UTSA CREATING BOLD FUTURES

Bold New Knowledge Enterprise

JoAnn Browning, Interim VP REDKE

Caroline Garcia, Consultant

November 30, 2023
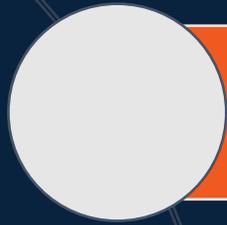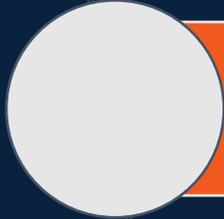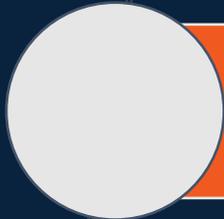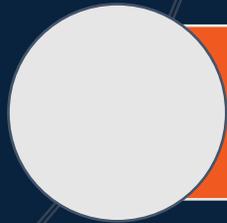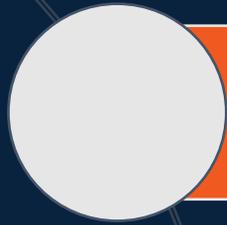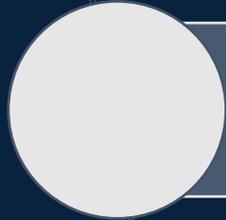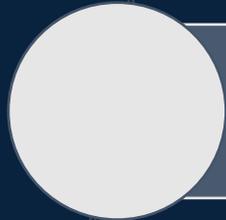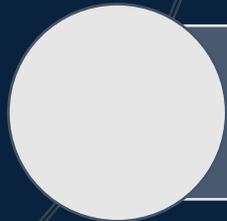
REDKE Townhalls

PURSUING RESEARCH EXCELLENCE | UTSA R1 CULTURE

Community > **Resources & Services** > **Goals**

Listen, Learn, Develop

REDKE Townhalls

LISTENING & LEARNING | DEVELOPING R1 CULTURE

Unit Conversations

Town Halls

Input from Constituents

Benchmarking

Define Structure & Services

Aligned with UTSA Strategic Destinations
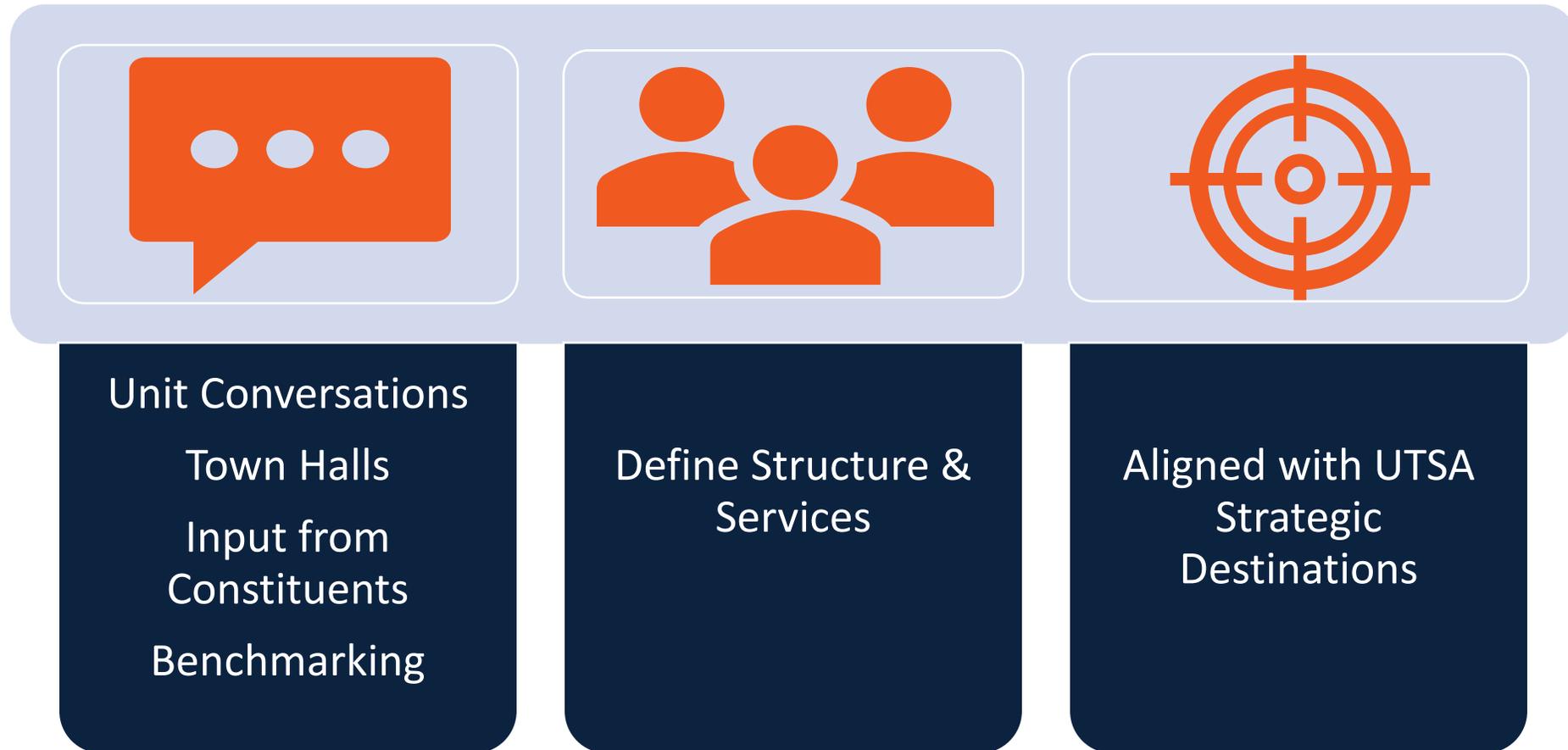
Listening Sessions: September 12-14, 2023

STRUCTURE | QUESTIONS

6 Focus Groups

- 4 Deans
- 26 PIs
- 10 Center & Institute Directors
- 7 Associate Deans for Research and College Fiscal Managers

3 Discussion Prompts

- What research administration services are essential to support UTSA Investigators?
- What are investigators' biggest challenges and obstacles?
- What is working well?

Listening Sessions

PRIMARY TAKEAWAYS

✓ **Would value staffing at the local level for pre- and post-award grant and contract support to PIs.**

✓ **Urgency to build trust culture and a team mindset within the research community at UTSA, including between faculty and research administrative staff.**

✓ **Lack of capacity and understanding of roles and responsibilities and processes.**

✓ **Importance of providing high quality training for staff, to build a "culture of research administrators."**

✓ **Desire for increased communication between REDKE and UTSA faculty.**

✓ **Commonly cited strengths: quality and dedication of faculty and staff, collaboration between staff across departments to problem solve, faculty resilience, and the success of the CyManII capture team.**

Other Conversations

FACULTY SENATE LEADERSHIP | ASSOCIATE DEANS FOR RESEARCH

- ✓ Siloed Pre- and Post-award leadership, staff, and processes
- ✓ Needing a culture of timeliness
- ✓ High administrative burden to Principal Investigators
- ✓ Reputational Damage
- ✓ High Institutional Financial Costs for Consultants

Other Conversations

HURON

Consider new operating policies, such as limiting when central office requires a revised budget or supplemental reviews – reduce cycle times

Establish clear, standardized criteria for when to create new PeopleSoft projects to limit unnecessary administrative workload

Identify gaps in service delivery and potential overlapping responsibilities to strengthen ownership of key tasks

Define service level agreements to set expectation of customers and motivate staff

TODAY

Listening & Learning

Benchmarking

A New Structure

Where we Go From Here

UTSA

Peer Institutions

Review of 20 Peer Models of Excellence and Texas Research Universities

- Organization of Research Offices
- Services
- Reporting Structures

Emergence of Common Themes and Best Practices

- AVP Leadership Positions: Research Administration, Commercialization, Research Development, and Strategic Initiatives
- Leadership Positions: varied Centers, Communications, Research Data and IT
- AVP Research Administration with a Unified Sponsored Programs Office
  - Regulatory Compliance was split between AVP for Research Administration or as a separate AVP
  - Preaward Proposal Support and Postaward Financial Management support for PI's

Sponsored Projects Administration

Proposal & Award Management

- Institutional proposal review, approval, submission
- Non-Financial Award Management

Unit-Level Concierge

- **Proposals**
  - Budget development & justification
  - List of required documents
  - Package & submit to central team
  - Compliance, responsible conduct, etc.
- **Awards**
  - Provides financial award management support of sponsored grants and contracts to PIs over life-history of project, including time & effort reporting

TODAY

Listening & Learning

Benchmarking

A New Structure

Where we Go From Here

UTSA

Core Principles

Assertive development of our knowledge enterprise	Nurtured R1 research culture	Service-centered research support
• Nationally & strategically aligned • Enhanced reputation as strategic partner • Flexible & agile to influence & respond to opportunities	• Transdisciplinary & cross-functional teams • Structured maturation of research leaders • Strategic resources to grow new opportunities	• Staff supporting lifecycle of award • Culture of timeliness & collaboration • Transparent processes, systems & workflows • Data-informed & strategic measures • Effective communication • Knowledgeable & trained

Aligning Efforts: UTSA Strategic Plan

Strategic Destinations	UTSA's R1 Culture
UTSA will be a model for student success	***Develop thought leaders through* <u>Faculty Research Development</u>** – inspiring and mentoring the next generation of experts.
UTSA will be a great public research university	***Grow research through* <u>Partnerships and Strategy</u>** – to reach greatness.
UTSA will be an innovative place to work, learn and discover	***Model service excellence in* <u>Research Administration</u>** – so that researchers are inspired to work innovatively to learn and discover.
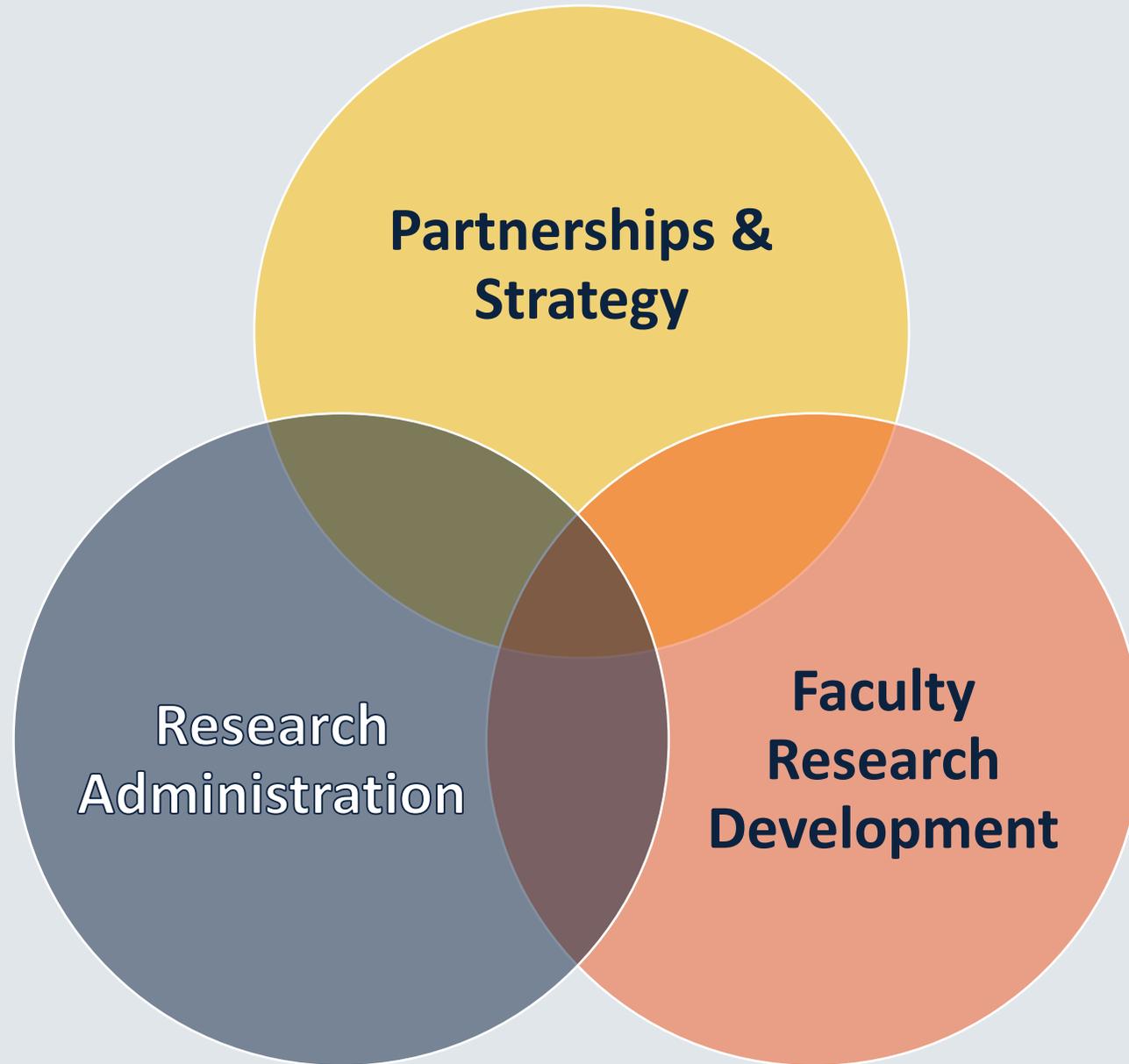
VPR Centers and Institutes
NSCC
CyManII
BHC
MATRIX
OCI

Senior Vice President
RESEARCH

DEANS RESEARCH COUNCIL (DRC)

RESEARCH EXTERNAL ADVISORY COUNCIL (REAC)

Associate Vice President for Research Partnerships and Strategy
NEW – External Search

Sr. Associate Vice President for Research Administration
NEW – External search

Assistant Vice President for Faculty Research Development

STRATEGIC RESEARCH DEVELOPMENT

OFFICE OF INNOVATION & ECONOMIC DEVELOPMENT

SPONSORED PROJECTS ADMINISTRATION

RESEARCH INTEGRITY & INFRASTRUCTURE

Faculty Research Development: Strategic Proposals Special Projects

Faculty Support

- Strategic Partnerships Local
- Strategic Partnerships State
- Strategic Partnerships Federal
- Corporate and Foundation Engagement
- External Engagements and Outreach
- Marketing and Communications
- Strategic Planning
- Large Initiatives & Proposals
- Centers & Institutes

- Core Research Labs
- Specialized Research Facilities

- University-Based Economic Development Serving Local, Regional, Natl, & Intl Initiatives
- IP Commercialization and Management (patents, proof of concept, technology disclosures, customer discovery, etc.)
- Community & Business Engagement
- Economic Impact Assessments
- Innovation Ecosystem Dev.

- Proposal Award Mgmt
- Proposal Concierge
- Financial Compliance & Training
- Post Award Administration

- Research Infrastructure Strategy
- Research Compliance
- Laboratory Safety
- Research Security
- Research Ethics

- Proposal Development Services
- Limited Submissions
- Scholarly Awards
- Seed and Travel Grant Programs
- Faculty Research Development
- Research Interest Groups

- Transdisciplinary Collaboratory
- Mentoring Academy
- New Areas of Focus for Strategic Hires
- ADR College Coordination

Contracts & Industrial Agreements

RESEARCH IT & BUSINESS INTEL

RESEARCH FINANCE & OPERATIONS

- REDKE Budget & Commitment Mgmt
- Business Service Center
- Quality Assurance

- Customized Dashboards and Reporting
- Research Performance & Expenditure Dashboard
- Sponsored Projects Reports
- Academic Analytics Support
- Modeling and Analytical Services

Sr. Associate Vice President for Research Administration
NEW – External search

Sr Director Office of Sponsored Projects
NEW – Internal Search

Assistant Director Office of Sponsored Projects NEW - Internal Search

Training & Financial Compliance Coordinator

PROPOSAL & AWARD TEAM 1

PROPOSAL & AWARD TEAM 2

Team Lead Grant & Contract Administrator

Team Lead Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

College Concierge Teams

Sr. Director RESEARCH INTEGRITY & INFRASTRUCTURE
NEW – Internal Search

Director RESEARCH INTEGRITY	Director LABORATORY SAFETY	University Veterinarian & Director LABORATORY ANIMAL RESOURCES CENTER	Sr Admin Mgr
Research Security Manager	Chemical Hygiene Officer	Assistant Director	
Research Program Analyst	Radiation & Laser Safety Coordinator	Animal Resources Supervisor	
Administrative Analyst	Lab Safety Specialists (2)	Animal Operation Support Tech Animal Attendants (4)	
IACUC Administrator	Biosafety Officer & BSAT	Quality Assurance & Training	
Sr. Research Compliance Coord.	Hazardous Materials Manager	Veterinary Technician	
Sr. Research Compliance Coord.	HMM Coordinator HMM Specialist (2)	Business Operations	
Research Compliance Specialist			

Senior Director Research Finance & Operations

BSC Specialist III	Contract Negotiator
BSC Specialist	Contract Negotiator
BSC Specialist II	Contract Negotiator
BSC Specialist II	Contract Negotiator
BSC Specialist I	
Business Service Center Manager	

Senior Director CONTRACTS & INDUSTRY AGREEMENTS .

Senior Research Data Analyst- IR

Research Data Analyst- IR

Technology Support Specialist II- UTS

Positions changed only in SPA

Sr. Associate Vice President for Research Administration
NEW – External search

Sr Director Office of Sponsored Projects
NEW – Internal Search

Assistant Director Office of Sponsored Projects
NEW - Internal Search

Training & Financial Compliance Coordinator

PROPOSAL & AWARD TEAM 1

PROPOSAL & AWARD TEAM 2

Team Lead Grant & Contract Administrator

Team Lead Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

Grant & Contract Administrator

College Concierge Teams

Sr. Director RESEARCH INTEGRITY & INFRASTRUCTURE
NEW – Internal Search

Senior Director Research Finance & Operations

Senior Director CONTRACTS & INDUSTRY AGREEMENTS .

Senior Research Data Analyst-IR

Director RESEARCH INTEGRITY

Director LABORATORY SAFETY

University Veterinarian & Director LABORATORY ANIMAL RESOURCES CENTER

Sr Admin Mgr

Research Data Analyst-IR

Research Security Manager

Chemical Hygiene Officer

BSC Specialist III

Contract Negotiator

Research Program Analyst

Radiation & Laser Safety Coordinator

Assistant Director

BSC Specialist

Contract Negotiator

Technology Support Specialist II-UTS

Administrative Analyst

Lab Safety Specialists (2)

Animal Resources Supervisor

BSC Specialist II

Contract Negotiator

IACUC Administrator

Biosafety Officer & BSAT

Animal Operation Support Tech Animal Attendants (4)

BSC Specialist II

Contract Negotiator

Sr. Research Compliance Coord.

Hazardous Materials Manager

Quality Assurance & Training

BSC Specialist I

Sr. Research Compliance Coord.

HMM Coordinator HMM Specialist (2)

Veterinary Technician

Business Service Center Manager

Research Compliance Specialist

Business Operations

College Concierge Teams – Embedded in Colleges

Concierge – Part A duties Proposals

Budget development & justification

List of required documents

Package & submit to central team

Compliance, responsible conduct, etc.

Concierge – Part B duties Awards

Provides financial award management support of sponsored grants and contracts to Principal Investigators over life-history of project, including financial analysis, effort reporting

Part of Larger Team

Direct report to college units to address cultural differences & needs, dotted line report to VPR for training & coordination

Cross-Functional: each Concierge in a college performs duties/aspects of all three boxes above

What's in a Name?

RESEARCH | ECONOMIC DEVELOPMENT | KNOWLEDGE ENTERPRISE
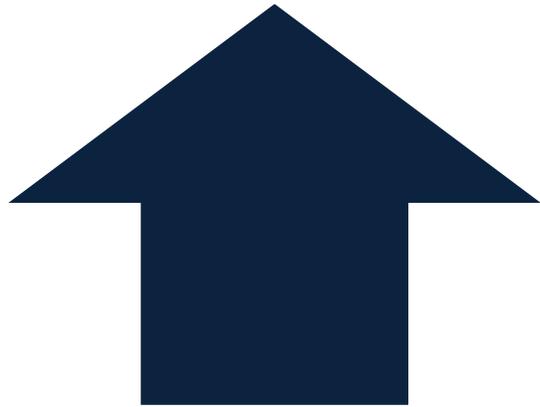
**Research,
Economic Development
& Knowledge Enterprise**
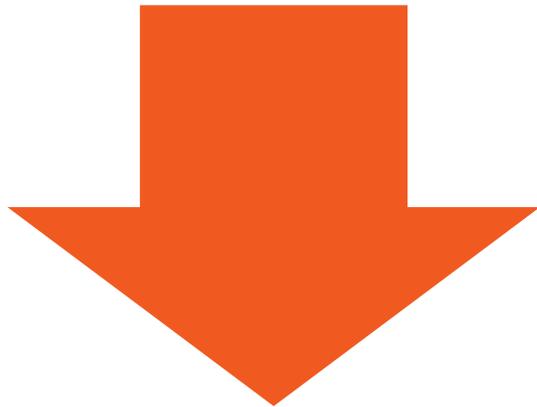
REDKE

Our Peers

RESEARCH | KNOWLEDGE ENTERPRISE | ECONOMIC DEVELOPMENT INNOVATION | CREATIVE ENDEAVORS | SCHOLARSHIP

ASU	FIU	George Mason	GA State	UC Irvine	UC Santa Cruz	UC Riverside	UCF	UIC	USF	TAMU	TX State	TX Tech	U Houston	UNT	UTA	UT Austin	UTD	UTEP
Knowledge Enterprise / VP Research	Research & Economic Development	Research, Innovation, & Economic Development	Research & Economic Development	Research	Research	Research	Research	Research	Research & Innovation	Research	Research	Research & Innovation	Research	Research & Innovation	Research & Innovation	Research, Scholarship & Creative Endeavors	Research & Innovation	Research

- **Over half use an Office of Research**

UTSA Office of Research

Supporting UTSA's Knowledge Enterprise
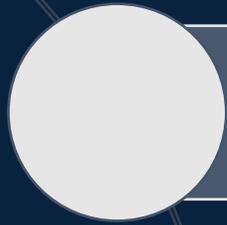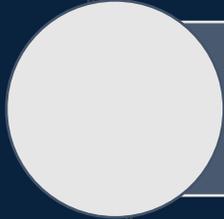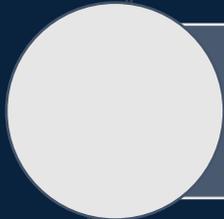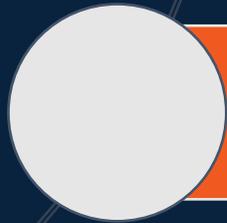
Nov 29-30, 2023

Announce New Structure

December & January
- Search & Hire New Positions
- Plan with Colleges
- Implementation Teams
- Training

Feb 2, 2024

Implement New Structure

Spring 2024
- continued training & implementation

…Continuous Assessment & Adjustments
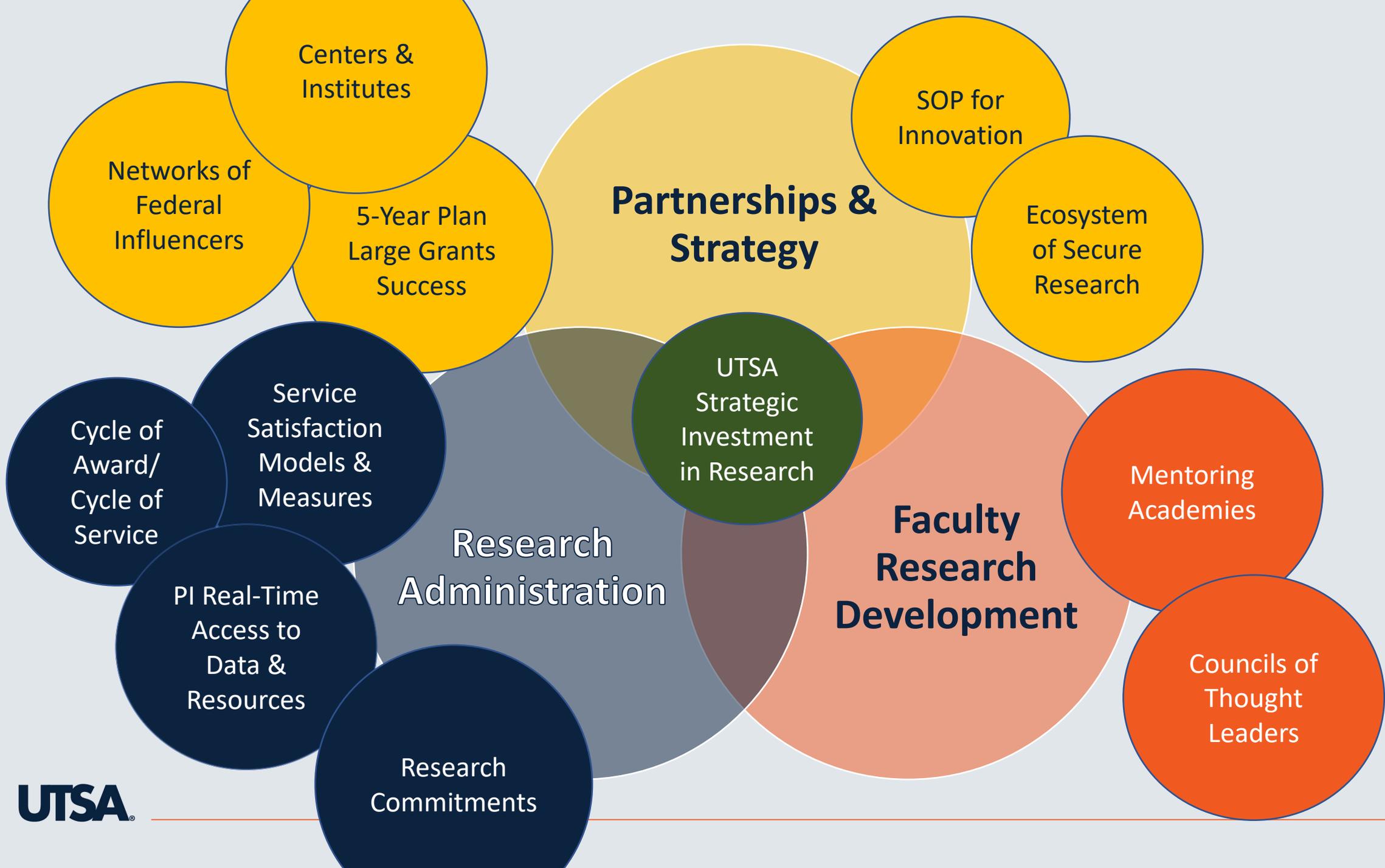
UTSA.
CREATING
BOLD
FUTURES.

One UTSA Circle
San Antonio, TX, 78249

utsa.edu