The Evolution of OSP to Research Administration Services

Colleen Leslie | Office of the Vice President for Research
AO/FO Meeting | 11.13.19
Research Administration: A new, functional model

Office of the Vice President for Research

• Research administration & policy
• Research development
• Federal/state/local government & other non-negotiated grants & contracts
• Compliance - research integrity, COI, export control, IPIA, etc.
• Systems & research administration support

• Relationships with federal government
• Foundation Research Sponsorship

Office of the Provost

• International engagements
• Negotiated agreements for research, education & capacity building with industry, international, consortia, etc.
• Technology licensing
• Industrial Liaison Program

Updated September 2019
Office of the Vice President for Research

Mission: Stewardship of MIT’s research enterprise

• Foster an outstanding research environment for MIT's faculty, students, and staff

• Foster strong, fruitful relationships with research sponsor groups, including federal agencies, Congress, industry, foundations, Massachusetts and foreign governments

• Enable major research initiatives that cut across the Institute, including line management of inter-school labs/centers/institutes

• Maintain a research administration, policy & compliance infrastructure whose excellence matches that of MIT's research itself
Research Administration: A new, functional model

Faculty entry portal

Dashboard
tiered triage & tracking

Provost
GC, Chanc, , EVP, VPR, VPF, VPRD

Office of Strategic Alliances & Technology Transfer (OSATT)
Assoc Provost, SATT
Lesley Millar-Nicholson,
Meghan McCollum Fenno, Karl Koster
Negotiated agreements for research, education,
capacity building with
industry, international, consortia, etc.
[TLO & OCR operate intact within OSATT]

Research Administration Services (RAS)
Vice President for Research

Colleen Leslie
Federal/State/Local Government
+ other non-negotiated grants/contracts
Post-award management

Colleen Leslie
Compliance: COI, Export Control, IPIA, etc.

Colleen Leslie
Systems & Support: onboarding, training, career development. KC & PI Portal dev and support
Promoted 2 Contract Administrators with >10 years experience to Senior Contract Administrator

Promoted Senior Contract Administrator with >25 years experience to Assistant Director and charged with leading effort to implement new small team structure

Appointed 5 team leaders
Providing coaching and support

Initial focus:
• Stabilize staffing
• Foster employee engagement

Filling open positions
Promotions, Hires and New Roles

- **Senior Contract Administrators**
  - Stacey Sullaway
  - Marissa Clarkson

- **Assistant Director**
  - Nancy Sahagian

- **Team Leaders**
  - Courtney Bensey
  - Marissa Clarkson
  - Jamie Goldberg
  - Amy Holden
  - Bernadette Vallely
Initial focus:
- Fill open positions
- Repurpose and reallocate to meet emerging needs
- Implement onboarding and training plans (previously not in place)

Filling new positions

- 5 Data Administrators
  (previously filled by temporary staff)
- 4 Asst. Contract Administrators
  (two internal; 2 from departments)
- 3 Contract Administrators
- 1 Subaward Administrator
- 1 Senior Support Specialist
Promotions, Hires and New Roles

- **Data Administrators**
  - Noelle Donahue
  - Adrian Gamez-Perez
  - Ai Nguyen
  - Yonas Tsegaye
  - Tessa Williams

- **Contract Administrators**
  - Katie McGeary
  - Kate McPeake
  - Louise Tanguay-Ricker

- **Assistant Contract Administrators**
  - Ericson Alexander
  - Victoria Bautista
  - Elizabeth Fong
  - Meghan Lee

- **Senior RA Support & Education Specialist**
  - Susan Dahill

- **Subaward Administrator**
  - Adam Kohn
Implementing A New Team Structure

- Michael Corcoran
  Assistant Director
  - Bernadette Vallely

- Nancy Sahagian
  Assistant Director
  - Jamie Goldberg
  - Marissa Clarkson

- Laureen Horton
  Assistant Director
  - Courtney Bensey
Growing Complexity of Compliance

- Foreign Engagements
- Health Related Research
- Entrepreneurial Activities
- Collaborative Research “Big Science”
- Confidential Unclassified Information
- Export Controls
- Changing Political Landscape
- Artificial Intelligence and Machine Learning
- IT Security
- Foreign Influence
- Electronic Devices

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Old compliance structure lacks integration and ability to respond to increasingly complex compliance issues.
Expanding the Compliance Infrastructure

- Chief Research Compliance Officer
- New or increased staff
- COI
  - Two COI Officers
- Export Control
  - Two EC Officers
  - 2 Compliance Specialists
- IT Security
  - Two IT Security Officers
- IPIA
  - One IPIA Officer
- COUHES (Humans)
- CAC (Animals)
Enhancing the knowledge and practice of mentoring in research administration

Enhancing awareness of research administration as a career and supporting the career development of research administrators

Getting answers for all of your questions

Coordinating regular gatherings, educational opportunities, and working groups for the research administration community

Coordinating and expanding educational offerings for research administrators

Supporting the research administration employee lifecycle

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Essentials of Research Administration
Develop an understanding of the principles, policies and associated processes that form the foundation for research administration at MIT.

Research Administration Practice (RAP) Sessions
Targeted, skills-based educational offerings in a class/workshop style that includes participation from departmental administrators, OSP, VPF and VPR as subject matter experts.

Topics in Research Administration
Educational offerings featuring high level topics including compliance, policies, practice and emerging trends.

ToolTime
Opportunities for DLC Research Administrators to showcase and share the tools and resources they have developed and use to complete their day to day tasks.
Increased Research Administration Educational Offerings

Since September 2017...

- large forums for compliance, policies and emerging trends
- targeted skills-based offerings
- hands-on tool training
- department specific opportunities

Most participants attended multiple sessions...

FY18: 332 unique participants
FY19: 315 unique participants
Launched a MIT RA Circle Mentoring Program

Mentoring Circle Program Goals

- Foster connections and networking within the MIT RA community
- Enhance RA as a career at MIT through a discussion series and mentee-driven topics
- Serve as a source of support and career guidance

Year One
Mar. - Sept. 2019
- 8 Mentors
- 20 Mentees
Implementation timeline

- **September 2019**
  - Announce plans
  - Launch portal development project

- **Fall semester**
  - Establish RAS as a new organization in MIT’s systems
  - Establish OSATT as a new organization in MIT’s systems
  - Transfer staff to new roles
  - Recruit staff to newly created positions
  - Develop new business processes
  - Pilot select agreements with OSATT

- **Spring semester**
  - Launch OSATT services
  - Launch portal, version 1.0
Implementation Activities Underway

- OSP/RAS --- OSATT Working Group

- Recruiting continues
  - Contract Administrators
  - Chief Research Compliance Officer
  - Compliance Specialists (EC, COI)
  - Other roles, as needed

- Targeting resources to address post-award challenges

- Working through name changes
  - Mailing lists
  - KC notifications
  - Letterhead and signature lines
  - Stamps
  - Website updates