

# Organizational Structure of the UF Division of Sponsored Programs

## Update August 21, 2014

On June 13, 2014 the Division of Sponsored Programs (DSP) announced changes in the structure of its staff and work assignments. Over the next year and a half, DSP will transition from its current structure to one where proposals, contracts and award management will be organized by campus unit. While that remains the same, DSP will begin management of College of Engineering central sponsored programs functions as well in November 2014. The Office of Engineering Research previously performed both college and DSP activities.

Starting November 2014, DSP will absorb the core sponsored programs activities performed by that office. The college responsibilities in review of budgets, oversight of fiscal accountability of applications and awards, and facilitating communication of college priorities and issues will remain with the college. Four new Research Administrators (RAs) will be hired in the Division to accommodate this work. Three of the RAs will report to the IFAS team leader and one will be dedicated to contracting.

The new structure will remain in their campus teams (HSC, IFAS/Engineering, and all remaining Campus Units). Since June 13, the Division of Sponsored Programs has selected the three team leaders. Vera 'Dee Dee' Teel who previously managed the Awards Administration team will lead the HSC team. Adrienne Fagan will lead the IFAS/Engineering team and Kelly Jacoby will lead the Campus team.

The text of the original announcement (with updates regarding team names and numbers of positions) outlining the reason and timeline for transition is incorporated below.

## Background

The Division of Sponsored Programs (DSP) is experiencing many changes in the business of research administration – technological opportunities, compliance complexities, and leadership changes. Given these changes, DSP leadership compared the current organizational structure with other options to determine the most effective model for DSP.

Ultimately, the structure of the organization must provide at least the following outcomes.

- Quality service to faculty – they know who to contact and build a relationship with their support team
- Effective relationships within the office and with campus, faculty and C&G
- Clear roles & responsibilities
- Staff career growth opportunities

## New Structure

The Division of Sponsored Programs will be reorganizing its teams to improve support provided to campus. The College of Medicine Clinical Trials Office (COM CTA) and College of Medicine-Jacksonville Office (JAX) will operate as they do now. There will be stronger alignment of the COM CTA team and the JAX team with the new HSC team but they are otherwise not affected by this change.

## The new teams

The teams are outlined on the attached organizational chart and are detailed more below:

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- Contracts Team comprised of the Contracts Coordinator, Subcontracting Coordinator and two Research Administrators positions. These four will work together on industry partnerships and agreements including Data Use Agreements, Clinical Trial Agreements, SBIR agreements, FHTCC funding, and more. They will also manage the direct and flow through federal contracts – direct and flow through and support complex state and complex non-profit contract negotiations. They will coordinate heavily with the Office of Technology Licensing (OTL). This team will manage all outgoing subawards from the University under sponsored funds.
- Three teams aligned by campus unit will handle all direct and flow through federal grant and non-profit application submissions, follow up communication and contract negotiations for those Sponsors or records not indicated for the Contracts team above. The transition will take coordination between the team leads (titles of these will be coordinators) to clearly outline workflow, intake, and cross-team coordination.
  - HSC Team: 1 Coordinator + 6 Research Administrators
  - IFAS/Engineering Team: 1 Coordinator + 3 Research Administrators each for IFAS & Engineering
  - Campus Team: 1 Coordinator + 3 Research Administrators
- Pooled administrative support will report to the Campus Team leader.

### Why this model?

After review of the desired outcomes and the various options, we choose this because we feel it:

1. Improves service to faculty and campus administrators. Campus must know who to contact and feel like the wheel is not being recreated with each contact. Further, when DSP staff know they will continue to work with the same faculty and administrators repeatedly, they can invest in the relationship, improving the understanding and quality of their contacts on campus.
2. Provides staff career growth opportunities by understanding more facets of research administration.
3. Improves understanding of the impact each action has later in the sponsored project life cycle. Further, it allows for ownership in the outcome of each action. When staff understand the impacts of their actions and are maintaining contact with a project throughout its lifecycle, their quality and consistency of service as well as their decision making, will likely be improved.
4. Allows for better relationships with C&G and campus as DSP will interact with more frequently with specific constituents.
5. Allows for improved corporate relationships and contract negotiation timelines through a dedicated contracts team.
6. Improves identification of trends through repeated interaction with one unit or a subset of Sponsors.
7. Expands institutional memory. With any transition due to retirement or moving on to other positions, we must have a breadth and depth of knowledge to keep work flowing.

### Implementation

Given the need to replace Judy Harris with some overlap and the timeline of the Click software implementation, we will be phasing this implementation. Complete transition is expected to be completed December 2015.

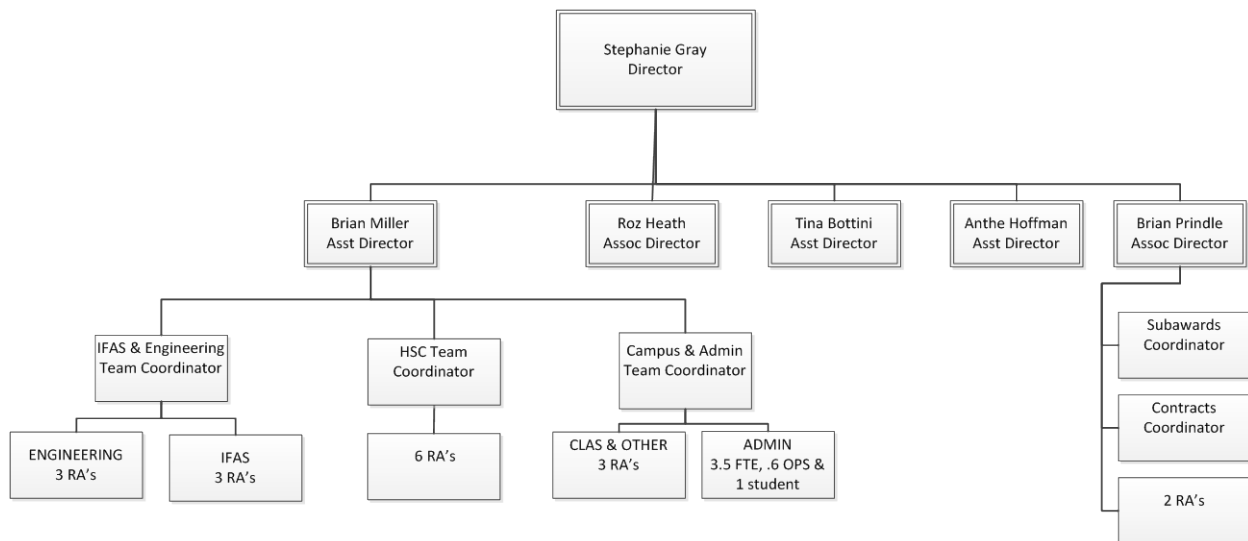
Our implementation steps are:

1. Post for the new team leader position – desired completion July 2014 (complete)

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2. Finalize DSP team assignments – desired completion August 2014 (delayed until October 2014 after hire of new RAs opened by addition of Engineering functions)
3. Start assigning work within the existing proposal and award teams by new team assignment – desired completion September 2014 (delayed until November 2014 when Engineering functions transfer)
4. Move teams to co-located areas for cross training and begin more comprehensive knowledge transfer – desired completion November 2014
5. Additional training during the Click implementation and transition – completed from January 2105 through December 2015
6. Full implementation – desired completion December 2015

### Future organizational chart



If you have any questions, please do not hesitate to contact [Stephanie Gray](#), Director, Division of Sponsored Programs.