



Outstanding Unit Award Nomination Form

Nominated unit: Office of the Vice President for Research (OVPR)

Unit Head Administrator: R. Timothy Mulcahey

Nominator Information:

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Title: Interim Director

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Key Area 1 (maximum 1000 words):

Just what makes the Office of the Vice President for Research such a “P&A-friendly” place to work? OVPR fosters a unique culture which serves to enrich and support P&A staff in a number of ways. It is a culture which not only expects professional growth and development of its employees, but actively participates in furthering that growth. This participation takes several forms – provision of funds, mentors, and work schedules that facilitate this growth as well as matching OVPR staff to committees, work groups or other activities that will provide opportunities for leadership and outreach. P&A staff serve a vital role in the unit’s operations and management through several in-house committees such as the OVPR Senior Staff, Executive, and Management Teams. These Teams play an important role in developing collaborations, networks, sharing of common practices and interaction across focus areas and management levels.

The University has several outstanding leadership programs and opportunities for P&A employees. OVPR has for more than 10 years consistently nominated at least one staff member for participation in the President’s Emerging Leaders (PEL) program. Staff have also been nominated for participation in the Women’s Leadership Institute and have received funding to enroll in the CCE Strategic Management Leadership Program. While all of these do not require funding, they do require a substantial time commitment from the P&A staff who are participating. Because OVPR views these types of activities as a priority for staff, work schedules and workloads are adjusted to allow for full participation with minimal added burden. In addition to individual participation, OVPR P&A staff also serve as mentors to staff from outside the unit who are participating in these programs. Again, this type of activity is supported and actively encouraged. Last year OVPR sponsored a PEL project team and, as such, allowed an OVPR P&A manager to lead a group of PEL participants

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through all phases of a project. This experience provided value to both OVPR and the participants who both gained new perspectives and insights that might be overlooked by those who manage these tasks on a day to day basis.

P&A staff are encouraged to take what they have learn from their leadership training development programs and apply them within their positions and areas of responsibility. Fostering leadership skills and providing opportunities for P&A staff to hone those skills is integral to the management of OVPR. Supervisors are expected, whenever possible, to provide their direct reports with projects where they have the responsibility for planning, developing and carrying out leadership responsibilities.

OVPR P&A staff are responsible for key administrative programs whose impact is University-wide. Examples include:

Collaborative Research Services – charged with developing a “one stop shop” for UMN researchers with the goal of facilitating complex interdisciplinary grants to further the University’s strategic goals.

Fostering Integrity in Research, Scholarship and Teaching (FIRST) Program – charged with developing, reviewing and monitoring completion of the Responsible Conduct of Research requirements by principal investigators. This required identification and recruitment of the Faculty Education Committee who are charged with supporting this required activity.

Office for Technology Commercialization – P&A staff developed a new model of investing in and supporting early-stage technologies to move them to a more commercially viable point to benefit the public, the University, and the economy. Activities in this area must align with the overall OVPR strategic planning, but the day-to-day management of this vital, fast paced area is the responsibility of P&A staff.

Professional development and education outside the leadership training realm is also vigorously endorsed in OVPR. Funds are available for memberships and travel to professional meetings, and costs associated with serving on governing boards of professional organizations. In addition, use of the Regent’s Scholarship is encouraged, whether for graduate or undergraduate studies. An exceptional commitment by OVPR to the value given professional development is evidenced by the substantial tuition support provided to a P&A who is completing her Ph.D. at an institution other than the University.

Opportunity and support are provided for participation on national boards and committees. Moira Keane serves on the Public Responsibility in Medicine and Research Board of Directors; as Vice Chair, Council on Certification of IRB; and as Chair, Council on Accreditation, Association for the Accreditation of Human Research Protection Programs. Frances Spalding serves as Institutional Representative to the Federal Demonstration Project. OVPR P&A staff are encouraged to take every opportunity to serve on University committees and governing boards. A detailed list of University and additional national affiliations can be found in the Supporting Examples section.

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With respect to OVPR's renewal/non-renewal practices it is important to note that experience has shown that the practice of developing leaders within an organization increases not only the value of the individual to the organization but also significantly broadens the scope of responsibilities of which an individual is capable. Recognizing this, OVPR strives to retain and reassign P&A staff whenever possible. Given the increasingly difficult financial forecast, this is particularly important and noteworthy. Decisions regarding non-renewal are made only after broad consideration of the unit's direction, focus and financial abilities and every attempt to reassign or match personnel is made.

OVPR encourages the use of Outstanding Service Awards. Performance and achievements that reflect a level of effort that exceeds a staff member's "normal" duties or evidences commitment to either his/her specific area of focus or the OVPR unit as a whole are consistently recognized.

Finally, OVPR works hard to maintain a climate and culture of respect, support and encouragement. I believe the examples included above speak to this but as confirmation I would add more personal, specific examples of this. There have been those who needed extensive time out of the office for medical reasons (personal or family). Every effort is made to ensure that the staff member feels no pressure to return to work earlier than recommended; if working from home can be accomplished without compromising the situation it is an allowable option. Finally, if return to work requires special accommodations or scheduling, this, too, is accepted. In short, the climate of mutual respect encourages P&A staff to set a high bar for performance in all aspects of their jobs.

Key Area 2 (maximum 1000 words):

OVPR P&A staff participate in a wide range of activities related to research, teaching, administration and service in our unit as well as across the University. Those of particular note include

- University's Community Fund Drive – VP Mulcahey, co-Chair (2008); John Merritt, Staff - Planning Committee (2008); and Sarah Waldemar, CAPA rep - Planning Committee (2008).
- Mike Rollefson, Associate to the Vice President for Research – Faculty Senate Finance Committee.
- Lisa Carlson-Warren – Administrative Policy Advisory Committee (PAC); she also leads a University-wide Strategic Management System Practitioners discussion group who collaborate to develop and share strategic planning, performance measurement and cost improvement concepts and ideas;
- Michele Chin-Purcell – Chair, Research Compliance Committee
- Sarah Waldemar – CAPA Representative; CAPA Senator; Co-Chair, Sponsored Projects Symposium I and II
- Pamela Webb – Fund Bucket Initiative (refining definitions for gifts, grants and sponsored projects); implemented joint initiative, NIH Public Access Policy, with University Libraries; Co-Chair, Sponsored Projects Symposium I and II
- David Hagen, University HR Advisory Committee

A more complete list of University and national committee participation can be found under Supporting Examples.

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Supporting Examples:

University Committees (not previously mentioned)

- Ann Fitzpatrick – IACUC, IBC Committees (ex-officio); ROHSCC (ad hoc)
- Moira Keane – IRB, IBC Committees
- Judy Kzyzek, Certified Approver Advisory Committee
- Sarah Waldemar – University Compliance Partners, Grants Managers User Network Advisory Committee, Certified Approver Advisory Committee (ex-officio)
- Pamela Webb – Grants Management User Network Advisory Committee; AHC Conflict of Interest Committee; Provost's Conflict of Interest Committee, Institutional Conflict of Interest Committee; RCM Advisory Committee; Research Compliance Committee

National Committees/Governing Boards (not previously mentioned)

- *R. Timothy Mulcahey*
OVPR's most significant outreach and public engagement efforts are related to the Vice President's involvement on the Boards of
 - the BioBusiness Alliance of Minnesota,
 - Destination 2025,
 - the Office of Science and Technology, DEED and
 - the University: Industry Demonstration Partnership (VP Mulcahey is national VP and President-elect of this consortium of research universities and major corporations hosted by the National Academy of Sciences).
- The VP for Research also serves as Chair of the CIC Senior Research Officers and is a regular participant in the AAU Senior Officers. He also represents the President as the University's representative to the Universities Research Associations Council of Presidents.}
- *Pamela Webb*
 - National Peer Reviewer, National Council of University Research Administrators
 - Executive Committee, Federal Demonstration Partnership (group of 120 research universities and 12 federal funding agencies)
 - Co-Chair, Research Administration Committee, Federal Demonstration Partnership
 - Institutional Representative, Federal Demonstration Partnership
 - Institutional Representative, Council on Governmental Relations

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