

Improving the Regulatory Efficiency and Reducing Administrative Workload to Strengthen Competitiveness and Productivity of U.S. Research

Committee

Alan I. Leshner

Chair

Alan I. Leshner (NAM) is Chief Executive Officer, Emeritus of the American Association for the Advancement of Science and former Executive Publisher of the journal *Science* and the *Science* family of journals. He served as permanent CEO from December 2001 through February 2015, and then as Interim CEO from July-December 2019. Before joining AAAS, Dr. Leshner was Director of the National Institute on Drug Abuse at the National Institutes of Health. He also served as Deputy Director and Acting Director of the National Institute of Mental Health, and in several roles at the National Science Foundation. Before joining the government, Dr. Leshner was Professor of Psychology at Bucknell University, where he taught and conducted research on the relationship between hormones and behavior. Dr. Leshner is an elected fellow of AAAS, the American Academy of Arts and Sciences, the National Academy of Public Administration, and many others. He is a member and served as Vice Chair of the governing Council of the National Academy of Medicine (formerly the Institute of Medicine) of the National Academies of Sciences, Engineering and Medicine. He served two terms on the National Science Board, appointed first by President Bush and then reappointed by President Obama. Dr. Leshner received Ph.D. and M.S. degrees in physiological psychology from Rutgers University and an A.B. in psychology from Franklin and Marshall College. Dr. Leshner has received many honors and awards, including the Walsh McDermott Medal from the National Academy of Medicine and seven honorary Doctor of Science degrees.

David Apatoff

Member

David Apatoff is a lawyer specializing in research and development projects, grants, and contracts for research universities and nonprofits. David was a senior partner at the law firm of Arnold & Porter, where he served on the Policy Committee managing the firm's global operations and headed the firm's intellectual property practice. His projects have ranged from biotechnology patent arbitrations and telecommunications infrastructure transactions to information technology licensing agreements and environmental disputes.

David's primary legal expertise is in the area of government contracts and grants, where he has handled a wide variety of issues including audits, investigations (both civil and criminal), Congressional inquiries, bid protests, change orders, performance disputes, cost accounting matters, and claims. He has litigated government contracts cases in Federal District Courts and in the Court of Federal Claims. He has represented several Fortune 100 companies but developed a sub-specialty representing nonprofits and research universities. He is a graduate of the University of Chicago Law School.

Linda Coleman

Member

Linda Coleman is the Associate Vice Provost for Research Policy & Integrity at Stanford University, where she oversees the following teams: Research Security, Export Controls and Global Engagement Review; Conflict of Interest and Conflict of Commitment; Data Governance and Privacy; and Responsible and Ethical Conduct of Research. Before joining Stanford, Ms. Coleman was the Director of the Human Research Protection Program at Yale University, where she led strategic, operational, and compliance efforts to support the ethical and regulatory oversight of human research. She also supported Yale's IRB, RDRC, RIDC, ESCRO, and Institutional COI committees, and served on several university committees focused on issues such as investigator COI, IBC Human Gene Transfer, data privacy and governance, clinical and translational research oversight, and data safety monitoring.

Prior to Yale, Ms. Coleman held progressive leadership roles, including Vice President of Legal & Regulatory Affairs and Director of Regulatory Affairs & General Counsel at Quorum Review/Kinetiq (now part of Advarra), an independent IRB and consulting firm. Earlier in her career, she was an attorney at Bennett, Bigelow & Leedom, specializing in health and employment law.

Ms. Coleman has contributed to major initiatives and served on committees focused on ethical research practices, data privacy, research compliance, decentralized trials, and the responsible and ethical conduct of research.

Kelvin Droegemeier

Member

Dr. Kelvin K. Droegemeier is Professor of Climate, Meteorology and Atmospheric Sciences and Special Advisor to the Chancellor for Science and Policy at the University of Illinois Urbana-Champaign. He previously spent 38 years on the faculty at the University of Oklahoma, where he served for nearly a decade as Vice President for Research. He co-founded and directed one of the first 11 NSF Science and Technology Centers NSF and co-founded an NSF Engineering Research Center. Droegemeier served as Oklahoma Cabinet Secretary for Science and Technology as well as two terms on the National Science Board, the last four years as Vice-Chairman. Most recently, he served as Director of the White

House Office of Science and Technology Policy (OSTP), Science Advisor to the President, and Acting Director of NSF. He is a Fellow of the American Meteorological Society and American Association for the Advancement of Science and has served on and chaired numerous boards, including as Chair of the UCAR and SURA Boards of Trustees, and presently serves on the Board on Research Data and Information (BRDI), and the Committee on Science, Engineering and Public Policy (COSEMPUP), of the National Academies of Sciences, Engineering and Medicine. In 2023, Droegemeier authored a book titled Demystifying the Academic Research Enterprise.

Melanie Graham

Member

Melanie L. Graham, MPH, PhD, is a tenured professor at the University of Minnesota, where she serves as Executive Vice Chair for Research Strategy and Operations and Vice Chair for Faculty Development in the Department of Surgery. She directs the Preclinical Research Center and holds an adjunct appointment in Veterinary Population Medicine. Dr. Graham is also faculty in the Institute for Diabetes, Obesity, and Metabolism, the Stem Cell Institute, and serves as graduate faculty across multiple programs.

Dr. Graham trained in experimental surgery and epidemiology at the University of Minnesota and earned her Ph.D. in animal modeling and welfare from the University of Utrecht. As a primatologist, her research specializes in translational models, with a focus on diabetes, immunotherapy, and cell- and gene-based therapies. She leads a highly funded research program, supported by federal agencies, foundations, state funding, and industry collaborations. Her work is grounded in ethical and impactful research that drives scientific progress while advancing animal welfare and life-changing therapies for patients in need. She holds the prestigious Goodale Chair in Minimally Invasive Surgery, a recognition of her contributions to both innovation and the field.

Dr. Graham is nationally and internationally recognized for her leadership in research practice and policy. She has served on the National Academies' Committee on Nonhuman Primate Model Systems and the UK Medical Research Council's Scientific Landscape Review advisory group. Dr. Graham has held leadership roles on public and private Institutional Animal Care and Use Committees (IACUCs), the Academy of Surgical Research, and the 3Rs Collaborative. She has also contributed to several NIH advisory committees, including those for Fostering Rigorous Research: Lessons Learned from Nonhuman Primate Models, the Immunobiology of Xenotransplantation Program, and the NIAID Nonhuman Primate Transplantation Tolerance Cooperative Study Group. Additionally, she has chaired foundation grant review panels and participated in FDA-sponsored scientific expert workshops.

Lisa M. Nichols

Member

Dr. Lisa Nichols is Executive Director, Research Security, at the University of Notre Dame where she has oversight for research security, export controls, regulated data/controlled unclassified information, and facility security/classified research. She previously held roles at the National Institutes of Health, National Science Foundation, White House Office of Science and Technology Policy (OSTP), and the Council on Governmental Relations (COGR). At COGR she engaged with federal agencies on research security and other compliance areas on behalf of institutions of higher education and at OSTP as the lead for academic engagement and in the development of National Security Presidential Memorandum-33.

She served as Principal Investigator (PI) on an NSF cooperative agreement to develop research security training for the U.S. research community and currently serves as PI on a SECURE (Safeguarding the Entire Community in the U.S. Research Ecosystem) Center subaward as part of their national team to develop research security resources and tools using a community centered approach. She is Co-chair of the Federal Demonstration Partnership's Research Security Subcommittee consisting of both federal and institutional members, and a member of a higher education association science and security working group and the National Academies Assessing Research Security Workshop Planning Committee. Dr. Nichols holds a Ph.D. in neuroscience from Purdue University and is a former American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellow.

Julia M. Phillips

Member

Julia M. Phillips retired from Sandia National Laboratories in 2015. She culminated her Sandia career by serving as Vice President and Chief Technology Officer. Earlier, she spent 14 years at AT&T Bell Laboratories where she performed leading edge research in thin film epitaxial electronic materials and complex oxides. Phillips is a member and past Home Secretary of NAE and fellow of the American Academy of Arts and Sciences, Materials Research Society (past president), American Association for the Advancement of Science, and the American Physical Society (APS). She received the George E. Pake Prize from APS "for her leadership and pioneering research in materials physics for industrial and national security applications." She received a B.S. degree in physics from William and Mary and a Ph.D. in applied physics from Yale University.

She currently advises the federal government and research organizations, communicates widely about science and engineering and its national importance, and mentors individuals and groups at diverse career and life stages. Phillips chairs DEPSCOM (2020-present) and is a member of the National Science Board (2016-28). While on the NSB she has chaired the committee on Science & Engineering Policy for 6 years and served as the vice-chair of the Commission on Merit Review (2023-25).

Stacy Pritt

Member

Dr. Stacy Pritt serves as the Associate Vice Chancellor and Chief Research Compliance Officer at the Texas A&M University System. In this position, she establishes research compliance policies and initiatives for research with animals, human participants, and biohazards along with financial conflict of interest in research, and research misconduct for 11 academic institutions and 8 state agencies.

During her career, Dr. Pritt has given over 100 professional lectures and authored or co-authored dozens of publications on the topics of research compliance, security, and administration as well as process improvement, research reproducibility, training, and management.

Dr. Pritt is the recipient of numerous awards for her training, speaking, and management activities including the AALAS George R. Collins Award, TurnKey Leader of the Year Award, and Washington State University's College of Veterinary Medicine Outstanding Service Alumni Award. In 2021, she was named as a Distinguished Faculty member for the Society of Research Administrators International (SRAI). She has served in numerous leadership positions including Vice President of the American Veterinary Medical Association (AVMA), President of the American College of Animal Welfare (ACAW), and President of the Laboratory Animal Welfare Training Exchange (LAWTE).

Stuart Shapiro

Member

Stuart Shapiro is the Dean of the Bloustein School of Planning and Public Policy at Rutgers University. He has been a professor at the Bloustein School since 2003. Prior to that he worked at the federal Office of Information and Regulatory Affairs in the Office of Management and Budget from 1998-2003. Professor Shapiro is a nationally recognized expert on the federal regulatory process, the use of cost-benefit analysis in regulatory decision-making, and the Paperwork Reduction Act. He has written four books and more than forty articles on these subjects. He received his Ph.D. in Public Policy. In 2016, Professor Shapiro served on the NAS committee that produced the report, Optimizing the Nation's Investment in Academic Research: A New Regulatory Framework for the 21st Century.

Christopher Viggiani

Member

Dr. Christopher Viggiani is the Associate Vice President for Research Integrity at Oregon State University. Dr. Viggiani leads the Office of Research Integrity, integrating high ethical and professional standards into OSU's research and innovation enterprise. He oversees programs on human research protections, animal welfare, export controls & international compliance, responsible research practices and misconduct, research security, conflicts of interest, biosafety, and more. Previously, he oversaw university policies and standards at OSU, managing university-wide policy development.

Prior to joining OSU, Dr. Viggiani ran the biosafety and biosecurity policy program at the National Institutes of Health. Within the NIH Director's Office of Science Policy, he worked with federal partners across the U.S. government to develop and implement federal policies that promote global health security and advance emerging biotechnologies. He served as Executive Director of the National Science Advisory Board for Biosecurity and helped lead the U.S. government's deliberative process on dual use research and gain-of-function studies involving pandemic pathogens.

Dr. Viggiani earned a B.S. from Virginia Tech, a Ph.D. in molecular biology from the University of Southern California and was a postdoctoral fellow at the Johns Hopkins University School of Medicine. His research focused on DNA replication, chromosome stability, and telomeres.

Emanuel Waddell

Member

Emanuel Waddell currently serves as Professor and Chair of the Department of Nanoengineering at North Carolina Agricultural and Technical State University. Previously, he was a Program Officer at the National Science Foundation (2019-2022) and Associate Dean of the College of Science at the University of Alabama in Huntsville (2015-2019). Emanuel's research focuses on analytical chemistry and materials science, with expertise in surface modification techniques for microfluidic systems and polymer substrates. His work has resulted in multiple patents in chemical modification of substrates and surface charge modification within polymer microchannels. He has secured over \$1.5 million in competitive grants from agencies including NSF, NASA, and the Henry and Camille Dreyfus Foundation. He received the NSF Director's Award for Achievement in Equal Opportunity/Diversity and Inclusion (2021) and served as President of the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (2017-2019). Emanuel is also a Lifetime Member of the Alabama Academy of Science. Dr. Waddell earned his PhD in Analytical Chemistry from Louisiana State University, MS in Physical Chemistry from the University of Rochester, and BS in Chemistry and Physics from Morehouse College, with postdoctoral training at the National Institute of Standards and Technology.

Stephen Willard

Member

Stephen Willard is currently the chief executive officer of ICaPath, Inc., a biotechnology company focused on curing cancer through immunostimulation. He has spent more than thirty years leading biotechnology and pharmaceutical companies in both the United States and France. His experience includes government grant funding, successful IPOs and financial markets transactions in the hundreds of millions of dollars. He has been the chief executive officer of both private and public companies in the bio/pharmaceutical sector. He has practiced law in New York, London and Washington D.C. and was an investment banker for a time.

He has developed, executed and managed multinational partnerships and corporate transactions worldwide. Willard was a member of the Board of Directors of ETRADE Financial and/or its bank from 2000-2014, where he had stints as Chairman of the Bank Audit Committee, Head of Risk Oversight Committee, and Vice-Chairman. Willard is highly experienced with boards of directors on both the management, and outside board member, roles.

Willard has a unique background in financial institutions, having served as Associate Director of Resolutions for the Federal Deposit Insurance Corporation (FDIC), an SES-2 level position, from 1991-1994. He managed the resolution of the nation's largest troubled banks during this period. His decisions were favorably reviewed in multiple Government Accountability Office (GAO) audits. Willard is a member of the National Science Board's class of 2018-2024.

Alex Helman

Staff Officer

Alex Helman, Ph.D., is a Senior Program Officer with the Board on Health Sciences Policy at the National Academies of Sciences, Engineering, and Medicine. During her time at the Academies, Dr. Helman has led numerous activities and consensus studies, including Advancing Clinical Research with Pregnant and Lactating Populations, Improving Representation in Clinical Trials and Research: Building Research Equity for Women and Underrepresented Groups, and Promising Practices to Recruit, Retain, and Advance Women in STEMM Disciplines. She also led the Prevention and Evaluation Working Groups for the National Academies' Action Collaborative on Preventing Sexual Harassment in Higher Education. Before joining the National Academies full time, Dr. Helman was as a 2018 Mirzayan Science and Technology Policy Fellow at the National Academies. Prior to her science policy work, Dr. Helman studied vascular contributions to cognitive impairment and dementia in individuals with Down Syndrome. Dr. Helman received her Ph.D. in Molecular and Cellular Biochemistry from the University of Kentucky, and her B.S. in Biochemistry from Elon University.