

# Improving research administration

Sharing our journey

Part 1

# Where we've been so far...

# Research at Berkeley

## Historical highlights

1887 – earthquake science

1907 – cleaner smoke stacks

1931 – cyclotron

1954 – polio virus

1970s – oncogenes

1995 – planet hunt

2011 – robotic legs

2012 – CRISPR gene editing

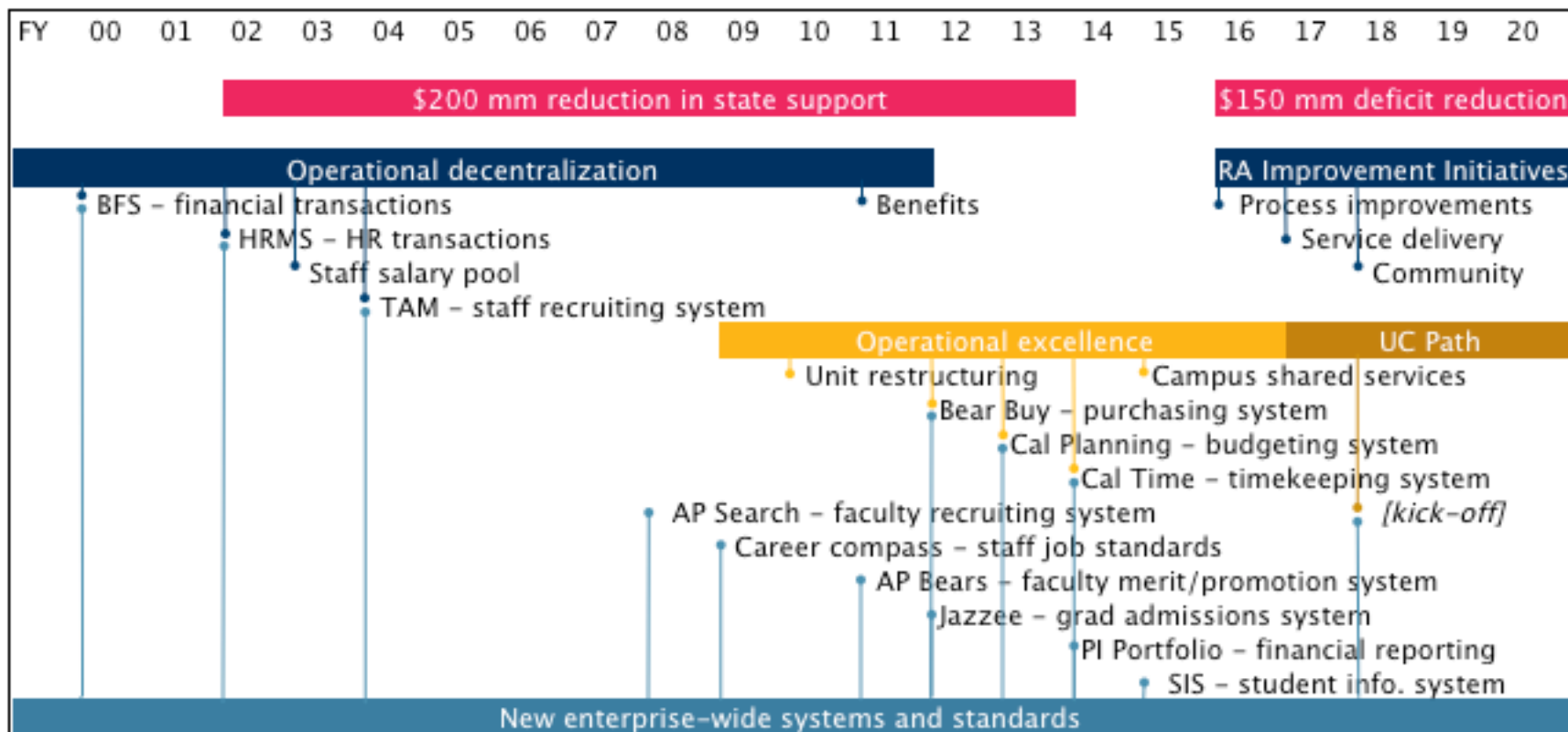
## Prizes—current faculty

- 7 Nobel Prizes
- 3 Fields Medals
- 3 Turing Awards
- 12 National Medals of Science

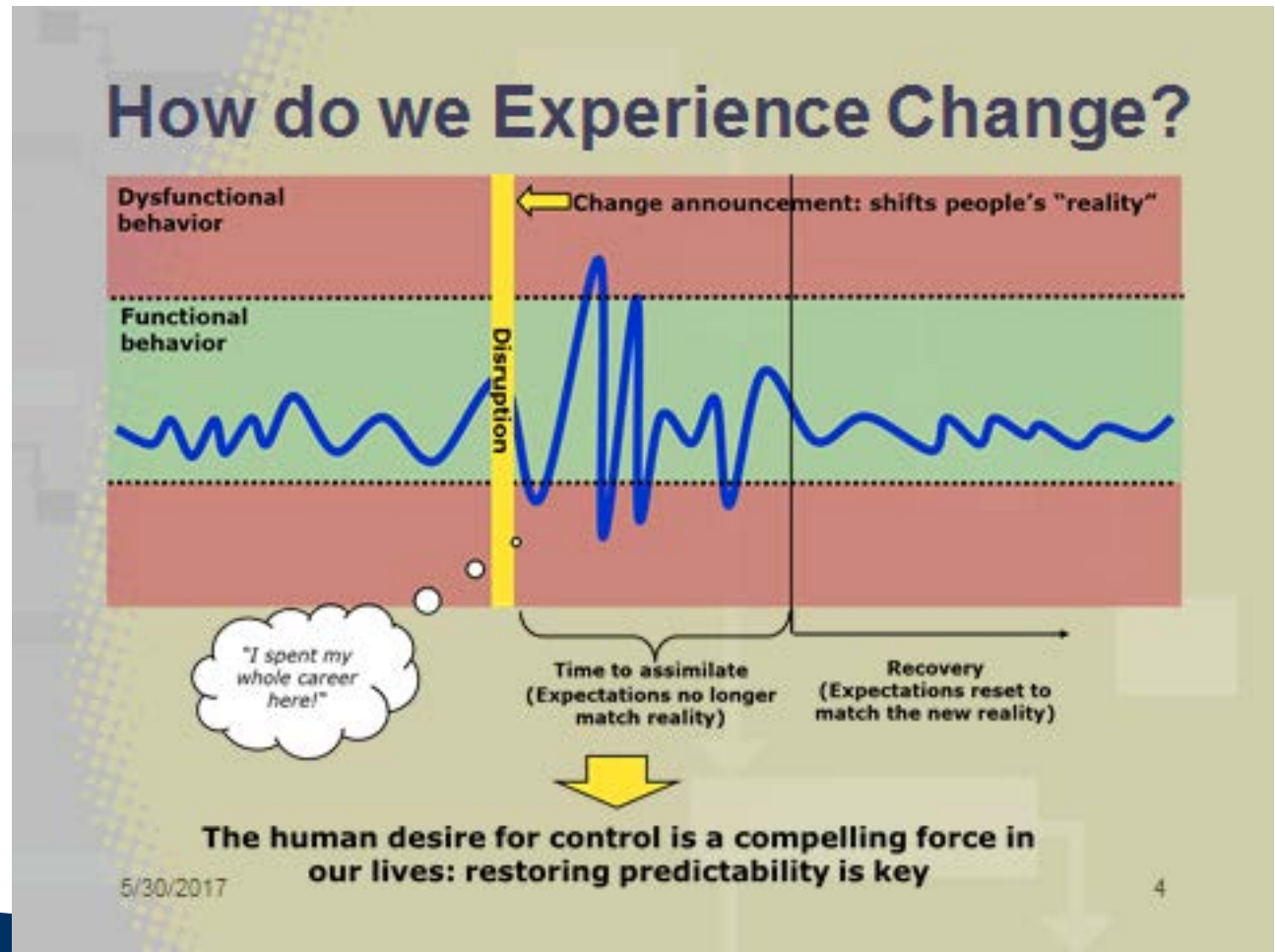
## Academy memberships

- 235 AAAS
- 144 NAS
- 98 NAE

# Oh, the places we've been...



# We've hit some turbulence...



# ...from external forces

- **Compliance**—sponsor requirements are increasing; costs of compliance are rising
- **Financing**—decline in support for public education exerts pressure on our operating budget
- **Competition**—demand for research administrators is high, supply is low
- **Workforce**—Millennials have different expectations; may not be looking for long term employment

# ... and from internal factors, too

- Leadership transitions
  - New Chancellor and new Provost this month
  - New VC Administration next month
  - New VC Research soon
- Workforce changes
  - Retirements
  - Downsizing
- Move toward self-service
- Ripple effects of previous changes

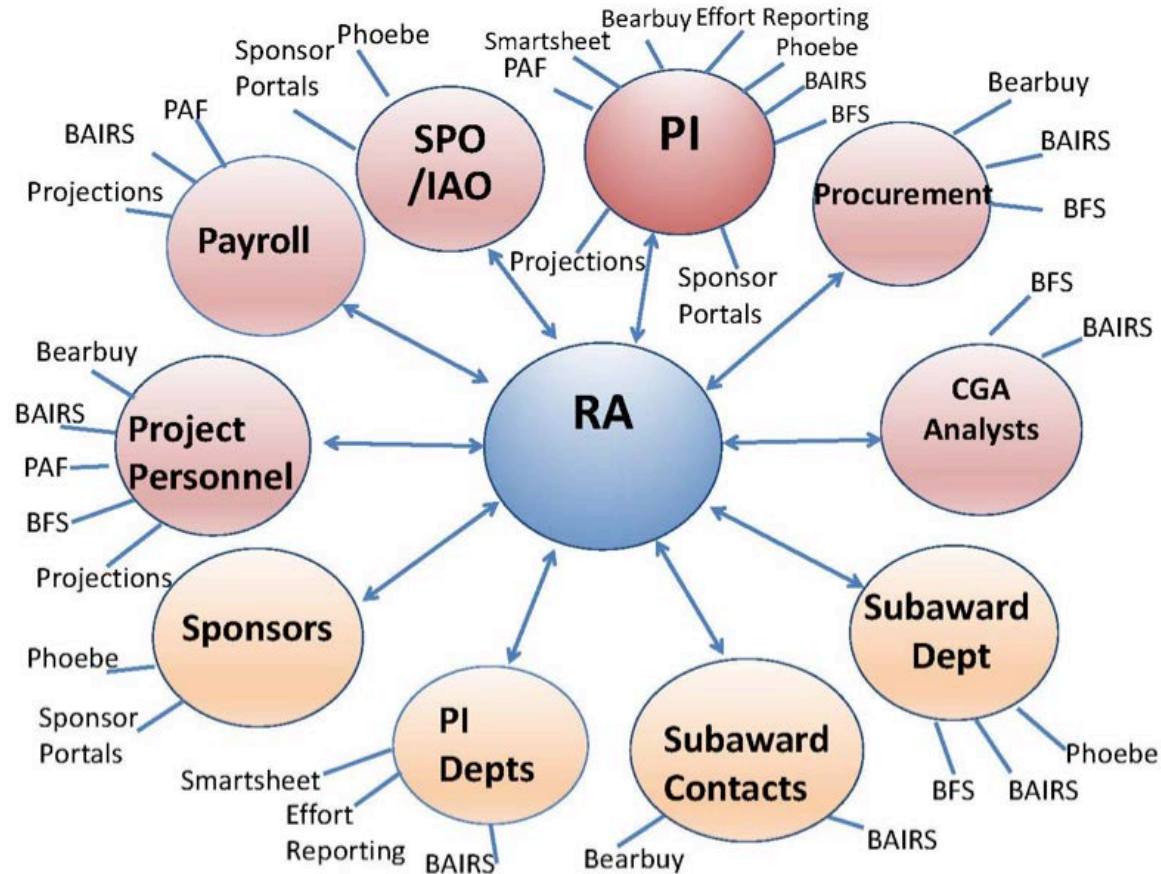
# So now, we've arrived here:

- Desire to sustain our status as a premier research institution
- New leadership committed to RA improvements—enabling us to attract, obtain, and effectively execute research projects
- Concern that recent changes may have misaligned organizational structures and processes
- The current research support system may be overly complex



# What “here” feels like to the RAs

RA Customer and System Interactions



Part 2

# Where we're going now

# Our destination

Campus leaders and functional owners share a vision for research administration:

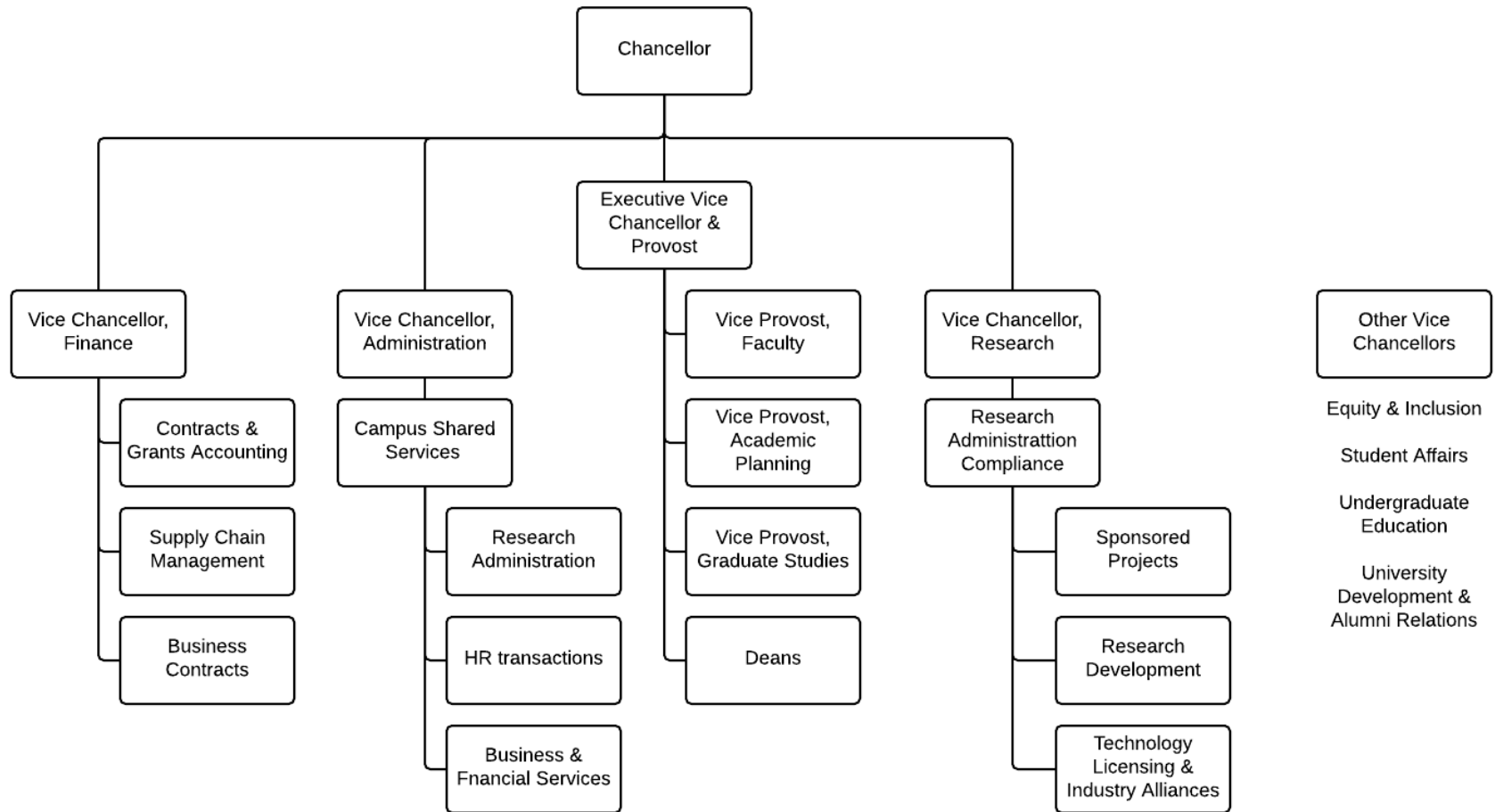
- Integrated, cross-functional problem solving
- Culture of respect, cooperation, and continuous improvement
- Clear communication between faculty and staff
- Efficient and effective service delivery
- Financial sustainability

# How will we get there?

## Three interrelated projects

1. Improve RA processes, end-to-end. Launched July 2016
  - Simplify and streamline processes while maintaining compliance
2. Reimagine service delivery. Initiated October 2016
  - Integrate RA staff work across functions
  - Clarify roles & responsibilities
  - Focus on continuous improvement
3. Forge a new sense of community. Began April 2017
  - Still in the planning phase

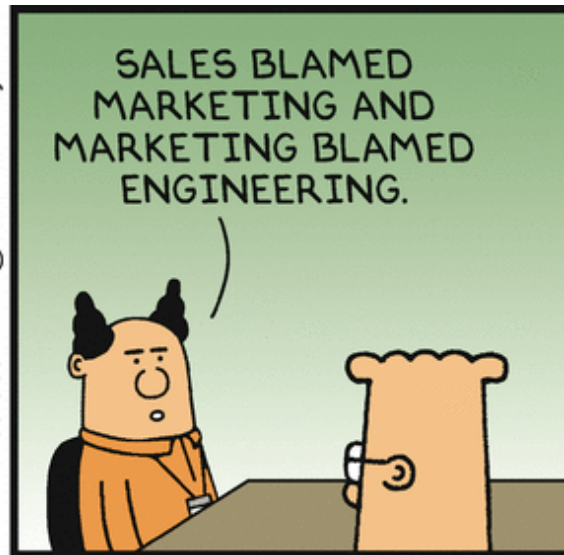
# Who's going with us?



# Why so many?



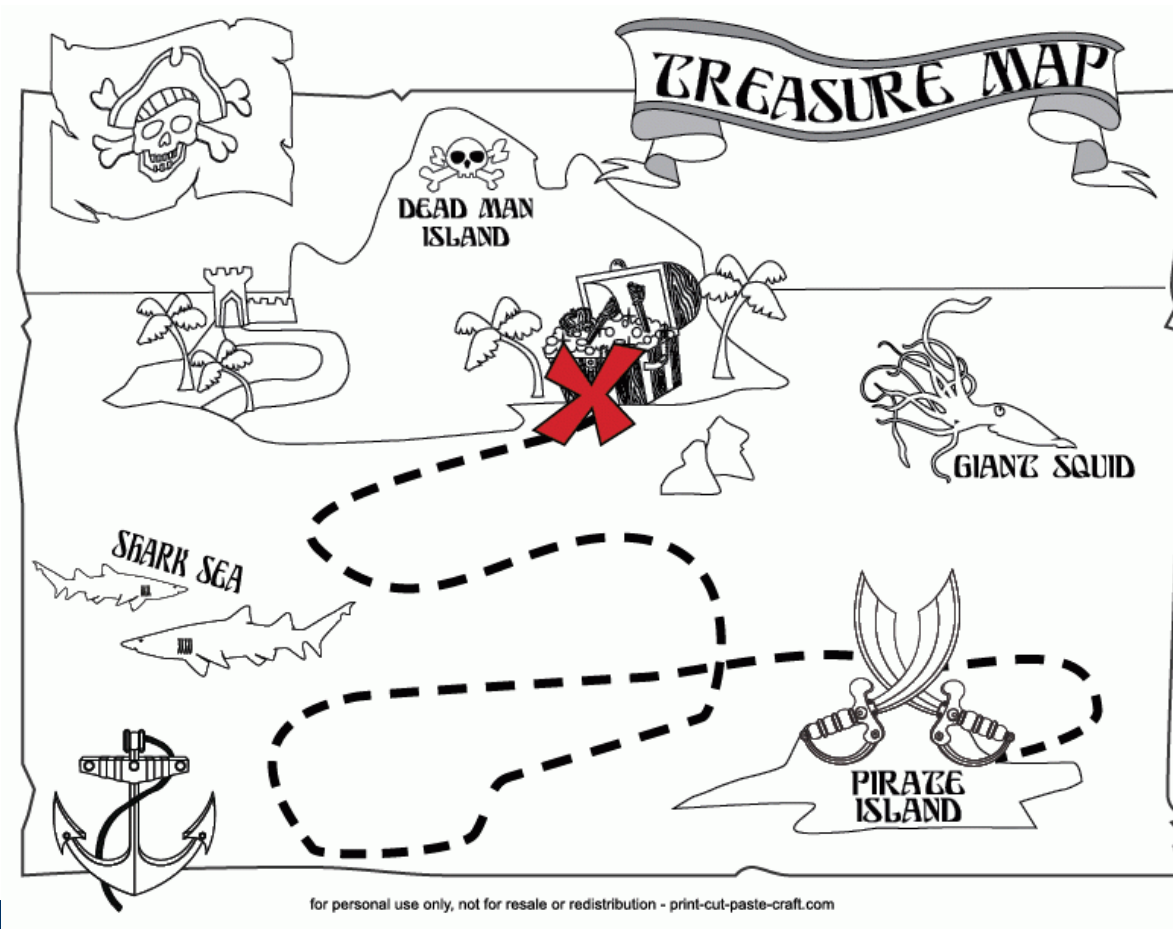
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# “Are we there yet?”



# We've made some progress...



- Listening tour completed
- RAll announced
- Processes improvements underway
  - Award set-up
  - Proposal development
  - Sub-awards
- Baseline PI satisfaction survey
- Pilot service delivery defined
  - Decanal agreements
  - Governance structure
  - Management structure
  - Operational services
  - Beta “portal”



# ...and our perspective is clearer



## Lessons learned so far

- There's huge value to including differing perspectives
  - Process improvements
  - Pilot decision points
  - Involving faculty is a challenge
- *“Everybody wants to go to heaven, but nobody wants to die”*
- This is our BHAG!

# Upcoming destinations

- Complete a first pass of all processes
  - Award management (e.g. procurement)
  - Close-out
- Launch the pilot, and test our hypotheses
  - Launch Fall 2017
  - Define assessment protocols
  - Apply lessons learned to a second pilot
- Integrate the “community” work stream
  - Define our ideal RA community
  - Develop a work plan grounded in daily operations, management decision-making, and governance

# Thank you!

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“Success is a journey not a destination. The doing is usually more important than the outcome” Arthur Ashe