Office of the Vice President for Research, Graduate Studies and Economic Development

UA Transformation: – VPR Reorganization and Consolidation

December 1, 2008

Contact Person:
Leslie P. Tolbert, Vice President for Research, Graduate Studies, and Economic Development
601 Administration Building
621-3513
tolbert@email.arizona.edu

Proposal Development Team
Elizabeth A. Boyd
Assistant VP for Research Compliance and Policy
Andrew C. Comrie
Associate VP for Research and Dean, Graduate College
Caroline M. Garcia
Assistant VP for Research
Leslie P. Tolbert
VP for Research, Graduate Studies, and Economic Development
Bruce A. Wright
Associate VP for Economic Development and COO, Science and Tech Parks

Current VPR units that will be reorganized/consolidated:

- Arizona Research Laboratories
- Arizona State Museum
- BIOS
- Conflict of Interest Office
- Corporate and Business Relations
- Export Control Office
- Flandrau Science Center
- Graduate College
- Graduate Interdisciplinary Programs
- Human Subjects Protection Program
- Institute for LGBT Studies
- Institute for Study of Planet Earth
- Institutional Biosafety Committee
- Institutional Chemical Safety Committee
- Native Peoples Technical Assistance Program
- Office of Biosafety and Biosecurity
- Office of Economic Development
- Office of Research and Contract Analysis
- Office of Technology Transfer
- Privacy Office (HIPAA)
- Radiation Control Office
- Research Compliance and Policy Office
- Research Integrity Office
- Sponsored Projects Services
- Udall Center for Studies in Public Policy
- University Animal Care
- University of Arizona Museum of Art
- University of Arizona Press
- University Research Instrumentation Center
VPR Reorganization/Consolidation Plan

Background and Overview of the Plan
The Office of the Vice President for Research, Graduate Studies, and Economic Development (OVPR) currently comprises 29 direct reporting units and related committees, many with subunits of their own. OVPR recently began a process of consolidation and reorganization, with the goal of achieving a more streamlined set of structures and functions. The changes focus on both functional and financial issues and will strengthen the ability of all VPR units to advance their missions as well as the university’s mission, in accordance with the UA Strategic Plan, while achieving savings through reorganization of cross-cutting functions. Our transformation plan involves an extensive consolidation of units, including a restructuring of corporate and economic development, as well as cross-cutting reorganization to streamline business services and optimize IT support.

Raising Our Reputation
A world-class research university such as the UA can advance to the highest level of research performance only with the support of a similarly world-class research office. VPR units must go beyond basic service to provide excellent research support through innovative, efficient, user-friendly organization. The move to a more streamlined organization will facilitate greater research productivity across the university, while maintaining appropriate oversight of fiscal and research compliance issues, to enhance the UA’s ranking and reputation. Similar streamlining in the Graduate College will enhance our success in graduate education designed to develop leaders for the 21st century.

Consultation Process
The Associate/Assistant Vice Presidents consulted with their respective staff members in the development of the constituent reorganizations described below.

Plan Details
We are reorganizing to consolidate the large number of VPR reporting units into the seven functional groups outlined below, in alphabetical order. Many of the constituent units are being reorganized internally, as well. OVPR expects not only to realize the strategic advantages of restructuring and refocusing, but also to gain the management and efficiency benefits of better coordinated IT support, consolidated business staffing, and streamlined provision of services.

1. Administrative Office

OVPR in Administration 601; Native Peoples Technical Assistance Office (NPTAO); Arizona Water Institute (AWI)

The central OVPR administrative office has recently reprioritized staff duties to match essential tasks handled by the office. This group includes the Vice President and her principals and support staff in 601 Administration Building, as well as the NPTAO and the AWI as a tri-university unit, which report directly to the Vice President. Assistant Vice President Caroline Garcia is streamlining business and IT management across this office and many of the groups below, based on a recognized and successful “centralization” model from one of our units, the Arizona Research Laboratories.

2. Business and Industry Liaison

Corporate and Business Relations (CBR); Office of Research and Contract Analysis (ORCA); Office of Technology Transfer (OTT); Arizona Center for Innovation (AzCI); Office of Economic Development (OED); UA Science and Technology Park (UASTP); Arizona Bioscience Park (ABP)

We plan a fundamental strategic change and corresponding functional realignment regarding our management of relations between industry and research at the UA. The plan starts with improving access to UA resources through a single point-of-entry on the web site and a concierge service to personally connect callers with faculty and other university resources. At the center of this effort is the newly established Office of Corporate and Business Relations, directed by Nancy Smith, who works to maximize private investment opportunities and nurture productive, long-term strategic partnerships between companies and various colleges and departments campus wide. The goal is to increase private investment in UA research by becoming an in-demand partner to industry through a business-friendly,
customer service-oriented approach. Our new model is based on the industry liaison office (ILO) structure currently being deployed at MIT. Key components of our model will include close team coordination across subunits, a unified web portal, and integrated activities that simplify first-time engagements while building and extending existing relationships. Implementation of this new model involves all of the VPR units listed above. OED, under Associate VP Bruce Wright, will now focus entirely on programs and initiatives relating to commercialization of technology and research. Staff support for the UASTP, the ABP, and the AzCI high-tech incubator has been reorganized into a consolidated, streamlined park support unit. The Office of Economic and Policy Analysis has been eliminated and three research analyst positions eliminated. The remaining two research analysts will be redirected to research and market analysis in support of UASTP, ABP and AzCI. A senior staff position has been reassigned to focus on strategic initiatives related to the expansion of UASTP, development of ABP, and efforts to accelerate UA tech commercialization. ORCA and OTT will have key interactions with CBR and OED to facilitate the mission of this new group, as well as working as core members of Group #4 (below).

3. Graduate College

Graduate College administration; Graduate Interdisciplinary Programs (GIDP)

The Graduate College and GIDPs have recently been reorganized so that the Graduate College now comprises two divisions, administrative and academic, under Dean Andrew Comrie. The administrative division plays a central role in providing economies of scale for service, oversight, and advancement of graduate education at the UA. The division is embarking on a significant internal reorganization to streamline the entire suite of graduate business processes. Some transactions (such as admissions and transcript validation, academic visa processing, graduate program assessment, graduate assistant processing, and degree auditing) are handled most efficiently by Graduate College specialists rather than via duplication in the academic colleges, so they will continue. Other transactions (such as graduate assistant appointments) are best handled in the individual colleges, and will be audited only on an ad hoc basis by the Graduate College. The UA Mosaic project will enable fundamental improvement in IT tools for the colleges and individual programs and the associated streamlining of Graduate College business at all levels. The GIDP Office is no longer a separate unit, having become the academic division of the Graduate College. Its role is to facilitate centrally the administration of 14 academic graduate programs, with a system of program coordinators working flexibly across programs. A recent internal review, recommending an even more streamlined administrative structure, will drive yet more changes. Also, it is anticipated that some GIDP programs may move out to newly created colleges or schools as part of UA Transformation, and conversely that Transformation may lead to creation of new GIDPs. GIDPs are purposely streamlined and flexible (e.g., volunteer faculty, lean support processes) to enable and accommodate such changes on an ongoing basis.

4. Grants, Contracts, and Technology Transfer

Sponsored Projects Services (SPS); Office of Research and Contract Analysis (ORCA); Office of Technology Transfer (OTT)

The grouping of these three units reflects their direct connection to a core set of business activities surrounding the UA’s research funding, contracting, and intellectual property license/patent activities. SPS is responsible for administration of most grants, contracts, and other agreements from outside sources. Transformation of SPS involves an ongoing major functional reorganization of processes and assignments, which is taking place with the development and implementation of Kuali Coeus Research Administration software (part of the Mosaic project). ORCA, which develops and oversees contracts made with public and private funding sources, works closely with OTT in the protection of intellectual property and with SPS in the administration of contracts. OTT oversees the protection, management, and transfer of UA-owned intellectual property to benefit the UA and society. In response to a state process audit in 2008, OTT has developed streamlined processes and a set of key performance metrics, and has hired two new tech transfer specialists to advance technology transfer from the Colleges of Optical
Sciences and Engineering. ORCA and OTT will not only work with this group, but also have key interactions within Group #2 (above).

5. Museums & Press

*Arizona State Museum (ASM); Flandrau Science Center; Museum of Art (UAMA); UA Press*

The four units forming this functional group each connect UA-wide research and creative activity to the public. ASM, established in 1893, is the state’s official archaeological repository and is the largest non-federal facility of its kind in the country. In addition to curation, education, and research, ASM administers Arizona’s Antiquities Act and issues permits for archaeological and paleontological projects across the state. ASM is developing a new branch for public exhibits, to be located in a new facility that is under development jointly with the Flandrau Science Center, as a highlight of Tucson’s Rio Nuevo downtown revitalization project. The Science Center will become a cutting-edge discovery center for the public, featuring a novel digital tool for “personalized” exploration and bringing attention to UA scientific discoveries. The UAMA, through an ambitious schedule of exhibitions, public programming, and educational outreach, brings fine art, art education, and inspiration to the public; it may be able to move into new, more appropriate space when the Rio Nuevo project is fully underway. The UA Press is a prestigious nonprofit publisher of scholarly and regional books with a key national niche, concentrating upon scholarship that focuses on the Southwest and indigenous and Latino culture. All four of the units in this group are making strategic management changes to rely proportionally less on state funds and to expand opportunities for public, philanthropic, and visitor support. Their business management will participate in the VPR-wide consolidation of business practices under Assistant VP Caroline Garcia.

6. Research Units

*Arizona Research Laboratories (ARL); BIO5 Institute; Institute for Environment and Society (IES, formerly ISPE); Institute for LGBT Studies; Udall Center for Public Policy; University Research Instrumentation Center (URIC)*

The units in this functional group are cross-campus, multi-college, interdisciplinary research and technology centers. Their primary aim is to maximize research success and extramural funding in key areas of research strength for the UA. Secondary aims focus on undergraduate and graduate education and K-12 outreach. BIO5, ISPE/IES, ILGBTS and the Udall Center each have small central offices that facilitate and seed a range of cross-campus activities among researchers in their thematic areas. The ARL will undergo major change as part of the UA Transformation Plan. Depending on the outcome of Transformation, several academic programs may be spun off to colleges. The Divisions of Neurobiology and Neural Systems, Memory and Aging (with its associated McKnight Brain Institute) may move into a new School of Mind, Brain, and Behavior (or similar), and Biomedical Engineering is likely to move into Engineering. The ARL Divisions in the transformed structure would include (a) a set of high-technology shared facilities – Biotechnology, the Nuclear Reactor (until its decommissioning in 2012), and the newly added University Research Instrumentation Center, and (b) a set of research units – the Center for Insect Science, Microcirculation, and the Arizona Initiative for the Biology of Complex Diseases. ARL already achieves significant administrative efficiencies, and its Business Office is recognized as a model for handling complex, interdisciplinary business management, one that is now being implemented VPR-wide.

7. Responsible Conduct of Research

*Human Subjects Protection Program (HSPP) & Institutional Review Boards (IRB); Radiation Control Office (RCO) & Committees; University Animal Care and Institutional Animal Care & Use Committee (IACUC); Biosafety and Biosecurity Office & Institutional Biosafety Committee (IBC); Institutional Chemical Safety Committee (ICSC); Conflict of Interest Office & Institutional Review Committee (IRC); Export Control Office; Quality Assurance Office; Privacy Office (HIPAA); Research Integrity Officer (RIO); Responsible Conduct of Research Training Coordinator*

Having operated independently and with separate budgets for many years, all of the research compliance offices are being consolidated under one office, the Office for the Responsible Conduct of Research,
under the direction of Assistant Vice President for Research Compliance and Policy Elizabeth Boyd. As part of our efforts to consolidate, streamline, and increase efficiency, most of the compliance activities are currently moving into one office facility. This will allow for increased communication among units, better coordination for protocols involving multiple-unit review, and a single site for investigators needing assistance with their research requirements, and also will reduce equipment needs (sharing copiers, fax, and printers through networked equipment), consolidate purchasing and general administrative duties into a single administrative position, combine supplies (allowing for larger purchases/economies of scale), and reduce the costs associated with leasing multiple office buildings. The goal of all of these efforts, independent of the actual cost savings, is to create a more streamlined and efficient process (“one-stop shopping”) that meets the needs of researchers and their associated regulatory requirements.

**Budget**

OVPR expects to realize strategic advantages from the restructuring and refocusing of its units and, simultaneously, to gain management and efficiency benefits from better coordinated IT support, consolidated business staffing and consolidated physical facilities, and streamlined provision of services. The projected net dollar savings cannot be precisely known at this time. They depend in part on the outcome of the UA Transformation process and certainly will be impacted by the magnitude of state budget cuts dealt to the universities in the coming months and years. Some specifics, however, are clear. We will realize savings of over $100,000 in the reorganization of the Office of Economic Development; those savings will be invested primarily in enhancing technology commercialization. We also will save $36,000 in rental of space for the Human Subjects Protection Program and expect that over time we will reduce the number of VPR employees handling business affairs by 5 to 8; those savings will be invested mostly in our offices dealing with responsible conduct of research.