OSP Priorities

1. Systems, data, information, analytics
   - No enterprise-level pre-award system
   - The enterprise-level post-award system(s) may not be optimally configured to manage sponsored programs
   - Some historical data in OSP may need to be cleaned to enable reporting; written SOPs governing the generation of data must exist in OSP moving forward
   - Reporting/analytic capabilities related to sponsored programs need to be enhanced (to minimize manual work; to enable the collection and distribution of metrics; to enable strategic decisionmaking; to enable compliance-related internal controls)
   - Research UVA: who is the audience (is it a “PI Portal” and/or a proposal development platform?); question of continuing to invest in homegrown system, and/or license an enterprise pre-award system
   - Research deans have recently identified this area as the foremost investment that needs to be made in the UVA research enterprise
OSP Priorities

2. Organizational structure and human capital
   ◦ Proposal development and submission needs investment, particularly given aggressive research goals over the next 5-10 years; possibility of centralized RA function to support large-scale interdisciplinary proposals, smaller schools
   ◦ Award establishment and nonfinancial postaward also needs investment; Director of Proposal and Award Management position posted
   ◦ Need human resources dedicated to systems and information; Senior Director of Electronic Research Administration position posted
   ◦ Better articulation of the major business functions in OSP, and mapping of human resources to those major business functions (which functions are interrelated, but also distinct)
   ◦ Regular all-staff and team meetings
   ◦ Enhance training (NCURA “Life Cycle of the Award” series)
OSP Priorities

3. Business processes

- To get the most out of business process changes, systems and organizational structure should be sound
- Organizational Excellence has been engaged with OSP over the last year, and led significant work mapping pre-award and post-award processes that are X years old
- Assignment of appropriate resources to risks should exist in good business processes (80/20 rule); acknowledgement that not everything can or should be streamlined
- Institutional-level templates and checklists
- Delegated institutional signature authorities
Change in sponsored programs offices

• Sponsored programs offices confront change on a daily basis; we have the skills at the individual and transactional level
• Organizational change is just as important; the ability to act collectively is essential to this
  ◦ As time passes, business environments and demands change
  ◦ Not changing creates risk
  ◦ The many business functions in a central sponsored programs office must continually be evaluated and appropriately balanced
  ◦ Short-term, operational objectives vs. long-term strategic objectives (equally critical and must be pursued at the same time)
  ◦ Change in the central sponsored programs office drives change in other key units
  ◦ An important responsibility of management is to get organizations to act collectively
Typical reactions to organizational change

• Why change? We’ve always done it this way.
• We don’t need to do things differently, they’re working fine the way they are.
• We don’t have time to make these changes and still do our day-to-day work.
• Things will be worse than they are now if we make these changes.
• It’s too much of a hassle to do this.
Characteristics of effective change agents

• Strong work ethic
• Collaborative and constructive
• Assertive/proactive
• Focused
• Relationship and consensus building
• Multi-frame thinking (viewing issues from multiple perspectives); raises problems but also raises solutions
• Strategic thinking
• Strong analytical skills
• Considers the institutional context (culture and climate)
• Patience