MASON ORED 2.0

UPDATE ON PROGRESS (PHASES 1-3) & TASK FORCE REPORT

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Project “ORED 2.0”
Mason’s Next Leap Forward in Research Activity

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Goal #1

Launch “Project ORED 2.0” – Reorganizing Mason’s Office of Research and Economic Development (ORED)

• Phases:
  I. Assessing (SWOT analysis)
  II. Planning
  III. Implementing
  IV. Monitoring, evaluating, & adjusting, as “complex adaptive systems” operate (more on CAS next time)
  V. Concluding
Goal #2

Create a Task Force (TF) as a representative leadership body led by VP/R

• Composition:
  – Faculty research leaders of all ranks
  – Administrative leaders: deans and directors
  – University administrators

• Purpose: provide advice to and assist VP/R in all phases of ORED 2.0

• Task Force as a collective action coalition

• Initial TF input based on shared assessment
Goal #3

Staff mission-critical positions in the re-organized ORED 2.0: In progress (new org chart, TF Final Report, appended)

• Role of the VP/R’s Task Force and prior assessments

• Functionality is a priority and “Structure Follows Function”; i.e., personnel skills (qualifications and competencies) should support Mission and essential activities

• Organizational change, not zero-based re-org “from scratch”, will be the strategy.
Goal #4

Represent Mason Research to stakeholders

– Internally
  • Colleges, Schools, Institutes, Centers
  • Board of Visitors (BOV) & its Research Committee

– Externally
  • Other universities and research institutions
  • Funding agencies: public and private
    – George Mason Research Foundation
  • Businesses
  • Private individuals
  • Governmental and international entities
THE TASK FORCE

DEVELOPED SHARED ASSESSMENT AND PRODUCED A ROADMAP TO VHRA VIA RECOMMENDATIONS

• FACULTY
• CENTER DIRECTORS
• DEANS
• RESEARCH COUNCIL
UNIVERSITY COMMITMENT

ADD STAFF AND RESOURCES TO NEW OFFICE OF RESEARCH:

• VPR front office
• RESEARCH DEVELOPMENT (ORD)
• SPONSORED PROGRAMS (OSP)
• RESEARCH INTEGRITY (ORIA)
• RESEARCH COMPUTING (ORC)
Core VPR activities:
- Strategic research leadership (SES-like)
- Multidisciplinary research signatures
- Financial, personnel, infrastructure of research
- Special events (workshops, visits, Research Day)
- Research Council & Center Directors
- Oversee 6 + 1 = 7 offices, 4 completely
- Collaborate with other senior management
- Board of Visitors
  - BOV Research Committee
- External relations/collaborations

Office of Research

Vice President for Research

- VPR's front office support (OVPR)
  - Executive Assistant: VPR scheduler & lead Office effector
  - Deputy VPR (ORD Director): VPR's backup & senior adviser
  - (Other Provost's Office staff as necessary)

TASK FORCE & WGs (TEMPORARY)

Office of Research Development

- Interact with and gather info from funding agencies
- Oversee Mason Centers and Institutes
- ID & communicate funding opportunities
- Develop PI faculty
- Promote and co-develop multidisciplinary proposals w/ OSP
- Provide editing
- Limited submissions
- Fund seed multidisciplinary grants and other grants
- Communicate signature Mason research
- Sponsor special events: workshops, training, Mason Research Day, others

Centers and Institutes:
- Prioritize development of multidisciplinary research on signature themes
- Encourage research collaborations on diverse scales
- Maintain current database on Mason certified research centers (MRCs)
- Charter new centers
- Review existing centers for certification
  - internal recharter
  - external review
- External collaborative research units
- External institutional memberships
- Move small centers to local units

Office of Sponsored Programs

- Decentralize small proposal submissions to local units
- Support multidisciplinary proposal preparation coordinating with ORD via a joint committee
- Research admin systems
- External representation
  - negotiate with agencies
  - regional activities

Office of Research Integrity & Assurance

- IRB
- IACUC
- Conflict of interest
- ITAR, export controls
- Facilities security officer FSO
- Integrity investigations

Office of Research Computing

- Overall campus leadership
- Identify external funding info - esp. early warning
- Strategic planning
- Technical infrastructure expertise
- ITU coordination
- Advisor to VPR
- External relations

Office of Environmental Health & Safety

- Laboratory safety
- Environmental compliance
- Occupational health,

Office of Technology Transfer

Key changes:
1) Separate R from ED (OTT, MEC, GMRF)
2) Reconstitute Office of Research ORD
3) Strategic priority on multidisciplinary research
4) Elevate research centers: quality control, funding, representation
5) Dotted-line reports: ORC, EHS, and OTT
ORGANIZATION CHART

DIRECT REPORTS:
• RESEARCH DEVELOPMENT (ORD)
• SPONSORED PROGRAMS (OSP)
• RESEARCH INTEGRITY & ASSURANCE (ORIA)

DOTTED-LINE REPORTS:
• RESEARCH COMPUTING (ORC)
• TECH TRANSFER (OTT)
• ENVIRONMENTAL HEALTH & SAFETY (EHS)
TOP RECOMMENDATIONS

1. **Reconstitute the Office of Research Development** as soon as possible, as a key strategic enabler for achieving VHRA level, fully capable of supporting a large number of concurrent multi-disciplinary and multi-institutional research grants.

2. Ensure viability of the Office of Research by **adding personnel and resources** to the central office of the Vice President of Research (VPR), the Office of Sponsored Programs (OSP), the Office of Research Integrity and Assurance (ORIA), and the Office of Research Computing (ORC). This is also essential for VHRA.

3. Begin development of the university budget model for research units (centers and institutes) to create a **new distribution for indirects** (external revenue in a grant’s budget to fund facilities and administrative operations related to research projects, also known as “overhead”), essential for achieving VHRA.

4. Recruit **new and junior faculty with an informed emphasis on the University’s VHRA goal**, and consider the goal in performance evaluations and transitions.

5. Treat **research centers** as key players in attaining VHRA status.

6. Decentralize the Faculty Study Leave program to academic units, and announce this change by end of August 2015.
ESSENTIAL TO ACHIEVING VHRA

DEVELOP SOUND UNIVERSITY BUDGET MODEL FOR RESEARCH UNITS
RESEARCH CENTERS ARE KEY PLAYERS

MAINTAIN QUALITY:
• ENSURE VIABILITY OF BEST CENTERS
• PROTECT KEY UNDERFUNDED CENTERS
• ENCOURAGE MULTIDISCIPLINARY CENTERS
• CREATE NEW INSTITUTIONAL VOICE/REPRESENTATION OF CENTERS
GUIDING PRINCIPLES

• 60/40 PRINCIPLE
• SEPARATE RESEARCH & ECONOMIC DEVELOPMENT
• ENCOURAGE MULTIDISCIPLINARY RESEARCH
SERIOUS MONEY FOR SERIOUS RESEARCH

COMMITMENT AT HIGHEST LEVEL

• FUND CENTERS AND INSTITUTES
• MORE EQUITABLE DISTRIBUTION OF THE INDIRECTS PIE
• MORE STAFF IN CRITICAL AREAS
RECRUIT THE BEST & BRIGHTEST

• HIRE NEW FACULTY WITH AN EYE TO THEIR RESEARCH POTENTIAL

• MAKE RESEARCH A KEY FACTOR IN PERFORMANCE EVALUATIONS

• NURTURE AND REWARD RESEARCHERS
FACULTY AWARDS

• **PRIORITY:** MOVE FACULTY STUDY LEAVE DECISIONS TO THE SCHOOLS AND COLLEGES BY AUGUST 2015

• CLARIFY POLICY ON SEVEN OTHER EXISTING INTERNAL PROGRAMS
LEGAL ISSUES

• EDUCATE ALL STAKEHOLDERS
• STAFF TO MEET COMPLIANCE LAWS
• PRIVATE BUSINESS USE
• LEGAL SUPPORT FOR RESEARCH
• RISK EVALUATION
• DATA-MANAGEMENT GUIDELINES
• INFRASTRUCTURE FOR BIOMED & HEALTH RESEARCH
The ORED 2.0 Revolution continues!