

The Wide, Wide World of I/UCRC Operations

Part 1: the roles

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Managing Director
Wood-Based Composites Center (WBC) I/UCRC

I/UCRC Annual Director's Meeting
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Allow me to introduce myself...

- Linda Caudill
- Managing Director (Functional Title)
- Wood-Based Composites Center (WBC) I/UCRC
- Virginia Tech, Blacksburg, VA
- Administrative Title: Sr. Research Associate
- Formerly with Weyerhaeuser Company
- WBC I/UCRC established July 2010
 - WBC established in 1999
 - 2-site I/UCRC (VT and Oregon State)



A Vision

- Get to know a few of your colleagues
- Get to know more of your colleagues
- Collect data
- Define operations support
- Identify best practices
- A dedicated chapter in the “purple book”?
- Centralized resources for operations?

Managing the Industry/University Cooperative Research Center:

A Guide for Directors and Other Stakeholders

*Denis O. Gray, Ph.D., North Carolina State University
S. George Walters, M.S., MBA, Ph.D., Rutgers University*

Managing the Industry/University Cooperative Research Center provides a cogent and practical guide on how to manage these increasingly important and complex linkage mechanisms. Drawing upon over 20 years of experience with the highly successful National Science Foundation Industry-University Cooperative Research Center Program, the editors and authors address every

critical aspect of center management from start-up through technology transfer to succession planning. Every stakeholder group involved in these centers, including faculty, university administrators, industrial representatives, and government officials, will benefit from the experience and evaluation-based strategies and best practices covered in each chapter.

"... an encyclopedic view of the details of organizing, planning, operation, leadership, and eventual industry and universities. Clearly a 'must-read' for everyone thinking of establishing an IUCRC. Partners will refer to this book regularly over the years as a source of new ideas to improve the effectiveness of the relationship and to refresh and renew the research program and the usefulness of the results."

*Daniel J. Watts, Executive Director
Emission Reduction Research Center
New Jersey Institute of Technology*

"An indispensable guide for any faculty or company interested in developing productive industry-university partnerships."

*Dale E. Niesz, Director
Center for Ceramic Research
Rutgers University*

"This book provides a proven blueprint for establishing and managing an IUCRC which can be an important element in developing intellectual capital - the currency of global economic competition."

*Charles W. Deneka, Ph.D.
Sr. Vice President, Science & Technology
Corning Incorporated*

"... an excellent step-by-step guide... highlighting the challenges as well as the opportunities. The book is based on experience obtained in the United States, but the existence of an IUCRC in my own university shows that the authors' model is fully transferable."

*Professor George Bain
Vice-Chancellor & President
The Queen's University of Belfast*

"A significant contribution to the art and science of leveraging and managing industry, university, and government research dollars. This material is valuable to our achieving continued innovation and increased productivity."

*Frank R. Lautenberg
U.S. Senator (D) New Jersey*



Managing the Industry/University Cooperative Research Center

Gray / Walters



Managing the Industry/University Cooperative Research Center:

*A Guide for Directors and
Other Stakeholders*

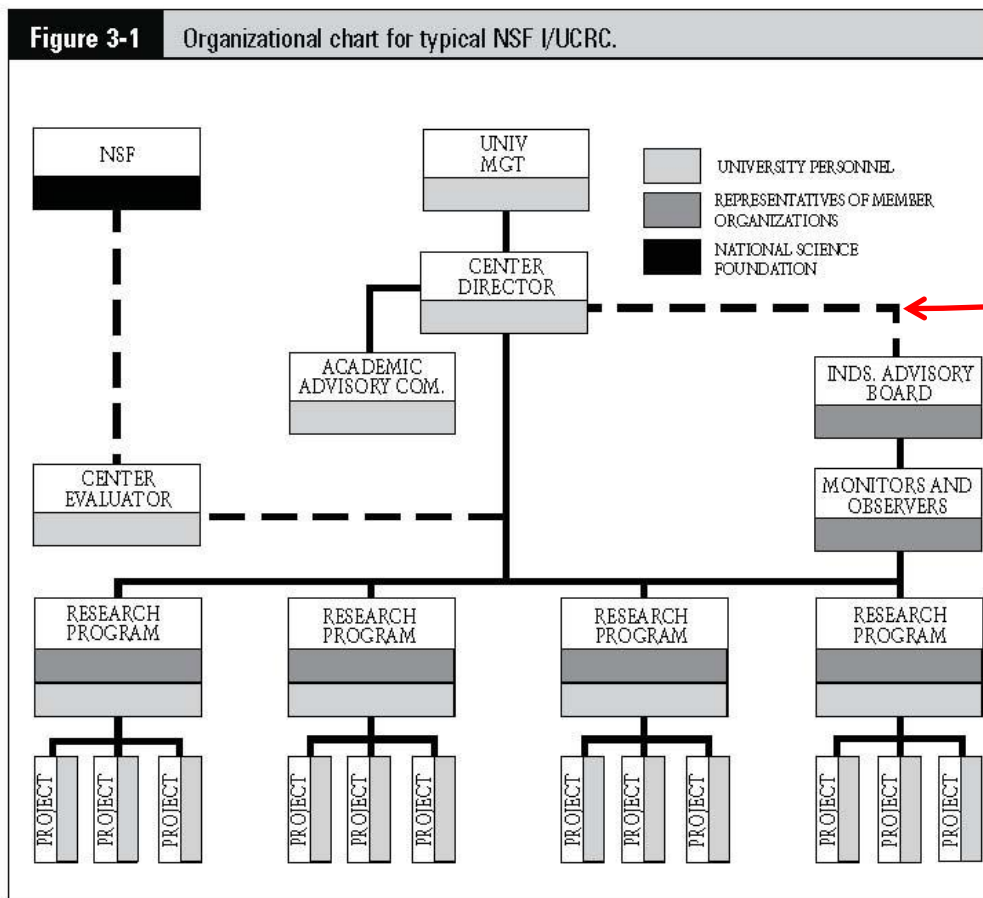
Denis O. Gray
S. George Walters

<http://www.ncsu.edu/iucrc/PurpleBook.htm> (1998)

Chapter 3 Designing Centers:

Principles for Effective Organizational Structure

62 Gray and Walters



Operations Support



Chapter 3 Designing Centers:

Principles for Effective Organizational Structure

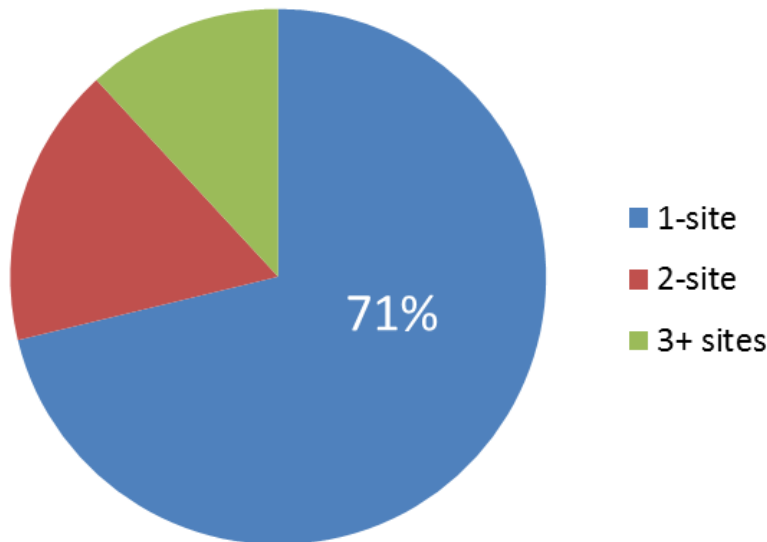
Page 66, Center Administration section

Administrative Assistant

“Most centers have an administrative assistant who reports to the Center Director. How this position is defined and filled has **tremendous impact** on the Center Director’s workload and the center’s success. Administrative assistant **responsibilities vary** from basic secretarial and clerical duties to primary responsibility for budgets and much of the center’s internal management and operations. In some centers, administrative assistants have even assumed some recruitment responsibility and become associate directors. Obviously, duties depend upon the qualifications of the incumbent, grade-level, and salary of the position. Some centers may find it necessary to “create” or improvise a brand new university job description in order to hire a professional level administrative assistant.”

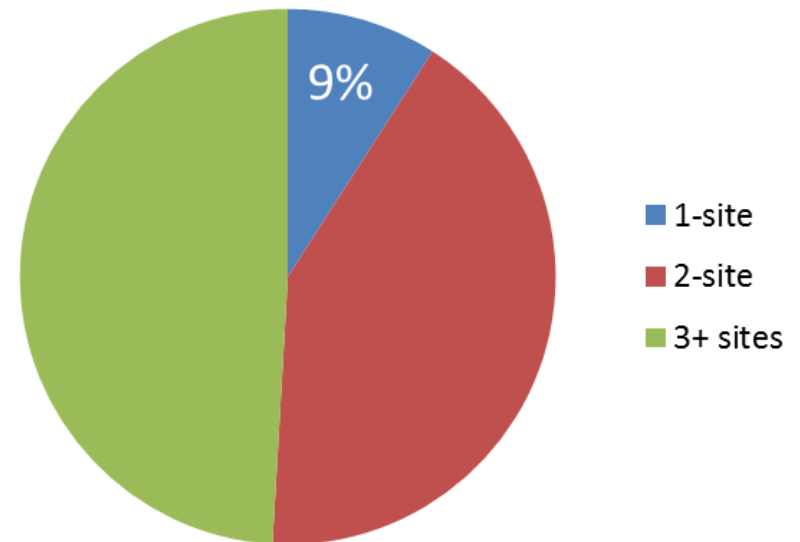
Since the “purple book”, the size of I/UCRCs has changed

1996-97



59 Centers
Largest=6 sites

2010-11



55 Centers
Largest=13 sites

Operations and the Annual Meeting

- 2007-2011, average 13 operations folks/meeting
- Operations sessions have focused on helping operations folks with tools and best practices
- Networking opportunity
- Getting to know our operations colleagues

➤ **2010 Operations Survey,**
Jena Slocum, Coordinator,
Center for High-Performance
Reconfigurable Computing (CHREC),
University of Florida



10 Questions, 12 Responses

1. If you attended the NSF IUCRC Meeting in January or previous years, please describe the main reason for attending. Did you get what you expected? How could you have benefitted more?
2. If you have not attended the NSF IUCRC Meeting in the past, please describe the reasons/barriers for not attending. How can the Planning Committee help you overcome those barriers?
3. For future IUCRC Meetings, please describe what you would like to learn and/or be showcased in the session(s) for Operations. What format(s) do you suggest? Would you be willing to be a presenter or to recommend someone?
4. How many years have you been working at an IUCRC Center as Operations personnel?

0-1 year	25.0%
1-5 years	41.7%
5-10 years	16.7%
10 or more years	16.7%



10 Questions, 12 Responses (cont.)

5. Including your IUCRC service, how long have you been working in an Operations capacity in your professional career?

0-1 year	8.3%
1-5 years	25.0%
5-10 years	16.7%
10 or more years	50.0%



6. How many University partners does your center have?

0	8.3%
1-2	41.7%
3-5	33.3%
5 or more	16.7%



10 Questions, 12 Responses (cont.)

7. How many Center memberships does your Site have?

1-5	8.3%
5-10	41.7%
10-15	25.0%
15 or more	25.0%



8. Please indicate the percentage of time spent in your position on Center Operations tasks.

100% (full time)	25.0%
75% (majority of duties)	16.7%
50% (half time)	25.0%
0-50% (few duties)	33.3%



10 Questions, 12 Responses (cont.)

9. Is your position funded with NSF or Center Membership funds?

Yes	83.3%
No (other)	16.7%



10. What is your working title within your University, if different from your Center title / role, e.g. 'Research Programs / Services, Coordinator 3?

Administrative Specialist	Coordinator
Office Associate	Administrative Manager
Principal Assistant	Sr. Research Scientist
Program Assistant II	Administrative Assistant
Engagement Specialist	Center Administrator
Admin Support Coordinator	Coordinator

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Let's Get Started!

Sandra Watson, *Liaison & Admin Support*
Center for Computational Materials
Design (CCMD), Penn State



Lisa Schabenberger, *Coordinator??*
Center for Advanced Forestry Systems (CAFS),
North Carolina State University

T. Avery (T.A.) Walton, *Managing Director*
Center for Computational Materials Design
(NCREPT), University of Arkansas

