person in my family to attend college, and still feel so appreciative of the mentors who have advised me throughout my academic journey. My great-grandmother couldn’t read or write, and she and my grandmother sacrificed a lot to get my mother access to education in the U.S. It has meant a lot to me to focus on diversity, equity, and inclusion (DEI) efforts throughout my career. Prior to starting this role in OSR, I served on the Anti-Racism Coalition in the Department of Population Health and the DEI Committee at the NYU School of Global Public Health.

My academic training during graduate school focused on food policy research and seeing patients who experienced anxiety, depression, eating disorders, and obsessive-compulsive disorder. The combination of health equity research and clinical training has helped inform how I approach DEI service.

What excites you the most about your new role?
I’m most excited about the teamwork involved in advancing diversity, equity, and inclusion across NYU Langone Health. The collective efforts of ODA, IEHE, Vilcek, OSR, our postdoctoral program, departmental DEI Vice Chairs—and all of the DEI committees led by faculty, staff, and trainees—reinforce the amazing things that can happen when we are committed to the shared vision of advancing diversity, equity, and inclusion at NYU Langone Health.

What are your goals for 2023?
Drs. Eva Hernando-Monge, Keith Micoli, and Arthee Jahangir recently introduced me to the Scholar to Faculty Program, which aims to recruit and retain postdoctoral fellows who are underrepresented in science and medicine. One of my goals for 2023 is to contribute to the program’s growth in a way that honors the extraordinary progress they’ve made in carving a path for diverse postdoctoral fellows to join our faculty. Another goal is to work with IEHE and ODA to boost underrepresented faculty recruitment across departments. I also plan to work with Vilcek leadership to recruit prospective PhD and MD/PhD students during their upcoming interviews and foster an inclusive environment for incoming and current students.

Do you have any upcoming events for 2023 that people should be aware of?
One aspect of creating an inclusive environment involves getting to know people in other departments to learn about each other as people and as professionals. It gives us a chance to learn about the experiences of other people and ultimately enhance the work of creating more welcoming environments. It’s normal for us to stick close to our own offices and socialize with our close collaborators, and at the same time, we all stand to benefit from getting to know each other more. Maybe we’ll organize tours of different lab spaces and other events that cut across departments to serve as building blocks for more institution-wide inclusivity and belonging. I’d also like to create events to match diverse undergraduate students with more research labs across NYU Langone Health. I think there’s an exciting opportunity to form a pathway to science careers by partnering with undergraduate programs at NYU.

How can people contact you if they need guidance?
My email address is marie.bragg@nyulangone.org, and I would welcome any questions, suggestions, or feedback.
I joined the Clinical and Translational Science Institute (CTSI) as Executive Administrative Director in April 2022 after spending five years with the Clinical Research Support Unit (CRSU) in the Office of Science and Research. Despite having spent seven years at the Weill Cornell Clinical and Translational Science Award (CTSA) hub earlier in my career, I learned the truth of the adage, “when you’ve seen one CTSA hub, you’ve seen one CTSA hub.” It has been incredible to find out about all the unique aspects of our CTSI and its impact on research not only at NYU Langone Health but throughout its partners, including the 11 schools and colleges of NYU, NYC Health + Hospitals, and community-based organizations throughout New York City. Click here for the CTSI 2022 Highlights Newsletter.

Over the past eight months, I have had the privilege to work with an amazing team to build upon the excellent foundation set by my predecessor and continue to expand our programs. The Translational Workforce Development team has doubled the number of concentrations in the Masters of Science in Clinical Investigation program to train the next generation of research scientists in a variety of fields, including health disparities and health equity. The Outreach team consists of multi-disciplinary team members with expertise in community engagement and recruiting diverse participants across the lifespan. They have made enormous contributions in increasing enrollment in trials, including increasing vaccine acceptance and uptake to reduce disparities, and promoting research ideas generated directly from the community. The Participant and Clinical Interactions team has expanded its clinical research centers to Brooklyn and Long Island, further supporting the research infrastructure across all our hospitals. Finally, it has been exciting to establish our newest team, Evaluation, Quality & Implementation, which will support all quality assurance initiatives across the institute and help evaluate outcomes on the health of the communities that we serve. The CTSI could not thrive without such a highly skilled and collaborative group of clinical research professionals.

I have also had the amazing opportunity to connect with peers across the CTSA consortium to learn about new initiatives and share best practices. One of the special qualities of this role is that it allows you to connect with CTSA hubs not only in the tri-state area but also throughout the nation, leveraging each of our institutional strengths toward a greater goal.

Over the next year, we will begin the challenging task of preparing for our next grant renewal, which will increase NIH funding and extend the length of the award cycle to seven years. The impact of the CTSI is vast and I am so proud to be a part of it and contribute to its success.
Clinical Research Centers

NYU Langone’s Clinical and Translational Science Institute provides investigators with Clinical Research Centers (CRCs), which are dedicated clinical facilities and experienced research nursing and coordinator services for participants in translational and clinical research studies. There are five CRCs between Manhattan, Brooklyn, and Long Island, which are all staffed by experienced research nurses and clinical research coordinators who provide high-quality, safe, and courteous care to research participants. In 2022, two new CRCs opened (marked below with a ★), one in the Medical Science Building on the Manhattan Campus and one in Long Island.

NYC Health + Hospitals/Bellevue, Manhattan Campus

The Bellevue facility has seven exam rooms, including both bariatric and obstetric and gynecologic exam rooms, a procedure room, a recovery room, and a treatment room. It also features one four-bay infusion suite for adults, one three-bay pediatric infusion site, one four-bay interview room, and a central nursing station.

Long Island School of Medicine, Long Island Campus

This facility has five exam rooms, an office, a five-bay coordinator-monitor room, a reception area, a blood-drawing chair, a specimen preparation area with access to a centrifuge, both -20°C and -80°C freezers, a study supply/equipment room, and a document room for regulatory binder storage and archiving.

Brooklyn Campus, Augustana

The Brooklyn CRC two dedicated and two shared exam rooms, an office, a five-bay coordinator-monitor room, a reception area, a phlebotomy room, a specimen preparation area with access to a centrifuge, both -20°C and -80°C freezers, and a study supply/equipment room.

Medical Science Building (MSB), Manhattan Campus ★

The satellite facility is for use with study participants who are not acutely ill. Procedures permitted include physical exams, questionnaire administration, blood drawing, specimen processing, EKG, and minor diagnostics.

Long Island School of Medicine, 1111 Franklin ★

This satellite facility supports outpatient visits for clinical research participants. The outpatient facility is equipped with three exam rooms, an office, a seven-bay coordinator-monitor room, and a specimen preparation area with access to a centrifuge and both -20°C and -80°C freezers.
What’s New with Clinical Research and Sponsored Research Operations?

- The activation of 10 clinical research studies in support of the Bezos Family Foundation Beyond Bridges Initiative
- Research imaging fMRI was implemented at Citicorp building
- Improved billing compliance through CRMS-Epic integration
- 100% Improved reporting of study results on clinicaltrials.gov to 100% compliance
- New Quality Improvement & Assurance (QIA) program increased quality reviews by five-fold
- Number of departments supported by Research Pods grew from 4 to 17
- A RECOVER NIH grant study-specific new Single IRB process
- Improved turnaround time for outbound NIH subaward contracts by 49%
- Improved IRB full board review turnaround time by 7% and expedited review by 11%
What is the biggest challenge you have faced with the creation of this new unit?
The size and scope of the group has been a considerable challenge! I compare it to repairing, building, designing, and flying the plane all at the same time. We have over 120 employees in eight different areas managing over $600M of grant revenue and $2B in grant submissions. While it has been so exciting to work with the talent of our growing unit, it has also been a challenge to ensure that we can manage and lead the team in an effective and impactful way.

What are your goals for 2023?
The first thing we focused on last year was assessment and stabilization as we needed to fill a number of open positions. For 2023, we continue to evaluate the needs of the unit and community in terms of what resources we need and processes to improve upon, so that we can optimize our operations, expand the use of existing tools, and really start to feel the impact and difference in the support that our areas are providing.

Right after we launched last January, we met with all of the DAs and chairs and one of the areas where (I hope) we have been successful so far is creating an open line of communication with the academic departments and faculty to hear their needs and feedback. Our goal is to continue those open lines of communication and grow even stronger partnerships.

All of the teams within SRO are incredibly dedicated and committed to the growth and success of our research faculty and grant portfolio. We look forward to optimizing how we work across the community to better support our research mission in 2023 and beyond.

What is Sponsored Research Operations?
Sponsored Research Operations (SRO) is a new unit, which integrates all of the key functions of the grant lifecycle, research grant administration, and research finance under one umbrella. When you think about the sponsored award cycle, there are three phases: pre-award, award, and post-award. Previously, each responsibility was handled under a different team and infrastructure; however, with the creation of the new SRO unit, we have brought them together! This integration is key because the phases are inextricably commingled—one always influences and impacts the other. If you ask people who are on the post-award side, they will tell you that grant management starts with the budget you submit on the pre-award side.

What are the Research Pods?
The Pods represent a shift in the traditional model where departments separately manage their administrative staff to support their grant administration needs. The pod model is meant to enhance and strengthen, not remove or hinder any support needed by the department and faculty. The centralization and shared resources of the pods across multiple departments allows us to fully utilize staff expertise and foster both development and training, while also standardizing how we operate and improve the quality of support and service we provide across the community. It has been about a year and a half since we launched this model, and I am very proud of the significant growth in the departments we support and buy-in of our new model and level of service. Having insight into the challenges at the department and faculty level also allowed us to improve our central operations and processes to increase the transparency and visibility both for the research community as well as for our unit to highlight the pain points in our systems.

Tracey Volz, MBA, MS
Assistant Vice President, Sponsored Research Operations

And Now...

A Word from Our Sponsor(ed)
Research Operations Team
Immune Monitoring Laboratory

In 2022, the Division of Advanced Research Technologies (DART) opened the Immune Monitoring Laboratory Lab (IML), an integrated facility that serves as a central hub for basic and clinical research, uniquely positioned to bridge the wet-bench laboratory and the clinic. IML facilitates the analysis of immune cell phenotypes via multiplexed immunophenotyping approaches critical to cancer, cardiovascular, and neurological research. For example, IML will assist in the characterization of anti-tumor immune responses, determine mechanisms by which immune escape and evasion occur, and predict patient responses in immunotherapy trials. IML is directed by Sara Borghi, PhD, assistant professor of pathology. Dr. Borghi is an immunologist trained at the GSK Vaccine Research Center and Rockefeller University. This combined industry/academic experience gives her extensive expertise in mechanistic and technical aspects of human immunology and cancer immunotherapy.

Iman Osman, MD, Associate Dean, Clinical Research Strategy

Dr. Osman, who served as associate dean for translational research support since 2017, has been appointed to associate dean, clinical research strategy. In her new expanded role, she will develop a system-wide clinical research growth strategy, with an emphasis on disease-focused programs and/or programs organized by demographic segment (e.g., aging, women’s health, minority health). She will also assist with strategy implementation related to needs/opportunities that span multiple departments and support researchers in developing large/complex multisite NIH grants by leveraging OSR resources. Dr. Osman will continue to provide guidance and support to the management of the Center for Biospecimen Research and Development (CBRD).

Dr. Osman has experience building one of the most successful interdisciplinary programs in the nation, the NYU Langone Melanoma Program, and has an established track record of building translational research infrastructure at our institution. She also has a long-standing commitment to supporting researchers with easily available, high-quality resources that help ensure success.
High Performance Computing Core
The High Performance Computing (HPC) Core provides resources and support for performing computational research at scale, analyzing big data, and machine learning. The primary HPC cluster BigPurple was initially constructed in 2018 with 103 nodes, 4,120 CPU cores, 156 GPU accelerators, and 7PB of storage.

UPCOMING ENHANCEMENTS
The BigPurple cluster is being re-imagined as UltraViolet with 63 additional computational nodes to support the growth of standard, high-memory, machine learning, and GPU-accelerated jobs. This expansion will include an upgrade to the Infiniband network fabric, 220 Nvidia Ampere GPUs, 3,136 CPU cores, and 39TB of system memory.

Grants at a Glance
The enhanced Grant Financials dashboard now uses a more structured method to alert PIs to awards requiring their attention. The Grants at a Glance and Project Details pages now show more clearly which projects are in alert status, allow improved filtering based on alert type, and provide recommended actions.

UPCOMING ENHANCEMENTS
New notifications and information from other apps, starting with Research Navigator

Research Navigator
With input from researchers and study teams, planning has begun for significant improvements across the Research Navigator suite including a new Conflict of Interest process, which will reduce the number of times one has to disclose. Additional upgrades for MyStudies, Grants, Biosafety, Agreements, IRB, and Lab Management are all underway.

MyResearch Portal
MyResearch was re-released as a module on the new Inside Health portal. A new integration with Grants at a Glance now delivers notifications alerting you to grant awards that require attention. New links and resources include the controlled substances licenses transition.

Data Hubs
The Perlmutter Cancer Center and Population Health Data Hubs provided data acquisition, analysis, and visualization support to dozens of research teams. MCIT and Population Health deployed a HIPAA-compliant geocoding solution that’s free to use for all researchers.

UPCOMING ENHANCEMENTS
New data hubs, a compliant analysis “enclave” for storing and analyzing restricted data sets, image data management and analysis software, and a shared query and code repository
With the decision to renovate the Skirball building located at 540 1st Avenue, a large collaborative effort led by the RED+F renovations team and supported by OSR lab operations was launched with two focuses: 1) relocating labs while ensuring research continuity, and 2) developing a modernization plan to meet the needs of research for the next generation.

The lab relocation program started in December 2021 when the first lab was moved to the Smilow Research Center. Over the next 12 months, the remainder of the labs, core facilities, and research support capabilities were moved to new locations across the research enterprise. Every lab-based research building on the Manhattan superblock absorbed displaced labs including Smilow, Science Building, MSB, and ACLS-East and West towers. Nine departments across fifteen floors in those buildings are now hosting labs that were moved from the Skirball building.

Plans for the renovated building are currently in full swing! The design process was completed mid-2022 with input from scientific leaders and future occupants of the building, and renovation activities are now well underway. The building will house the Department of Cell Biology and Regenerative Medicine on three of the floors and the new Virology Institute on the remaining research floor.
The RECOVER Initiative is wrapping up an exciting year, with major strides in internal structure, protocol maintenance, and community engagement. NYU Langone, recipient of the $470 million parent award as the Clinical Science Core (CSC), has successfully constructed the RECOVER Consortium—a network consisting of lead investigators from within the RECOVER Cores, principal investigators and study staff from more than 30 hubs and dozens more sites across the nation, and external representatives in both the scientific and general communities.

Year 1 focused on building a diverse participant pool through enrollment from across the nation. The adult cohort was the first protocol to initiate enrollment, with their first participant enrolling in fall 2021. The pediatric and tissue pathology cohorts followed shortly after, publishing the main protocols and enrolling their first patient/decedent in spring 2022. External, collaborating pediatric cohorts (ABCD [Adolescent Brain Cognitive Development] and MUSIC [Multi Inflammatory Syndrome in Children]) also began activation in summer 2022 and are expected to contribute 13,500 pediatric participants to the study. As part of the consortium-wide effort to enroll participants, the CSC-owned webpage, studies.RECOVERcovid.org, launched successfully in early spring 2022, offering an interactive site search tool to assist with connecting the interested public to a local RECOVER study.

Through the help of tailored recruitment materials, collaboration with patient, caregiver, and community representatives, and community-based partnerships with the United States Department of Health and Human Services (HHS) and with the National Institutes of Health’s (NIH) Community Engagement Alliance Consultative Resource (CEACR) and Community Engagement Alliance (CEAL), the adult cohort successfully enrolled 10,000 post-acute participants by the end of August 2022.

While the adult, pediatric, and autopsy cohorts enroll participants, the Electronic Health Record (EHR) cohort has analyzed 60M EHR records. To date, the EHR cohort has published seven papers on the post-illness sequelae of COVID-19, with additional papers under development. Papers synthesize findings across cardiac, psychiatric, and respiratory systems, and leverage machine learning to identify and ultimately define who has Long COVID in the United States among adults and children.

The breadth of research conducted in Year 1 drives the excitement for a promising Year 2, which will focus on retention of the enrolled population.

You can follow RECOVER’s progress and read up on the latest findings on RECOVERcovid.org.

### Adult Enrollment
**As of December 20, 2022**

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<th>Category</th>
<th>Within the last 30 days</th>
<th>More than 30 days ago</th>
</tr>
</thead>
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<tr>
<td>COVID Infection</td>
<td>3,950</td>
<td>5,805</td>
</tr>
<tr>
<td>Negative COVID Test</td>
<td>1,033</td>
<td>921</td>
</tr>
<tr>
<td><strong>Total Adult Enrollment</strong></td>
<td><strong>11,709</strong></td>
<td><strong>17,680</strong></td>
</tr>
</tbody>
</table>

Within the last 30 days

More than 30 days ago

COVID Infection

Negative COVID Test

Total Adult Enrollment
At Your Service: The OSR Concierge

This year, OSR Communications launched the OSR Concierge, which aims to support the research community in any capacity so that you can focus on your research!

We seek to answer questions and alleviate administrative burdens by serving as a single point of contact within OSR. Since launching in September, we have answered over 40 queries, ranging from questions regarding data-sharing agreements, human subject research compliance, billing and chartstring issues, and many more!

We recently expanded our services to include hosting drop-in sessions on the new Inside Health portal, where attendees were able to stop by for a general research intranet overview and have their questions answered. We will continue offering these drop-in sessions as needed!

If you have any questions, suggestions, or feedback, don’t hesitate to reach out!

The OSR Concierge can be accessed by emailing OSRCommunications@nyulangone.org.

Research Forums

OSR hosted multiple Research Forums this year with the goal of having a space to serve as a dialogue between OSR units, OSR partners, and the research community. These informal, highly interactive events featured high-level explanations of tools and resources available to researchers along with Q&A.

On the newly launched Research Forum webpage, you can view slides from previous events and request a Research Forum on a topic that interests you.

OSR Acronyms and Initialisms Reference Guide

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<thead>
<tr>
<th>ABL</th>
<th>Applied Bioinformatics Laboratories</th>
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<tr>
<td>ACCRM</td>
<td>Association of Clinical Coordination and Research Management</td>
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<tr>
<td>BHC</td>
<td>Bellevue Hospital Center</td>
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<tr>
<td>CBRD</td>
<td>Center for Biospecimen Research and Development</td>
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<tr>
<td>CIMU</td>
<td>Conflicts of Interest Management Unit</td>
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<td>CRMS</td>
<td>Clinical Research Management System</td>
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<td>CRSU</td>
<td>Clinical Research Support Unit</td>
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<td>CTSI</td>
<td>Clinical and Translational Science Institute</td>
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<td>Division of Advanced Research Technologies</td>
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<tr>
<td>DCM</td>
<td>Division of Comparative Medicine</td>
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<td>EH&amp;S</td>
<td>Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>EM+ER</td>
<td>Emergency Management and Enterprise Resilience</td>
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<tr>
<td>ESCRO</td>
<td>Embryonic Stem Cell Research Oversight</td>
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<tr>
<td>FINCH</td>
<td>FundIng SearCH</td>
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<tr>
<td>GTC</td>
<td>Genome Technology Center</td>
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<td>HRP</td>
<td>Human Research Protections</td>
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<td>HSL</td>
<td>Health Sciences Library</td>
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<tr>
<td>IACUC</td>
<td>Institutional Animal Care and Use Committee</td>
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<tr>
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<td>Institutional Biosafety Committee</td>
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<td>IRB</td>
<td>Institutional Review Board</td>
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<td>OSR</td>
<td>Office of Science and Research</td>
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<tr>
<td>QIA</td>
<td>Quality Improvement and Assurance</td>
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<tr>
<td>RABO</td>
<td>Regulatory Affairs and Business Operations</td>
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<td>Real Estate Development and Facilities</td>
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<td>Research Navigator</td>
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<td>TCoE</td>
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<tr>
<td>TOV</td>
<td>Technology Opportunities and Ventures</td>
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