What is An Animal Care Program

... comprises all activities
  policies
  procedures
  standards
  practices
  organizational structure
  facilities

Guide, pg 11

Essential Program Components

- Properly constituted and functioning IACUC
- Procedures for self-monitoring
- Veterinary care program
- Occupational health and safety program
- Personnel training program
- Environment, housing and management program for animals
- Appropriately maintained facilities
- Disaster planning and emergency preparedness
Key Players/Typical Roles

- It is not the same in every program
- Know who does what at your institution
- Are multiple roles held by the same individual
- Everyone should know how their effort contributes to the program

Who Is Responsible For What
Lines of Authority & Responsibilities

marcy.brown@pfizer.com;
dfrolich@scripps.edu
Role of the Scientist

- Plan and conduct projects in the context of quality animal care
- Accept responsibility for the privilege to work with animals
  - Provide oversight of lab to ensure compliance
  - Maintain records and document activities
- Engage in the process – be proactive
  - IACUC, policies, regulations
- Communicate with administrators, regulators, legislators, and the public

Available at:

Role of the Veterinarian and Animal Care Staff

marcy.brown@pfizer.com;
dfrolich@scripps.edu
Responsibilities of the IACUC

- Facilitate research
- Oversee and evaluate entire animal care program
- Ensure compliance with the Guides, PHS Policy, and AWARs
- Interpret and implement regulations
- Assure effective training programs
- Represent institution and community

The IO

- Role:
  - Foster a culture of caring
  - Be informed
  - Be engaged
  - Provide sustained and visible support
  - Provide reports to federal agencies
  - Assure compliance

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The IACUC Staff

- Analyzes
- Advises
- Educates
- Manages
- Communicates
- Collaborates
- Organizes
- Develops

What is your philosophy of research administration?

- Manage FOR research, not OF research
- Promote research within the current ethical, legal and regulatory framework
- Help to shape that framework

Role of IACUC Administrative Staff

- A. Advising and Educating
- B. Managing the IACUC
- C. Collaborating, Coordinating & Communicating
- D. Managing Staffing and Infrastructure

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dfrolich@scripps.edu
What's the difference?

- Advising
  - Informal, day-to-day sharing information and opinions
  - Usually in response to specific situations
- Educating
  - Formal, scheduled
  - Prospective, generic
  - They are often intertwined
  - They can involve conflict management

Who do you advise & educate?

- IACUC staff
- Chairs, members, IO
- Researchers & research staff
- Upper administration
- Other internal staff
- External regulators
- General public
- Legislators

Your Role in Advising & Educating

- Explain both WHAT and WHY
- Understand the WHY and know how to analytically apply the "WHAT"
- Manage conflict between the needs of the advisees

marcy.brown@pfizer.com;
dfrolich@scripps.edu
What do you need to know?

- Federal Requirements
  - Public Health Service Policy on Humane Care and Use of Laboratory Animals – OLAW
  - Guide for the Care and Use of Laboratory Animals, 8th Edition 2011
  - Department of Defense Directive Number 3216.1:
    - Use of Laboratory Animals in DOD Programs
  - FDA Requirements (GLP Studies)
- International
  - ETS 123 and Directive, etc.

Guidance and Position Statements

- Ethical Principles
- Professional Societies
- Other Agencies and Laws
  - State and local laws and regulations
  - Current animal rights and welfare issues

What do you need to know?

- Organizational policies and procedures
  - Who is eligible to conduct research?
  - What is defined as research at your own facility?
    - Research vs. Practice
  - What is a “covered animal”?
- Funding sponsor policies
Role of IACUC Administrative Staff

A. Advising and Educating
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Role of IACUC Administrative Staff

- Managing the IACUC
  1. Assist in Ensuring that the IACUC is Duly Constituted
  2. Assist in Ensuring that IACUC Members are Trained
  3. Managing the Functions of the IACUC
  4. Documenting Activities
  5. Recognizing Members’ Service

IACUC Membership

<table>
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<th>CATEGORY</th>
<th>USDA</th>
<th>PHS</th>
<th>Guide</th>
<th>Ag G</th>
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<td>- qualified in agricultural animal medicine and vet medicine</td>
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<tr>
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<tr>
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<tr>
<td>- w/ expertise in animal, dairy, or poultry &amp; management of agricultural animals</td>
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<td></td>
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</tr>
<tr>
<td>Non-scientist</td>
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</tbody>
</table>

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dfrolich@scripps.edu
Ensuring a Duly Constituted IACUC
(an Institutional Responsibility)

- Are all federal requirements fulfilled? (PHS, USDA, DOD, VA, the Guide)
- Are members appointed (in writing) by the CEO?
- Are members fulfilling more than one role?
- Are all areas adequately represented?

A Duly Constituted IACUC

- Chair
  - What about a Vice Chair?
- Veterinarian
  - Ag Guide
- Scientist

A Duly Constituted IACUC

Nonaffiliated

- No vested interest in the institution
- Brings non-institutional perspective
- Cannot be a lab animal user (or agricultural, if applicable)
- Represents the community
- Compensation?

Non-scientists

- “A member whose primary concerns are in the nonscientific area”
- The non-affiliated member and the non-scientist do not have to be the same person
- It is possible for one individual to fulfill the requirement for both a nonaffiliated and a nonscientific member…

marcy.brown@pfizer.com;
dfrolich@scripps.edu
The Use of Alternates

- How can alternates be used?
- Who can they represent?
- How are they appointed? trained?

OLAW Reference:

Alternates

- May be appointed for multiple members
- Multiple alternates may be appointed to represent one regular member
- May not represent more than one member at any one time
- May serve if member has to leave the meeting early or arrive late
- Encouraged to attend IACUC meetings when regular member is present.

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Role of IACUC Administrative Staff

- Managing the IACUC
  1. Assist in Ensuring that the IACUC is Duly Constituted
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marcy.brown@pfizer.com;
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Training will be covered in a separate Module

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Managing the Functions of the IACUC

- Know the Committee’s mandated functions
- Work with the Chair to identify the best way to manage them
- Set up schedules, checklists, flow charts
- Provide appropriate agendas and materials to accomplish each function
- Track progress

marcy.brown@pfizer.com;
dfrolich@scripps.edu
IACUC Administration Overview 2016

IACUC Functions:

- Review program for humane care and use of animals
- Inspect all animal facilities (including satellite facilities)
- Prepare reports
- Review, approve, require modifications or withhold approval of ongoing activities
- Suspend an activity
- Review concerns
- Make recommendations to Institutional Official
- Review, approve and require modifications or withhold approval of proposed activities

USDA Regulations 2.31.c.1-8

Managing IACUC Functions
Meeting Management

- Schedule meetings for the year
  - Reserve room
  - Order food
  - Arrange for parking
- Determine appropriate agenda items with Chair, AV, IO, & Administrator
- Set deadlines for submission of agenda items
- Distribute agenda & materials
- Confirm quorum
- Have resource documents available

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Documenting IACUC Activities

- Written appointment of IACUC members & alternates
- Records of attendance at meetings
- Committee deliberations
- Semiannual inspection reports and program reviews
- Protocol review documentation
- How concerns were addressed
- How suspensions were handled and preventive measures put in place

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Recognizing Members’ Contributions (An Institutional Responsibility)

- Why is it important?
- What can you do?
- There are many ways to recognize service
### Role of IACUC Administrative Staff

- **A. Advising and Educating**
- **B. Managing the IACUC**
- **C. Collaborating, Coordinating & Communicating**
- **D. Managing Staffing and Infrastructure**

### Collaborate, Coordinate & Communicate

![Diagram showing collaborations between Health & Safety, EHS, Biosafety, OHC, Vet and Animal Care Program, Sponsored Projects Grants Office, and IACUC]

### How Does the IACUC Administrator Fit In?

Foster inter-departmental collaborations with the relevant people!
IACUC Administration Overview 2016

How Does the IACUC Administrator Fit In?

Foster inter-departmental collaborations with the relevant people!

---

How Does the IACUC Administrator Fit In?

Look for reasons to collaborate and ways to help each other

---

How Does the IACUC Administrator Fit In?

What are some ways to facilitate that collaboration?

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marcy.brown@pfizer.com;
dfrolich@scripps.edu
Establish Shared Processes and Technology

- Common protocol forms
- Electronic submission and review
- Allow applications to be filed simultaneously
- Regular meetings
- Openness and transparency
- Communicate, Communicate!

What is the Role of the IACUC Administrator in Communication?

What forms of communication?
What is the Role of the IACUC Administrator in Communication?

- Understand what form of communication is needed and will be effective for the situation
  - Be clear
  - Paraphrase
  - Be supportive
- Share information
  - Empower others with knowledge & skills
  - Be willing to “share the playbook”
- Practice “positive communication”!
  - Say “yes” more often
  - Smile

The biggest communication problem is we do not listen to understand.
We listen to reply.

marcy.brown@pfizer.com;
dfrolich@scripps.edu
Role of IACUC Administrative Staff

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D. Managing (Leading!) Staffing and Infrastructure

What makes a good manager?

- “The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.” — Theodore Roosevelt

- “In most cases being a good boss means hiring talented people and then getting out of their way.”
  — Tina Fey, Bossypants

What are the qualities of a good manager?

- Set clear goals
- Aware of what an asset people are and insure they have the right ones in the right positions
- Respect people at all levels; show empathy and create trust
- Are passionate about what they do
- Inspire others by providing opportunities for individual growth
- Give credit at every opportunity for successes and a job well done
- Accept responsibility for things that go wrong

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dfrolich@scripps.edu
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What are the qualities of a good leader?

From: Leadership Landing: www.leadershiplanding.com/

Now It’s Your Turn....

- What are the most important traits that helped you become an IACUC Administrator?
- What traits would you look for in hiring IACUC staff?

Is this one of the traits?

marcy.brown@pfizer.com;
dfrolich@scripps.edu
And....

- Having enthusiasm for your profession as a research administrator and for others who have chosen to make that their career
- Advancing this profession and assisting colleagues in advancing within the profession

Recommended Resources:

- ARENA/OLAW Institutional Animal Care and Use Committee Guidebook, 2nd edition, 2002
- Institute of Certified Professional Managers (www.icpm.biz)