RO All Hands Workshop

December 12, 2019 2:00-6:30 pm
Agenda

- CCI Process Progress Update led by RO Leadership Team
  - Follow up from work with Sue Theiss

- RO Strategic Priorities Update led by RO Leadership Team
  - Follow up from work with Steve Shields
  - Update about work with Paul Biwan

- Celebrity Interviews led by Tuba
  - Getting to know RO’s functions

- Table Conversations led by Jenn
  - Getting to know each other

- Office Successes led by Irem

- Social Hour & Holiday Celebration
CCI Progress and Updates

Follow up from work with Sue Theiss

Led by RO Leadership
Priorities and Progress: Highlights

(1) Update our Mission, Vision, and Values (Done)
   - Develop targeted outcomes / metrics (In process)

(2) Quarterly all-staff meetings and events (First one held, remainder are scheduled)

(3) Find better alignment between units; incorporate ATAMI (In process)
Priorities and Progress: Highlights

(1) Openness and improved information-sharing (On going)
   - Feedback loops
   - Inclusive collaborative decision-making

(2) Training/Onboarding (On going)

(3) Community- and relationship-building (On going)
Priorities and Progress: Highlights

(1) Team-building Retreat - (In process)

(2) Supervisor training - (First one held, remainder are scheduled)

(3) Information Sharing - (In process)
Priorities and Progress: Highlights

(1) Team building and cross-pollination (On going)

(2) All ORI quarterly meetings (scheduled for January)

(3) Consistent messaging regarding value of compliance by senior leadership (On going)
Strategic Priorities and Actions

Follow up from work with Steve Shields
Led by RO Leadership
Strategic Priorities & Actions

Develop Proactive Sustainable Solutions
- Steward our Resources
- Create and Implement
- Navigate Ambiguity
- Continually Improve

Catalyze Research and its Impact
- Embrace Opportunity
- Engage Proactively
- Spark Innovation
- Champion

Make the Research Office a Great Place to Work
- Advocate for Each Other
- Develop and Grow
- Value Everyone
- Empower

Become an Excellent Partner
- Communicate Actively
- Team Effectively
- Build Bridges
- Co-Develop
Strategic Priorities and Actions

Actions:
- Empower employees to collaborate to make sustainable solutions
- Implement lean processing and cross training
- Understand stewardship of resources
- Set communication principles

In three years, the RO will:
- Continually promote process improvements
- Have a good understanding of what we all do
- Have positive, increased interpersonal interactions and face-to-face communication
In three years, the RO will:

- Improve understanding of research being conducted across campus
- Have strong relationships with researchers and PIs across campus and facilitate collaboration
- Improve research infrastructure to support large programs

Strategic Priorities and Actions

Actions:

- Create framework for complex projects involving RO touchpoints
- Facilitate connections across campus
- Connect Associate Deans for Research, Colleges, and RO to work collaboratively
- Get in front of research being conducted
In three years, the RO will:

- Collaborate more effectively across our units
- Provide better, functional, and updated information
- Have stronger relationships with other administrative units across campus

Strategic Priorities and Actions

Actions:

- Redesign & update Research Office and Unit websites (FY19-20)
  - Create a resource guide / tool for researchers
- Clearly communicate timelines, priorities, expectations, and responsibilities (FY19-ongoing)
In three years, the RO will:

- Achieve goals outlined in CCI
- Provide consistent development and training opportunities
- Increase transparency and clearly communicate priorities and expectations

**Strategic Priorities and Actions**

**Actions:**

- Identify leader for CCI goals, track and implement progress for each unit
- Increase horizontal and vertical growth opportunities
  - Create professional development plans to match skills & desired work
  - Communicate promotional opportunities
- Hold supervisor training opportunities
- Host conflict management training
- Executive team to communicate more frequently
Culture of Trust and Respect

Follow up from work with Paul Biwan

Led by Irem
Celebrity Interviews

Getting to know RO's functions

Led by Tuba
Table Conversations

Getting to know each other

Led by Jenn
Office Successes

Updates to celebrate

Led by Irem
Heavy Lift Items by All...

- Conflict Climate Survey with Sue Theiss (All RO)
- Visioning and planning workshops with Steve Shields (All RO)
- Culture of trust and respect workshops with Paul Biwan (extended LT)
- Intentional conversations with campus stakeholders and partners (LT):
  - Partnering w/ finance and administration (BCs, facilities, HR), audit & risk, etc.
  - Advocating for added resources for staffing
  - Advocating for teaming with RO staff to work on solutions together
  - Clarifying misunderstandings and addressing complaints
  - Leading conversations around risk and compliance (CEC charge)
  - Advocating for additional space to expand into
Accomplishments Internal to RO

• Completed:
  o Implemented many process changes to improve efficiencies & empower
  o Made significant strides in APO, IACUC and A/V operations
  o Successfully completed NSF Incurred Cost Audit
  o Significantly reduced closeout backlog (OSRAA and IRB-outside support)
  o Completed the first ever external review of HRPP
  o Obtained resources to add staff in OSRAA (3 FTE)
  o Built partnerships between OCCD, OSRAA and ORI
  o Formed working group around national security and foreign influence
  o Implemented electronic research administration system
Accomplishments Internal to RO

• In progress:
  o Expanding into Kerr 3rd floor new space!
  o Assessing workload and adding resources to staff up HRPP
  o Starting the ORI position for Responsible Conduct of Research
  o Completing internal audit to review Research Conflict of Interest process
  o Supporting the review of university-level COI and COC policies
  o Finalizing the export controls policy
  o Launching an international compliance and relations website
  o Working with OSU Foundation to hire an Industry Partnerships Director
Accomplishments Internal to RO

• Coming up:
  - Form CCI implementation lead teams to continue progress
  - Build priority and goal champion teams to follow our plans
  - Build teams to create one-pager principles/expectations documents
  - Organize all-hands training in difficult conversations
  - Launch an innovation and entrepreneurship program across campus
  - Review and revise the intellectual property, licensing, and distribution policy
  - Collaborate with DFA to optimize testing, services, and non-tuition instruction revenue
  - Rebuild the RO website
  - Request resources to hire a Director of Industry Partnerships
Accomplishments with External Partners

• Completed:
  o Completed full financial analysis of RO admin and C&Is
  o Built partnerships with business centers, facilities, HR to clean up operations
  o Conducted external formal reviews of C&Is
  o Won NSF grant to lead I&E conversations for promotion and tenure
  o Organized research development sessions to build collaborations
  o Organized the first ever facilities fair
  o Created joint MOUs for shared use and IP with Oregon’s research universities
  o Obtained UIRF matching fund from legislature, run by Business Oregon
  o Finalized gifts vs. grants policy with OSU Foundation
Accomplishments with External Partners

• In Progress/Coming up:
  o Launch SP 4.0 implementation (RO lead/co-lead on 4 main actions)
  o Launch health-related research initiative (campus-wide)
  o Continue conversations on campus about risk vs. opportunity
  o Continue building case for increasing staffing to RO staff
  o Continue reviewing C&Is to ensure sustainability & strategic direction
  o Lead conversations around I&E for promotion and tenure
  o Build strategic research development effort along with colleges
  o Develop industry partnerships strategy with Provost and colleges
  o Develop a new core facilities model to consolidate resources/increase revenue
  o Lead conversation about revenue optimization with DFA
  o Prepare for next F&A base rate renegotiation with DFA
  o Educate and resource campus for national security matters
Big Deliverables

- Our next president to be announced Friday!
  - Research briefing draft provided to transition team
- Board of Trustees meeting on January 23-24th
  - Research Briefing and presentation due in January
- FY 21 budget planning
  - RO financial plan due in January
- SP 4.0 implementation of 20 actions
  - Tactics and metrics due in February
- All RO Workshop on Difficult Conversations
  - Winter/Spring
What’s next?

HAPPY HOUR & HOLIDAY CELEBRATION!