



SOCIETY OF
RESEARCH
ADMINISTRATORS
INTERNATIONAL

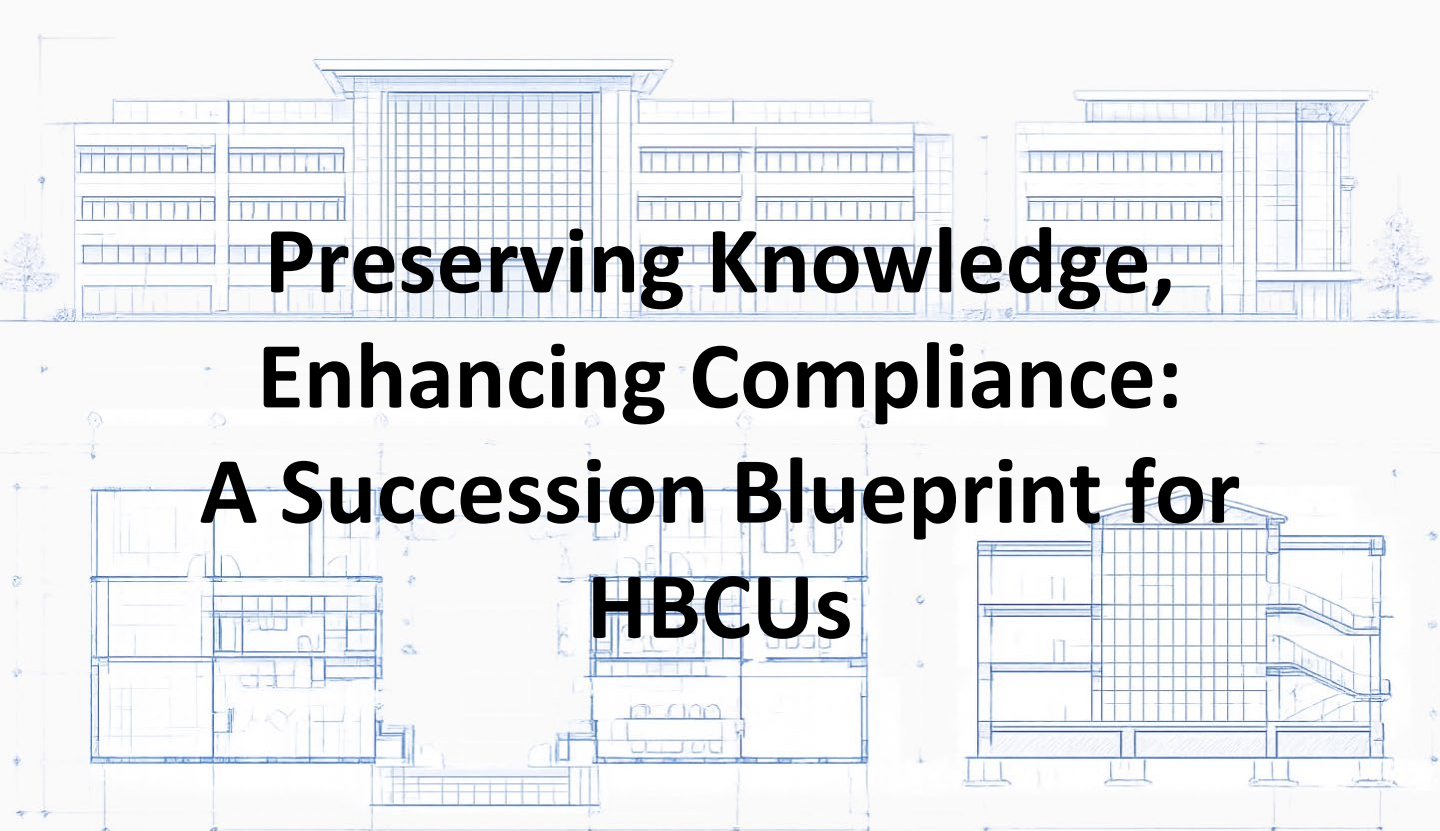


MORGAN
STATE UNIVERSITY



Preserving Knowledge, Enhancing Compliance

A Succession Blueprint for HBCUs



Preserving Knowledge, Enhancing Compliance: A Succession Blueprint for HBCUs

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"Building Capacity to Manage RISC: Investing in Research Integrity, Security, & Compliance at UMBC through Practices, Processes, & Partnerships."

About Our Team



Keyshawn Moncrieffe

*Research Compliance Director
Morgan State University*



Lucy Manyara

*Budget Officer
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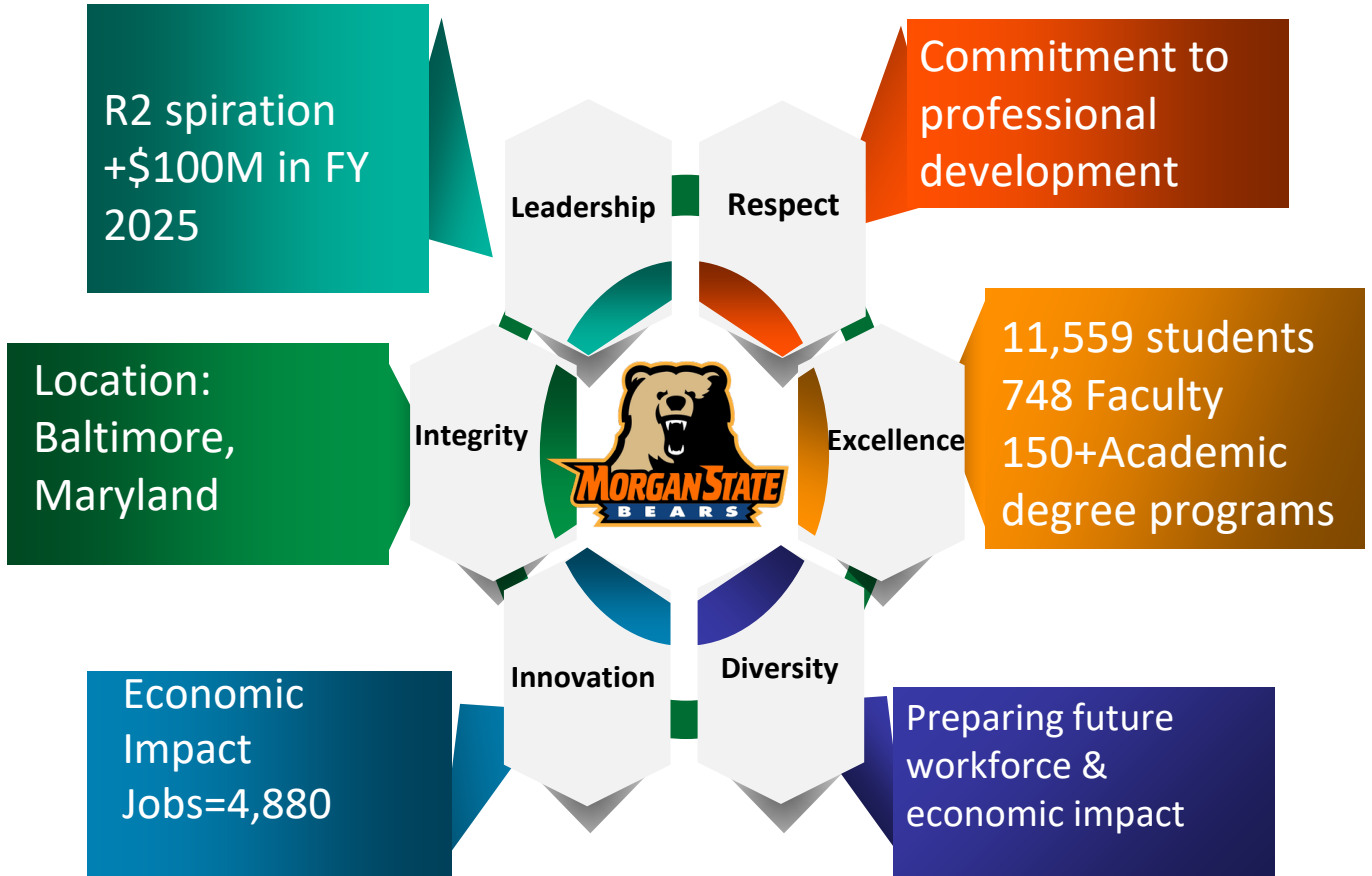
Chanel Haman Tate

*Research, Integrity & Security Director
Delaware State University*

MORGAN STATE UNIVERSITY



Morgan State University Background





Institutional Problems Faced

1 - Single financial compliance administrator for all sponsored awards

2 - Single Research Compliance Leader retiring after decades of being sole administrator of multiple hats (Research Integrity, Human Subject Research, Research Security)

DELAWARE STATE UNIVERSITY



Chanel Haman-Tate
Director of the Risk, Integrity,
Security & Compliance at
Delaware State University

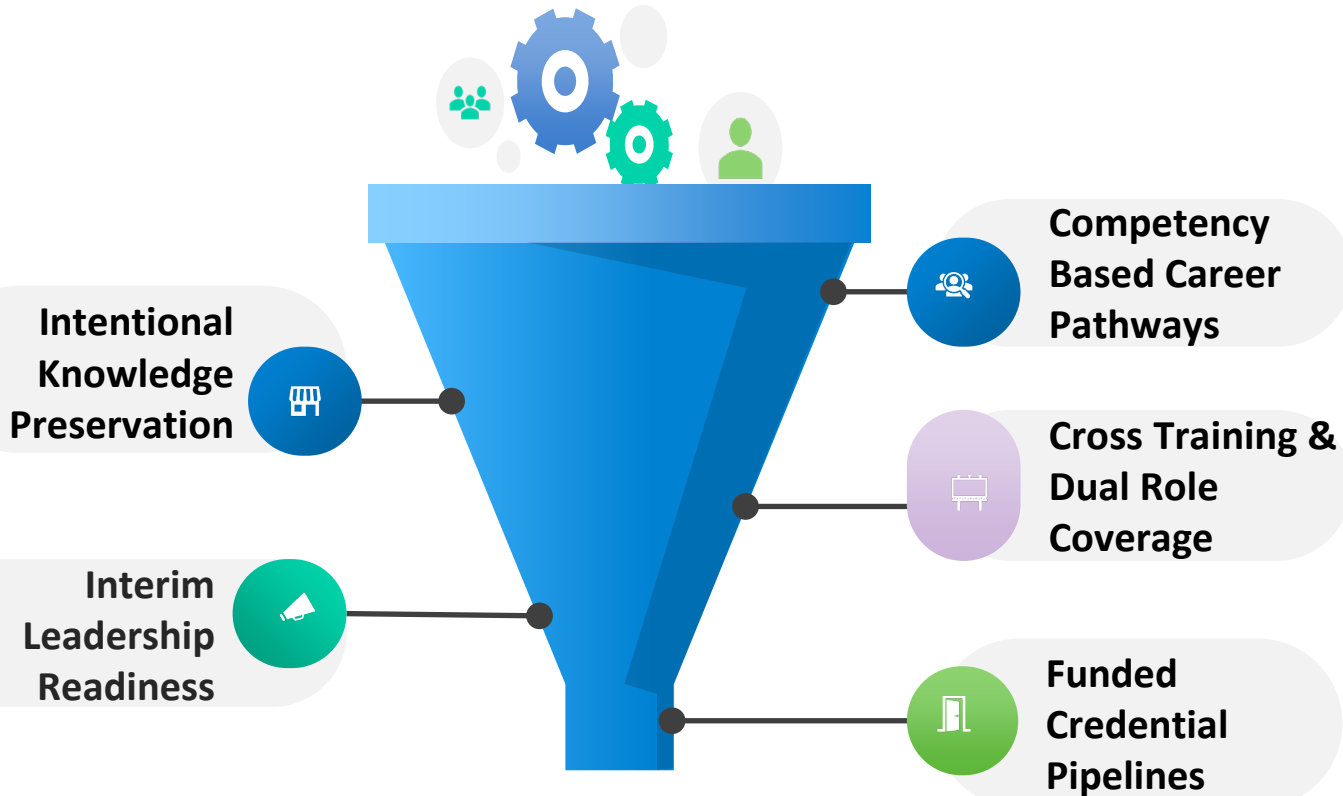
Functional Role:

- @ Delaware State University > 10 yrs
- Chair of the IACUC
- Human Subjects Research Administrator



- Collaborative communication between Leadership and Research administrative community.
- Additional support staff within the research administrative department & training
- Lack of leadership authority to mandate vital training
- Siloed Department of One

Equity Centered Support & Capacity Centered Succession Planning Framework for HBCU's



Competency Based Career Pathways

Definitions & Why it matters

1. Competency-based Career Pathways
2. Organic Growth
3. How do the two relate?

“Competency-based career pathways & Organic Growth are Complementary, not mutually exclusive”



Competency Based Career Pathways



“Structured pathways build expertise, resilience, & integrity in global research environments.”

1. Tiered Career Pathways
Reduce Single-Point-of-Failure Risk
1. Competency Alignment
Strengthens Risk Management
1. Career Pathways Drive
Retention & Leadership Development

Cross Training & Dual Role Coverage

Reduces Risks

Dual Role Coverage Eliminates Single-Point-of-Failure Risk

Knowledge Transfer

Succession Planning
Institutionalized Knowledge

Reduce Turnover

Career Pathing & Skill Development Improve Retention

“Redundancy is not duplication—it is risk management, resilience, & institutional strength.”



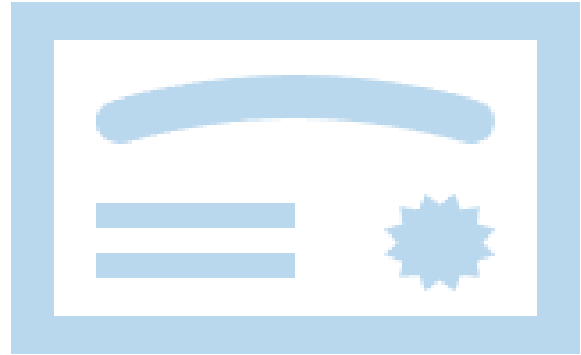
Cross Training & Dual Role Coverage

1. Cross-Training Strengthens Audit Readiness
2. Shared Expertise Enhances Risk Detection & Management
3. Skill Diversification Supports Retention & Leadership Development



Why Funded Credential Pipelines Matter

1. Funded Credentials Strengthen Audit Readiness
2. Structured Investment Institutionalizes Financial Knowledge
3. Credential Investment Drives Retention & Career Mobility



“Investing in credentials is investing in continuity, credibility, & compliance resilience.”

Funded Credential Pipelines

Standardize Competency

Helps ensure consistent interpretation of regulations

Reduce Single-Point-of-Failure Risk

Develops multiple staff with validated expertise

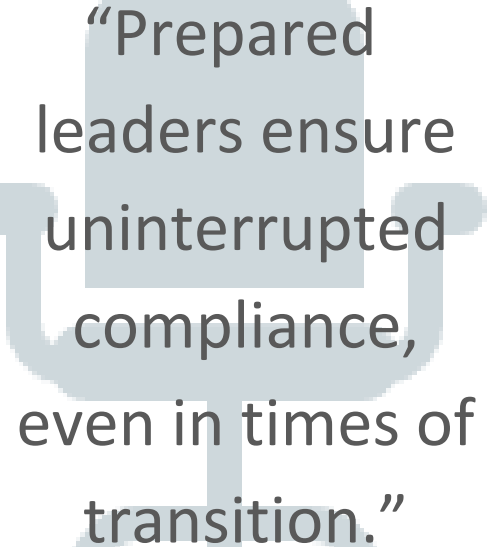
Institutionalize Knowledge Transfer

Embeds expertise into the organization; not just individuals

“Credentials are an investment in continuity, credibility, and long-term compliance strength.”

Interim Leadership Readiness

1. Interim Readiness Ensures Audit Continuity
2. Leadership Bench Strength Reduces Single-Point-of-Failure Risk
3. Acting/Interim Exposure Accelerates Knowledge Transfer



“Prepared leaders ensure uninterrupted compliance, even in times of transition.”

Interim Leadership Readiness

*“Prepared leaders ensure continuity,
protect integrity, & sustain compliance
in a global research landscape”*

1. Leadership Bench Strength
Mitigates Single-Point-of-Failure Risk
2. Interim Exposure
Accelerates Institutional Knowledge Transfer
3. Interim Pathways Drive
Retention & Leadership Development



Intentional Knowledge Preservation

- Documented Knowledge Drives Audit Readiness
- Knowledge Capture Eliminates Single-Point-of-Failure Risk
- Standardization Enables Scalable Training & Onboarding
- Preservation Culture Enhances Retention & Engagement



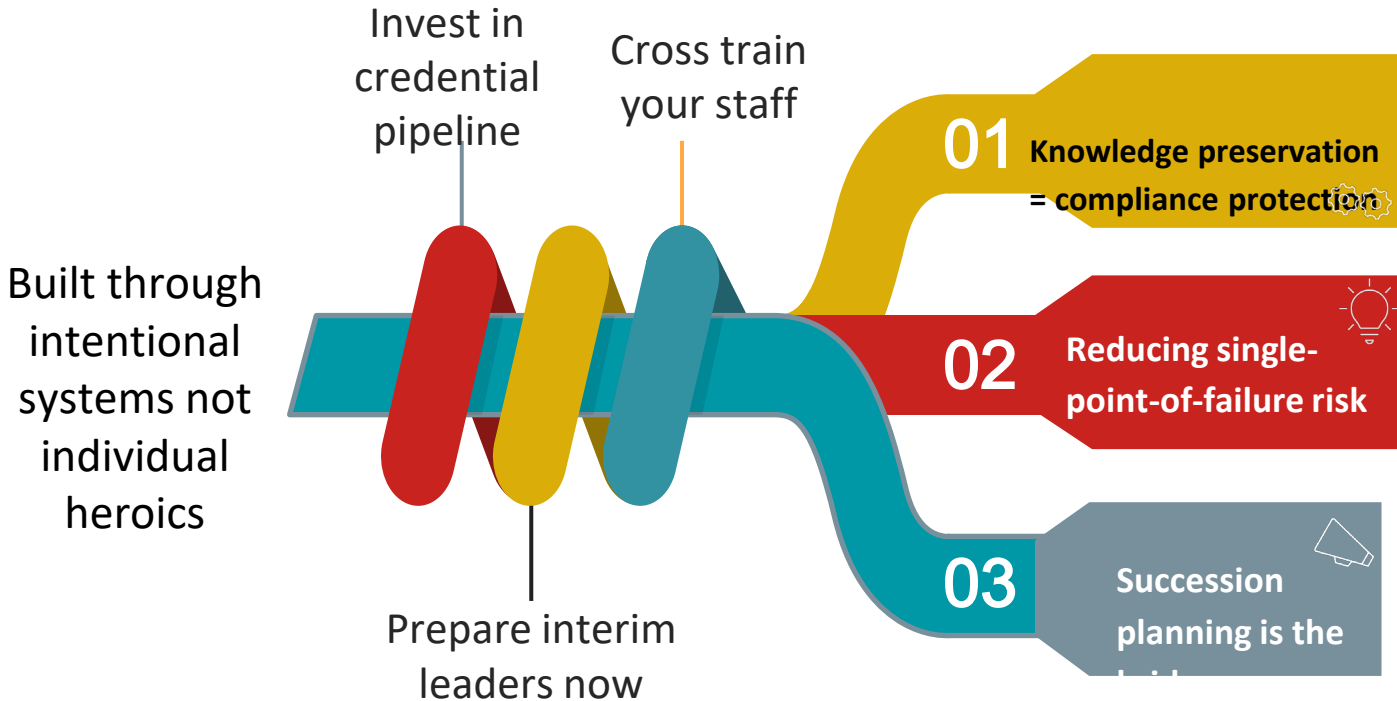
*“If it isn’t documented
it isn’t sustainable”*

Intentional Knowledge Preservation



1. Codified Knowledge
Strengthens Audit Readiness
2. Knowledge Preservation
Eliminates Single-Point-of-Failure Risk
3. Standardization Enhances
Risk Detection &
Compliance Consistency
4. Knowledge Culture
Supports Retention & Staff
Development

A Strategic Call to Action



Thank You



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