Office of Sponsored Programs
Proposed
Realignment
and Reorganization

November 20, 2010
• Office of Sponsored Programs (OSP) Realignment and Reorganization
  – Current State
  – Drivers for Change
    • Internal
    • External
  – View to the Future
  – Expected Outcomes
  – Metrics
  – Next Steps
http://www.osp.cornell.edu/Contacts/staff-req.htm
• Customer dissatisfaction with services provided by Office of Sponsored Programs . . . Why?

  – Varying levels and quality of sponsored program support to Cornell researchers and departments/units

  – OSP Grant & Contract Officer (GCO) research administration skills and understanding of federal, state and industry sponsors not “standard” among GCOs

  – Customer has incomplete understanding of scope and depth of GCO role; perception is that OSP provides minimum value added to process

  – Sponsors and researchers experience inconsistent terms and conditions in similar agreements

  – Minimal feedback mechanisms between OSP its customers - researchers and department administrators
Need to change perception of OSP as a barrier instead of a partner in the pursuit and acquisition of research funds

Need to provide a consistent level and quality of administrative sponsored program support

Need to “standardize” OSP personnel core skills and knowledge and required continuing education

Need to improve low morale and sense of contribution among GCOs

Need to define, update or document, and disseminate sponsored program administrative processes and/or process improvements

Source: Department/unit leadership, faculty, staff; Research Administration staff; OSP staff, SFS staff
• Need to align with Cornell Strategic Plan
  — “Excellence in Research, Scholarship and Creativity” Objective
  — Strategic Initiative # 5: Implement strategically focused, cost-effective enhancements to the infrastructure in support of research, scholarship, and creativity.

• Need to improve communication and alignment with Sponsored Financial Services

• Need to structure in advance of university-wide implementation of new research administration system (Kuali Coeus)
• Increased and administratively burdensome federal and state regulatory compliance requirements

• Increased complexity of:
  – Sponsor-driven requirements
  – Contracts and other transactions
  – Funding mechanisms

• Competition for shrinking pools of research funds demands quality OSP administrative performance and skilled negotiators to compete for the funds
Need to Change:
• Customer dissatisfaction
• Growth in Expertise, Skills, and Teamwork
• Alignment with Cornell Strategic Plans

Rebuilding the Value Chain by:
• Creating Centers of Expertise
  – Federal Government
  – States and Foundations
  – Industry
• Focusing on Skills to Improve
  – Sponsored Agreement Negotiations
  – Administrative Delivery Mechanisms
  – OSP System Infrastructure
View to the Future: OSP Centers of Expertise

Federal Government
- Center of Expertise: Federal Government
  - Universities
  - Weill Cornell Medical College

State & Foundations
- Center of Expertise: NY State & Foundations
  - Other States & Local Gov’ts
  - Foundations and Non-Profits

Industry
- Center of Expertise: Industry
  - International Gov’ts
  - Subcontract / Subaward Coordination

Contract Support/Oversight

Administrative Operations & Support
- Center of Expertise: Operations
  - Customer Support
  - Research & System Support
  - Audit
  - SOP & Policies
  - Training/Event Coordination
  - Metrics/Dashboard/Reporting
  - Website
  - Outreach
  - Infrastructure Support

OSP Realignment 9
New Organizational View

Contract College
Grant Officers
- Linda Harris
- Lisa Warner
- Judy Wood

COE: NY State &
Foundations
- Linda Brainard
- Christine Brown
- Jeff Corbin
- Tom Frank – TL
- Joan Segal

COE: Federal Government
- Chris Ashdown - TL
- Tammy Custer-eRA
- Linda Griswold
- Mora Harris
- Amie Prince*
- Brenda Truesdail
- Columbia Warren

COE: Industry
- Robin Dollaway
- Kimberly Hayes - TL
- Susan Jones
- GCO (Subcontracts)

COE: Operations
- Kristin Butler
- Susan Edwards
- Tammie Eldred
- *Pamela Plotkin – DD/TL
- Kathy Purdy
- Laura Talcott (AA)
- Temp (as needed)

Senior Contract Advisor

*Notes - Export Control Contact – Amie Prince

OSP Realignment

TL = Team Lead
## Center of Expertise Teams

<table>
<thead>
<tr>
<th>Federal Government</th>
<th>State &amp; Foundations</th>
<th>Industry</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christine Ashdown - Team Leader</td>
<td>Thomas H. Frank - Team Leader</td>
<td>Kimberly Hayes - Team Leader</td>
<td>Pamela Plotkin - Team Leader Deputy Director</td>
</tr>
<tr>
<td>Tammy Custer</td>
<td>Linda Brainard</td>
<td>Robin Dollaway</td>
<td>Kristen Butler</td>
</tr>
<tr>
<td>Linda Griswold</td>
<td>Christine Brown</td>
<td>Susan Jones</td>
<td>Susan Edwards</td>
</tr>
<tr>
<td>Mora Harris</td>
<td>Jeff Corbin</td>
<td>GCO (Sub-award/Sub-contract)</td>
<td>Tammie Eldred</td>
</tr>
<tr>
<td>Amie Prince</td>
<td>Joan Segal</td>
<td></td>
<td>Kathy Purdy</td>
</tr>
<tr>
<td>Brenda Truesdail</td>
<td></td>
<td></td>
<td>Laura Talcott</td>
</tr>
<tr>
<td>Columbia Warren</td>
<td></td>
<td></td>
<td>Senior Contract Advisor (TBD)</td>
</tr>
</tbody>
</table>
Center of Expertise
Functional Responsibilities

Federal Government
- Proposal & Pre-Proposal Review & Submission
- Award, Sub-award and Out-year Action Negotiation; Subcontracts, & Other
- Outreach & Education

State & Foundations

Industry
- Contract Support/Oversight

Administrative Operations & Support

Operations
- Infrastructure & Office Management
- Proposal Services & Award Services
Centers of Expertise in OSP will deliver excellent customer support to researchers, departments/units, and sponsors by focusing on four key concepts:

- **QUALITY** - Research support services will be effective, efficient and quality driven
- **FAST** - Negotiation cycle times will improve for agreements with all sponsor types (federal, state and foundation, and industry)
- **PROFESSIONAL** – OSP personnel will be recognized as experts in their field both inside and outside Cornell
- **COLLABORATIVE** – OSP will develop relationships with funding agencies and improve collaboration with department/unit administrators
Anticipated Outcomes of Change

• Improved support to researchers and Cornell departments/units
• Improved relationships with Sponsors
• Increased level of skills and quality of OSP resources
• Business process improvements
• Improved team work within OSP
Research system (EZRA) modifications will allow measurement of:

- Cycle time for (examples only):
  - Proposal receipt to proposal submission
  - Award receipt to award acceptance
  - Other document receipt to conclusion

- Response time to customer calls
- Number of proposals/awards received and successfully processed
- Research funds processed per GCO
- Research funds processed per Sponsor
- Customer satisfaction survey
- Establishment of OSP points of contact (liaisons) for each college
  - Attendance at department administrator meetings
  - Response time to departmental requests
- Continuing professional education requirements
• Review and documentation of Proposal, Award, Post Award and Subcontracting procedures – October 15, 2010
  – Definition and documentation of first stage: complete;
  – Detailed documentation of internal documents: 35% complete

• Operations CoE formation – September 20, 2010 - completed

• Presentation to Academic Deans – November 5, 2010 - completed
• Preliminary meeting with associate deans of research, department chairs and faculty, college business administrators - Month of November/December
  – Meetings held with College Officers and Associate Deans – completed
  – Meeting with Department personnel – will be coordinated

• Formation of Federal, State & Foundation, and Industry CoEs – December 3, 2010

• Definition and implementation of College Liaisons – February 1, 2011

• Ongoing
  – Define training requirements
  – Meet with key sponsors
  – Complete OSP website restructure
  – Refine metrics as necessary
Reference Slides
Potential Concerns and Administrative Impact

Possible Faculty/Department/Unit Concerns:

- Initial concern regarding multiple contacts in OSP instead of two or three
  - PI and unit/department administrators already have multiple OSP contacts
- Increased complexity in establishing workload distribution for GCOs
  - Current structure is not logical and difficult to understand
- Lack of in-depth understanding by OSP of the various Cornell departments/units
  - Team members under current structure lack in-depth knowledge of various departments/unit
- Department/unit concern with the “unknown” level of support
  - Current structure causes same concern; supported by bad experiences due to OSP’s inconsistent practices

Anticipated Administrative Efforts:

- Need to capture knowledge and invest in knowledge repository/data management tools
- Increased efforts to maintain dynamic and informative OSP Website is critical – no longer “optional” updates
- Need to ensure cross-training across CoEs
  - These are all current needs