Research Organizational Structures – Your Institution’s Best Fit
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The Research Administration Landscape:

Network of interdependent processes to support research

Decision process >

Research Process>

Evaluation Process>

Control Process
The Research Administration Process:

Sponsors have strong vested interests in the quality of management focused on financial standards, compliance and internal control.

Improvements require systematic and highly integrated efforts along with a holistic view of the role administrators play in the larger system of sponsored research.

The efficiency of processes directly affect cost, timelines and productivity of the programs sponsored.
Reasons for changing your Model:

- Lack of Defined Core Competencies
- Communication is Lacking
- No Formal coordination for Research Issues
- Roles and Responsibilities are not Defined
- Inefficient Business Processes
- Too Many Regulations – Too Few People
- Position Vacancies for extended periods
- Little or No Performance Metrics
- Significant Backlogs
- Little or No Reporting
- Faculty are like the Wild Wild West!
Anticipated Outcomes of Model Change:

- Improve Service to Faculty!
- Enhance Financial Performance!
- Mitigate Compliance Risk!!!
Finding the best model for your institution can be difficult

$$$

Physical Location

System savvy

Politics

Other variables
Research Administration or Prison Management Models

What do they have in Common?

Approach:
Baseline
Assemble/ Evaluate/Decide
Plan
Pilot/Evaluate
Baseline

Establish Project governance

Obtain current data

Benchmark

Current Profile
Assemble/ Evaluate/Decide

Examine models
Evaluate pros & cons
Select model
Tradeoffs/School vision
Leadership acceptance
Pick Model
Plan

Budget Develop step to implement

Define Accountability

Define Roles & Responsibilities

Milestones

IT implications

Change Management Preparation
Pilot/Evaluate

Communicate

Project Manage

Implement

Monitor

Evaluate

Modify
Types of Models/Reporting Structures:

University Models:
A - Top down approaches
B - Distributed

Campus Models:
A – Autonomy with Minimal Central Oversight
B – Separate departments within Schools
C - Centralized School Configuration
Types of Models/Reporting Structures:

Central Pre-Award/Post Award Structures Pros and Cons

A – Separate Reporting -
   Depth of Knowledge/Lack of Coordination/ Possible Different Focuses

B- Combined Reporting –
   Remove “Pass the Buck” Syndrome/ More Coordination

C- Combined Office –
   Breadth of Knowledge/Possibilities for Cross-training/ Must Ensure Internal Controls/ Enhanced Career Ladder/Retention Issues
Variations on a Theme

How do the Compliance Organizations Fit In?
How does Systems Support Play a Role?
Variations on a Theme

How do the Compliance Organizations Fit In?

How does Systems Support Play a Role?
Institutions are stressed and challenged by the lack of clearly defined organizational and governance structures for Research Administration.
When planning your next Re-organization, do it Carefully and Thoughtfully. Include Participation, Request Budget Funds, Define Metrics. ..... and Deliver!