

The Board Will See You Now: When Research Risk Goes Enterprise

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| Objectives

- Objective 1: Recognize how funding and policy volatility elevate research compliance to enterprise risk.
- Objective 2: Apply ERM and financial governance tools to assess and manage research exposure.
- Objective 3: Communicate research risk and mitigation strategies effectively to executives and boards.

Black Swans: When Research Risk Moves Faster Than Governance

What is a Black Swan Event?

FIRST CHARACTERISTIC

It is so rare and outside the realm of expectations that it is unpredictable.

SECOND CHARACTERISTIC

Its consequences are extreme—either beneficial or catastrophic.

"Usually only the catastrophic Black Swan events attract attention."

Source: Nassim Nicholas Taleb (2010), *The Black Swan*.



Two Lenses: Research Mission vs Enterprise Risk

BUSINESS

- > Revenue, Reputation, Operational Mission
- > Shareholders & Trustees & Regents

RESEARCH

- > Advancing Science, Autonomy
- > Compliance with funding restrictions and regulations, Research Ethics

Why Leadership and Boards Care: from Revenue to Accountability

- Revenue and Finance Sustainability
- Reputation and Mission
- Operational Continuity and Fiduciary Accountability

ERM: A Rosetta Stone

GOVERNANCE FRAMEWORK

A common language that translates decentralized silos into enterprise-wide fiduciary data for the Board.

PRIORITIZATION TOOLS

Standardized frameworks to quantify and rank risk vs. opportunity, aligning project-level activity with institutional appetite.

BLACK SWAN READINESS

Adaptive 'off-cycle' frameworks designed to manage high-velocity, unpredictable shifts (e.g., MAHA or funding pivots).

| Research Governance Perspective

- Compliance – 2CFR, Belmont, Executive Orders, Award Restrictions
- Scientific Autonomy

| Indirect Rates

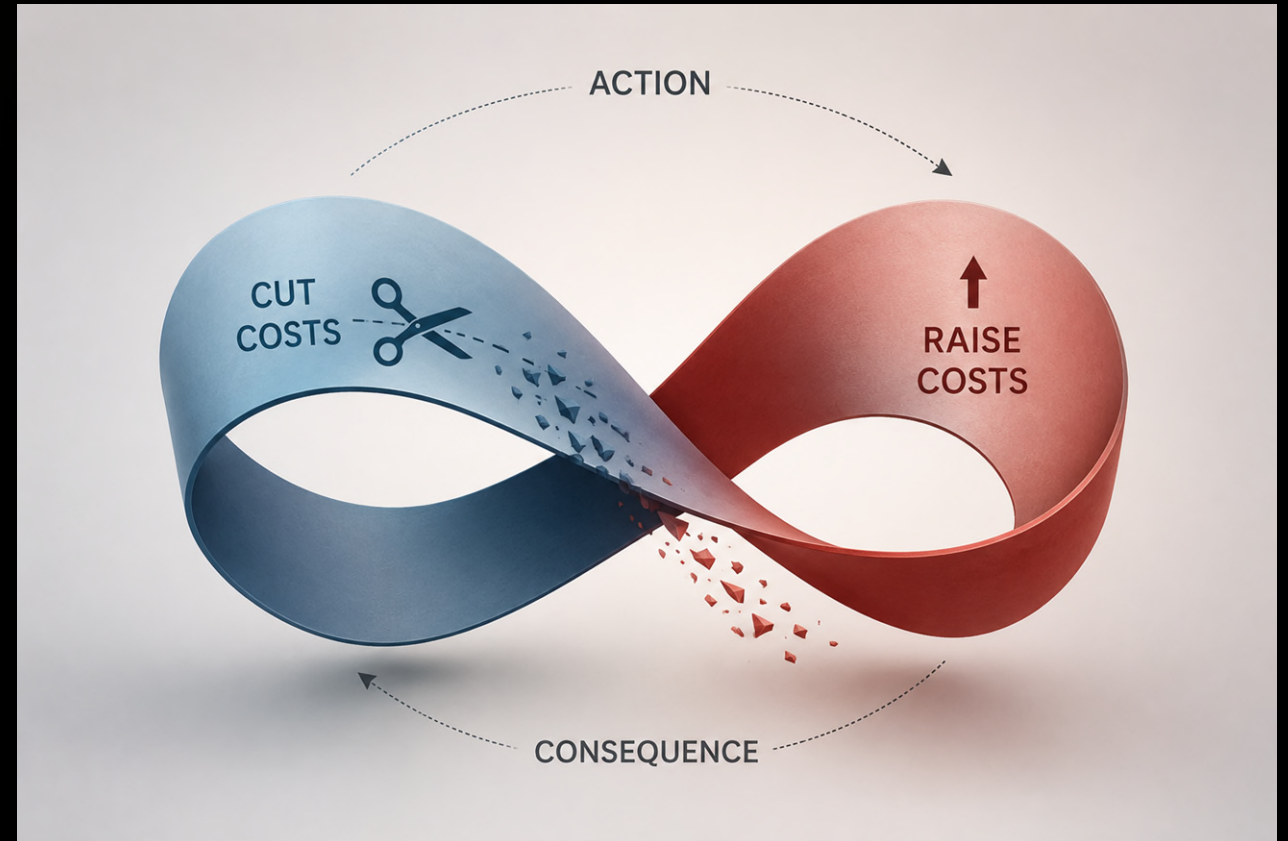
Phrasing matters: How to explain Indirect Rates to your leaders

“Why not just have multiple indirect rates?”



The Paradox of Research Funding: Cutting Costs Can Increase Risk

- > Layoffs, furloughs, downcoding...Oh my!



Reacting to the Rapidly Evolving Funding Climate

- Regulatory Parkour: Precision maneuvering through DEI, Vaccines, and MAHA for an institution with the turning radius of a small moon.



Alternative Funding Sources: New Revenue, New Risk

- Navigating new revenue streams and the ice bergs you don't see



Thank you and Questions

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