



A Phased Approach Research Foundation Office

REORGANIZATION

SUNY SAIL Institute

Business Officers' Leadership Academy Applied Learning Project

Laura Merkl

Contract & Grant Administrator

The problem:

- The office has been in a deficit for several years:
 - Continuing the current office model is not sustainable
 - There is no funds to incentivize departments to conduct research
 - There is no system of rewarding departments who do conduct research
 - Need to increase visibility of Pre-award and Post-Award (Research Foundation)
 - Increased collaboration between pre-award and post award will increase proposals and awards

Stakeholders and vetting

- Stakeholders include
 - Faculty
 - Staff
 - Campus Administration
 - Students
 - Community
 - Scholar and Grant Development Director (Pre-award) – Mrs. Justine Briggs
- Vetting
 - AVP and VP of Finance and Management – Ms. Karen Riotto & Mr. James Wall
 - Assistant Vice Provost – Dr. Eileen Daniel
 - Provost – Dr. Linda Delene



- Discussed my project with the AVP of Finance and Management received approval
- Discussed project with Director of Pre-award who was on-board. Discussed project plan with her throughout the process
- Met with AVP of Finance and Management on the project progress and plan - approved
 - AVP of Finance and Management discussed the project with the Vice Provost
 - AVP of Finance and Management asked for a flow chart
- Met with AVP of Finance and Management, Director of pre-award and Vice Provost to discuss my project plan as laid out in the flow chart
 - Vice Provost, Director of pre-award and AVP of Finance and Management agreed with the plan
 - Vice Provost enthusiastic about moving forward with project plan and would discuss with Provost
- Provost approved (financials still in discussion)

Methodology:

- Review the current model at Brockport
- Review models at other institutions (Colleges and Universities) through previous data gather by University College Research Council (UCRC) on sponsored programs office models and discussions with other campuses on their office structures
- Propose a model using the information gathered
 - Ensures the research enterprise at the campus remains viable
 - Incentivizes departments to be more proactive in submitting proposals and conducting research
 - Rewards departments that currently conduct research
 - Provides more visibility to the research enterprise across campus

Options:

- Continue the current model
 - Not sustainable
 - Due to the type of grants compatible with campus mission – indirects lower
- Close the office
 - Campus loses opportunities for faculty, students and the community
 - Is contrary to the campus strategic plan
- Fold the office into Academic Affairs
 - A fellow campus opted into this model and the research enterprise failed
 - It is important for both Academic Affairs and Finance & Management to be involved due to grant complexities

- Phased reorganization with employees on state payroll and pre and post award offices under one office umbrella maintaining dual oversight by Academic Affairs and Finance and Management

Phase I

- Contract and Grant Administrator moved to state payroll to save fringe benefit expenses
- a) Distribute funds to departments conducting research at the end of the fiscal year for equipment, repairs or other expenses
- b) Financial support for new research efforts that require preliminary data. Inclusion of preliminary data increases the probability being awarded
- c) Assist new professors outfit their labs

- d) Return on research dollars will incentivize departments to conduct research and/or increase research
- Contract and Grant Administrator to work in pre-award offices for 10 hours a week
 - All meetings for potential new grants for Project Investigators (PIs) to be with both pre-award and post-award
 - Collaborate on grants and submissions to strengthen proposals
 - Pre and Post working more closely together increases visibility of campus research enterprise



Phase II

Maintain the advantages established with Phase I and add the following additional advantages:

- Pre-Award Director and Post-Award Director will be physically located together to create a one-stop office
- Allows for cross-training
- Further increases the office visibility
- Ability to enhance and streamline processes and procedures

- Staff retirements of the Human Resources Officer and the Purchasing/Accounts Payables Specialist allows for attrition of these positions through state positions further increasing the savings
- Director of Post-Award will oversee HR and Purchasing/Payables staff working on Research Foundation grants and awards



What needs to take place:

- Contract and Grant Administrator needs to be moved to a state line and begin spending 10 hours a week in the pre-award offices
- Saving need to be realized annually and distributed to departments conducting research proportionally

Risks

- Significant savings are not realized until staff retirements
- A decision made in the future to not ensure the merged office remains under the auspices of both Academic Affairs and Finance and Management
- Proposals do not increase an additional 1M – 2M in five years and additional incentives may be necessary



Learned from the Academy

- The Academy was vital in providing me context on the type of leader I will be and the strengths I bring to the table.
- Data should be an important driver of change
- Change is difficult

Any questions?



*Thank
You!*