

OSP Priorities

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OSP Priorities

1. Systems, data, information, analytics

- No enterprise-level pre-award system
- The enterprise-level post-award system(s) may not be optimally configured to manage sponsored programs
- Some historical data in OSP may need to be cleaned to enable reporting; written SOPs governing the generation of data must exist in OSP moving forward
- Reporting/analytic capabilities related to sponsored programs need to be enhanced (to minimize manual work; to enable the collection and distribution of metrics; to enable strategic decisionmaking; to enable compliance-related internal controls)
- Research UVA: who is the audience (is it a “PI Portal” and/or a proposal development platform?); question of continuing to invest in homegrown system, and/or license an enterprise pre-award system
- Research deans have recently identified this area as the **foremost** investment that needs to be made in the UVA research enterprise

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2. Organizational structure and human capital

- Proposal development and submission needs investment, particularly given aggressive research goals over the next 5-10 years; possibility of centralized RA function to support large-scale interdisciplinary proposals, smaller schools
- Award establishment and nonfinancial postaward also needs investment; Director of Proposal and Award Management position posted
- Need human resources dedicated to systems and information; Senior Director of Electronic Research Administration position posted
- Better articulation of the major business functions in OSP, and mapping of human resources to those major business functions (which functions are interrelated, but also distinct)
- Regular all-staff and team meetings
- Enhance training (NCURA “Life Cycle of the Award” series)

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3. Business processes

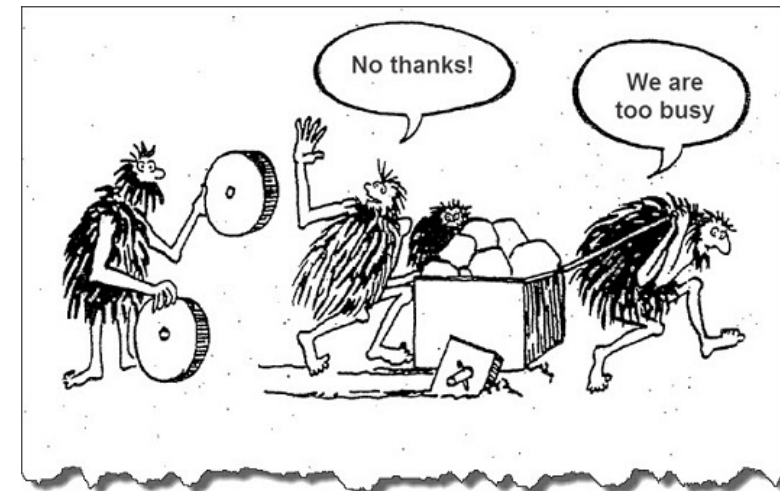
- To get the most out of business process changes, systems and organizational structure should be sound
- Organizational Excellence has been engaged with OSP over the last year, and led significant work mapping pre-award and post-award processes that are X years old
- Assignment of appropriate resources to risks should exist in good business processes (80/20 rule); acknowledgement that not everything can or should be streamlined
- Institutional-level templates and checklists
- Delegated institutional signature authorities

Change in sponsored programs offices

- Sponsored programs offices confront change on a daily basis; we have the skills at the individual and transactional level
- Organizational change is just as important; the ability to act collectively is essential to this
 - As time passes, business environments and demands change
 - Not changing creates risk
 - The many business functions in a central sponsored programs office must continually be evaluated and appropriately balanced
 - Short-term, operational objectives vs. long-term strategic objectives (equally critical and must be pursued at the same time)
 - Change in the central sponsored programs office drives change in other key units
 - An important responsibility of management is to get organizations to act collectively

Typical reactions to organizational change

- Why change? We've always done it this way.
- We don't need to do things differently, they're working fine the way they are.
- We don't have time to make these changes and still do our day-to-day work.
- Things will be worse than they are now if we make these changes.
- It's too much of a hassle to do this.



Characteristics of effective change agents

- Strong work ethic
- Collaborative and constructive
- Assertive/proactive
- Focused
- Relationship and consensus building
- Multi-frame thinking (viewing issues from multiple perspectives); raises problems but also raises solutions
- Strategic thinking
- Strong analytical skills
- Considers the institutional context (culture and climate)
- Patience