

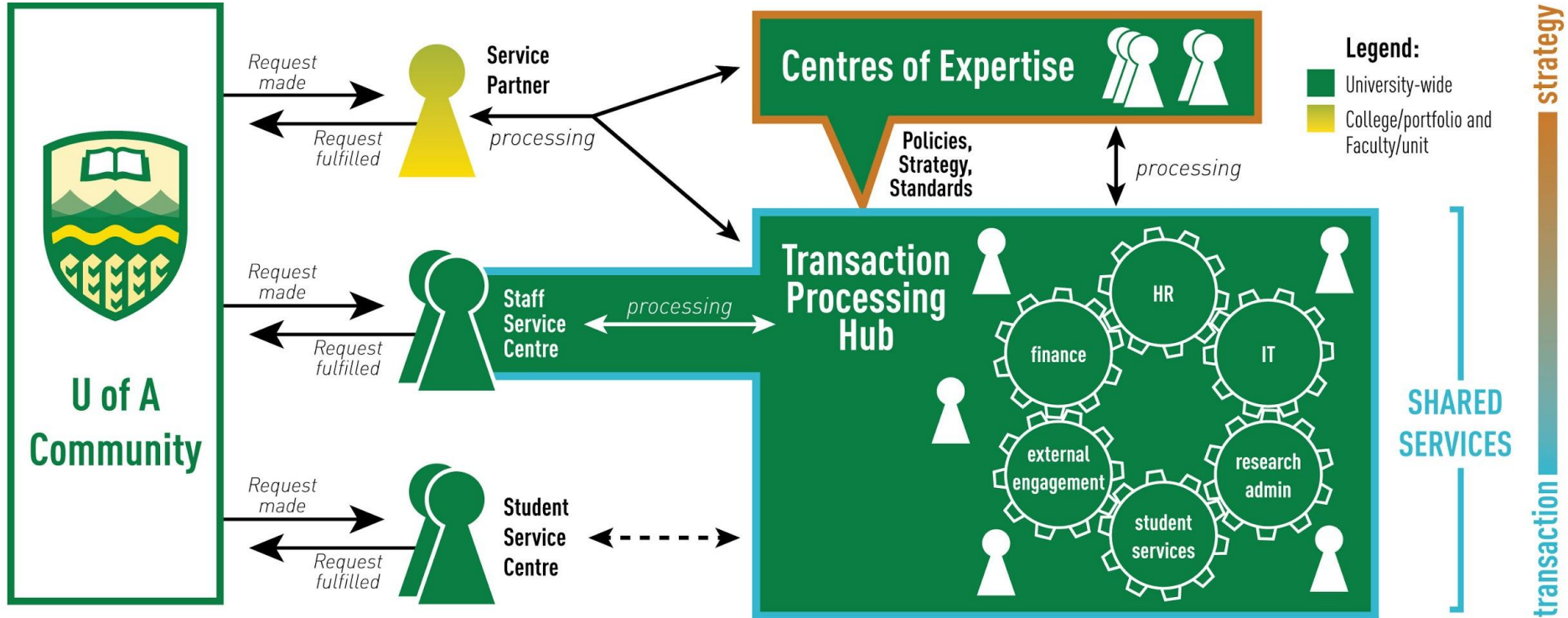
**U of A** for  
TOMORROW

# Ask SET Anything: Research Administration Edition

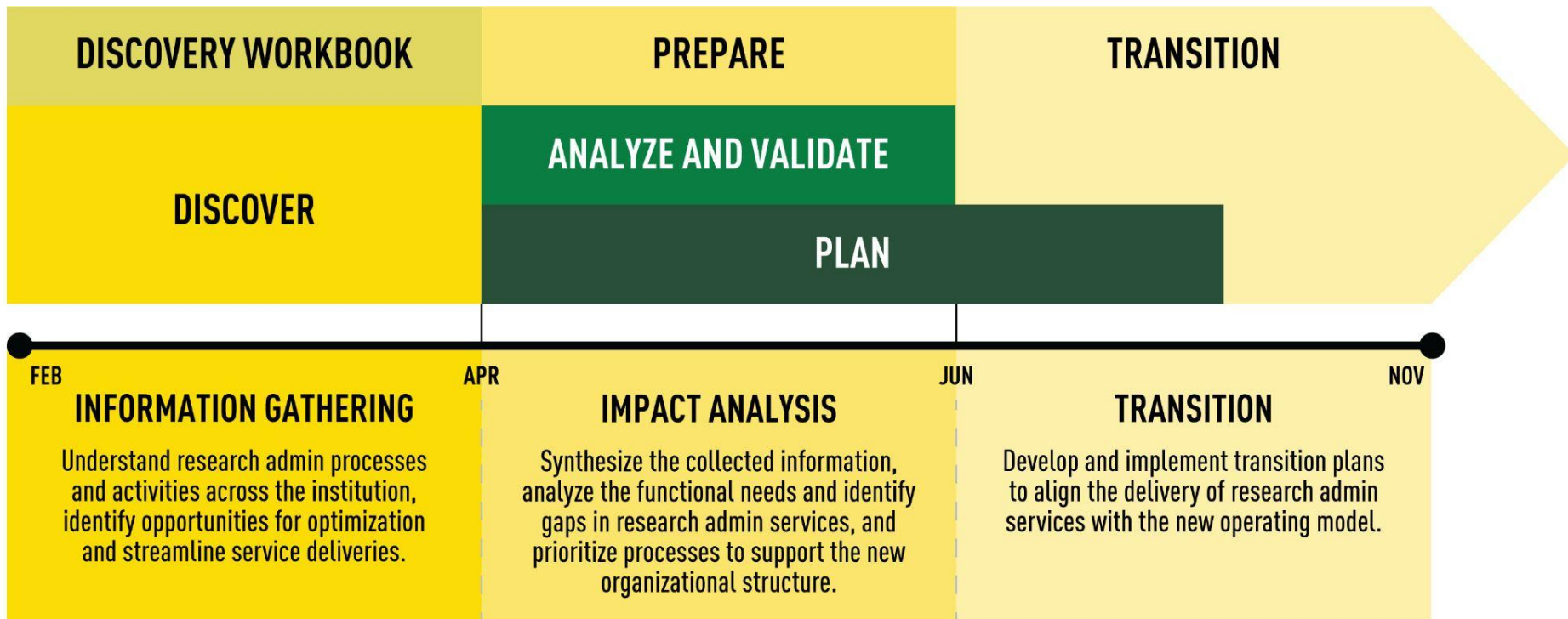
April 23, 2021



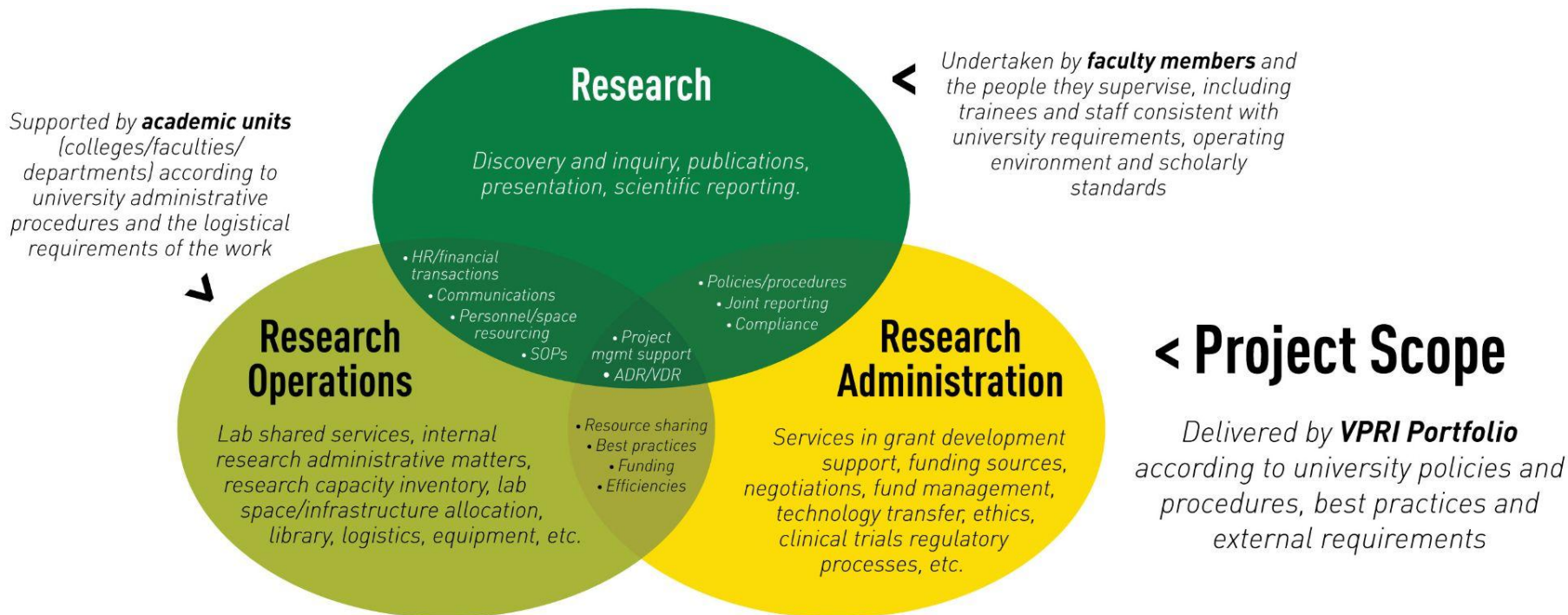
# New operating model for administrative services



## Timeline overview



# The integrated research enterprise



## Discovery updates

1. 146 workbooks distributed and 89 completed
2. Responses represent 17 faculties (includes FGSR), 37 departments, 16 units/institutes, and 22 individual researchers
3. 12 focus groups, 7 consultation meetings and 7 Q&A sessions held with over 300 participants
4. Over 260 non-standardized processes identified in the research community; There are over 50 processes within VPRI. We need to identify where and how all these processes intersect.

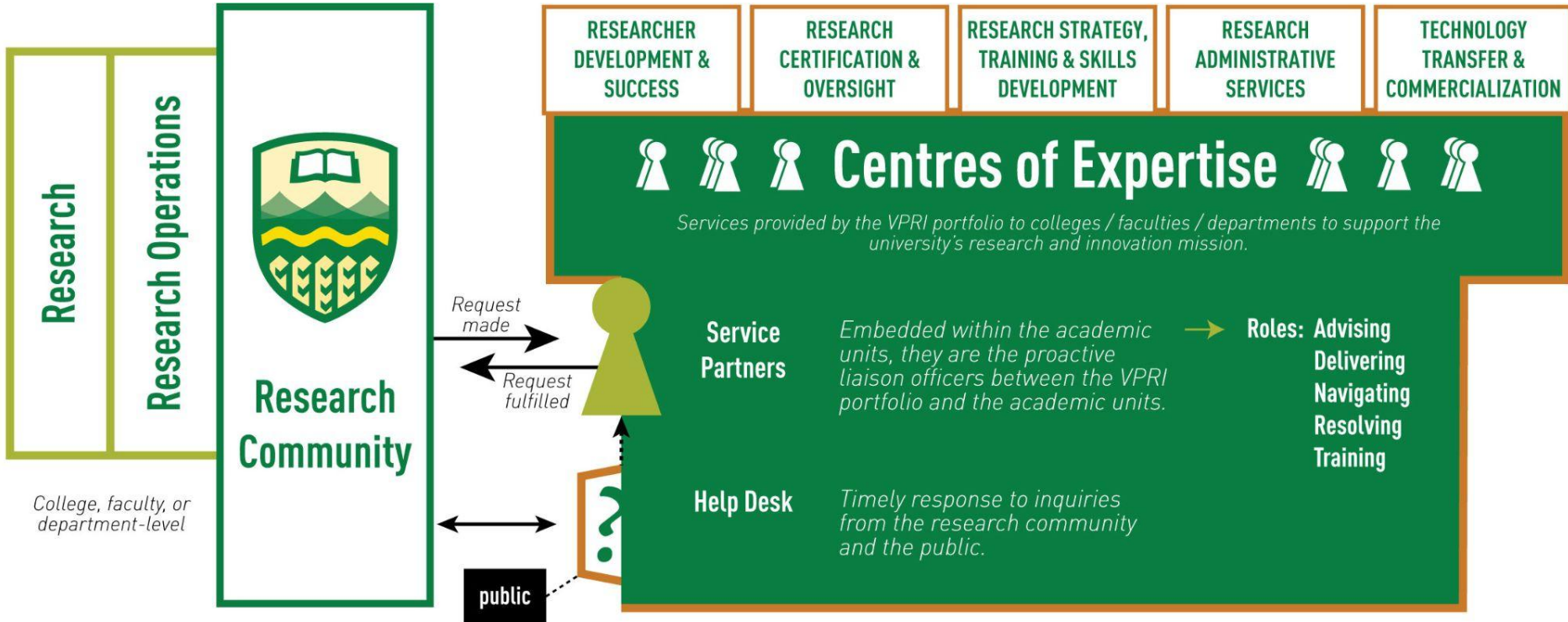
Examples of processes include:

- a. Prepare monthly GL reconciliation and provide quarterly, semi or annual reporting to researcher
- b. Approval processes for grant applications within a faculty
- c. Support to researchers with writing animal ethics applications

## Discovery updates — preliminary comments

1. Researchers want to focus on their projects instead of spending time on admin, they need quick and reliable guidance and access to details of their application/project.
2. Preference for a single, trusted point of contact to navigate all of research administration.
3. Fair level of comfort with having most of the transactional/tactical support “pooled” or even “centralized.”
4. Strategic research advice, decision-making, training, grant development support, etc. should be easily accessible and provided by highly knowledgeable individuals.
5. Most FTEs are fractional for research administration support (even as low as 0.1 FTE of a position). (The majority of the positions are not specialists in research but generalists doing a little bit of everything in various administrative processes, even not research-related).
6. Lack of clarity about what research administration means: confusion between project management, research operation and research administration, including HR and finance transactions supporting research.

# Research administration model



## VPRI portfolio Centres of Expertise

Researcher Development & Success	Research Certification & Oversight	Research Strategy	Research Administrative Services	Technology Transfer & Commercialization
<ul style="list-style-type: none"> <li>● Promotion of research funding opportunities</li> <li>● Research application/proposal development</li> <li>● Research recognition awards</li> </ul>	<ul style="list-style-type: none"> <li>● Ethics certification</li> <li>● Clinical trial regulatory support</li> <li>● Animal care and use</li> </ul>	<ul style="list-style-type: none"> <li>● Institutional strategy <ul style="list-style-type: none"> <li>○ Strategic planning</li> <li>○ Policy development</li> </ul> </li> <li>● Provincial, national and international connections</li> <li>● Post-doctoral fellows</li> <li>● Research training and professional development</li> </ul>	<ul style="list-style-type: none"> <li>● Research application/proposal pre-submission</li> <li>● Research-related and IP-related contracts</li> <li>● Institutional programs (such as CFI, WED, etc.)</li> <li>● Fund management</li> </ul>	<ul style="list-style-type: none"> <li>● Technology protection and transfer</li> </ul>



## DEFINITIONS OF THE PARTNERS' (P) ROLES

Partners are the proactive liaison officers between the VPRI Portfolio and Colleges/Faculties/Departments. Housed within the academic units, they are the primary contact for senior academic leadership and researchers about anything research-related. Their role varies in each area of services as described below.

- a) **Advising (Adv):** Identify areas for improving effectiveness and efficiency of services; communicate and collaborate with VPRI to improve the research administration continuum. Assist faculties/departments in creating priorities to ensure alignment with the institution's research goals and strategic needs.
- b) **Delivering (Del):** Provide hands-on assistance in offering direct services to researchers as required.
- c) **Navigating (Nav):** Help researchers navigate and understand the system relating to research and innovation. Act as a liaison between faculties/departments and VPRI portfolio and is accountable for the dissemination of all pertinent information.
- d) **Resolving (Res):** Proactively identifies potential issues and implements creative, client focused solutions wherever possible.
- e) **Training (Tra):** Identify areas of education opportunities and professional development, engage with experts from COEs, coordinate (and potentially deliver) training sessions.

## PLANNING SERVICES

### Institutional Strategy (P: Adv, Nav)

- a) *Strategic planning:* High level vision-setting and needs assessment for the research and innovation mission overall.
- b) *Policy Development:* Maintain a current and effective policy framework.

### Research Recognition Awards

(P: Adv, Del, Nav)

Working with academic units, providing institutional coordination and input for researcher recognition through internal and external award nominations (Killam, CRC etc.).

### Provincial, National and International Connections (P: Adv, Nav)

Foster, monitor and maintain interdisciplinary research and innovation relationships (i.e., Helmholtz, WUN, WEUN, individual institutions, etc.) and engage with stakeholders that may contribute to any research activities.

### Post Doctoral Fellows (P: Adv, Nav, Tra)

Provide resources to develop support services and foster postdocs' research training and professional development to help prepare them for the next step in their careers; serve as a liaison between postdocs, faculty, administrators.

### Research Training and Professional Development (P: Adv, Del, Nav, Tra)

Develop and deliver training to meet the emerging needs in all sectors that are relevant to research.

## PRE-AWARD SERVICES

### Promotion of Research Funding Opportunities (P: Adv, Del, Nav)

Gather and maintain information database; targeted promotion of relevant funding opportunities; ensure dissemination of funding opportunities in related events.

### Research Application/Proposal Development (P: Adv, Nav, Res)

Create and deliver institution wide application development support (including major grants); provide direct assistance with the goal of increasing the number of applications as well as the success rate.

### Research Application/Proposal Pre-Submission (P: Adv, Nav)

Ensure proposals have addressed specialized (eg infrastructure, advanced research computing), regulatory (eg Health Canada) and institutional requirements (eg compliance with UAPPOL policies) & funder requirements.

## POST-AWARD SERVICES

### Ethics Certification (P: Adv, Nav, Res, Tra)

Deliver integrated, effective, and efficient ethics certifications with oversight for the full range of university research involving human participants or animals; create and maintain institutional compliance programs that are consistent with external requirements and supports the responsible conduct of research and scientific integrity.

### Research-related and IP-related Contracts (P: Adv, Nav, Res)

Review and negotiate research contracts and agreements to ensure compliance with university's policies and researcher's needs, liaise and consult with internal stakeholders as needed.

### Institutional Programs (such as CFI, JELF, WED etc.) (P: Adv, Del, Nav, Res)

Provide admin support for researchers pursuing major infrastructure awards, including relationship management with funders, creation and management of application selection process and sponsor's reporting requirements.

### Fund Management (P: Adv, Nav, Res)

Administer research funds based on deliverables and timelines as set out by sponsors, researchers and other

stakeholders; responsible for providing financial reporting, quality assurance, and collections.

### Project Management Advisory Support (P: Adv, Del, Res)

Act as the primary point of contact for any research policy or administration-related queries and requests during the entire lifecycle of a research project; may provide hands-on project management assistance if required.

### Clinical Trial Regulatory Support (P: Nav, Tra)

Manage clinical trial applications, amendments and notifications to Health Canada, Division 5 certification; provide data management, regulatory training, clinical trial monitoring and assistance to meet compliance requirement for PI initiated trial where the Board of Governors is the sponsor.

### Clinical Trial Management Support (P: Adv, Del, Nav, Res)

Advise in the overall coordination and conduct of clinical trials.

### Technology Protection and Transfer (P: Adv, Del, Nav, Res, Tra)

Responsible for protection, licensing and commercialization of university-related IP per UAPPOL's Patent Policy and collective agreements and to meet researchers' need.

## GENERAL SERVICES

### Information Management (P: Adv, Res)

Develop new and maintain existing research statistics and reports, including the preparation of annual institutional reports required by central units and faculties; Maintain and improve research admin management system (PeopleSoft G3).

## HELPEDESK

Manages inquiries from researchers, trainees, administrators, and external parties by responding with appropriate information as on a timely basis or by forwarding inquiries when appropriate to other individuals or units for resolution. Maintain the Research Services website such that the content is timely, accurate, useful, and organized in a way that information is easily accessible to campus users and the public.

## Indigenous Research Strategy Task Force

- Difference in expectations of funding agencies, researchers, and Indigenous communities
- Crosses all disciplines of research: natural and applied sciences, social sciences and humanities, health sciences
- The U of A requires a coordinated approach in order to meet the changing expectations across: ethics, data management, research ethics, and community engagement—which span the planning, pre-award, post-award, and general services offerings

# Question time