



# In Support of Cutting-Edge Research

## A Changing Landscape for Research Administration

The intense and growing competition for research dollars and the dramatic increase in external regulation are two challenges facing Cornell and other academic researchers. New federal regulatory requirements and the reinterpretation of long-standing regulations have resulted in unprecedented burdens on institutions and researchers.

Cornell is also undertaking strategic shifts in some areas of research conducted on campus such as preclinical and human participant studies, which are even more highly regulated. Supporting and facilitating the advancement of Cornell's research is of the utmost importance, but at the same time, we must uphold our institution's principles and follow external regulations. Mutually beneficial solutions are not always easy. Consequently, research administrators seek ways to provide value-added and cost-effective tools and services that will enhance the ability of researchers to compete for and obtain research funds, to ensure that researchers and the institution are able to

adequately meet the requirements of conducting this research, and to minimize the administrative strain on the researchers.

### Goals and Priorities

This changing regulatory environment drives a considerable portion of the agenda for research administration at Cornell. My goal, as associate vice president for research administration, is to help ensure that Cornell's research administration achieves a level of effectiveness that is as superb as our faculty and the research results they produce. Research administration at Cornell is delivered by individuals in research groups, departments, colleges, and central offices—

a continuum of support designed to best meet the needs of our researchers and our institutional obligations. As part of this continuum, I directly oversee the Ithaca campus research pre-award (proposal submission and award execution), compliance, information systems, and animal care programs.

My priorities are to ensure that we deliver to our researchers and research administrators highly effective pre-award and compliance services and that we put in place the programs required to ensure the integrity and compliance of our research programs. Through collaboration with leaders across the institution, I look forward to developing and implementing a model for research administration across the continuum that is forward-looking and will ensure that Cornell is positioned to provide the services, staff skills, systems, and other administrative infrastructure necessary to support research now and in the coming decades.

### Crafting Solutions

Areas that we will focus on include streamlining the execution of grants and contracts and the review of research protocols; identifying strategies for facilitating industry-funded research; enhancing compliance in areas of high risk; putting in place programs required to support newly emerging areas of research; improving system performance and availability; and minimizing the cost and burden, and maximizing the efficiency, of compliance programs.

These focus areas propel some of our top initiatives, such as the implementation of performance metrics and service standards, development and implementation of an institutional research administration system, development of corporate blanket and multi-university protocol agreements, creation of educational materials and programs, creation of support structures needed for new types of biological research, and assessment of our animal care and use program. We are also enhancing the policies, programs, and expertise required to meet our obligations related to financial conflict of interest, effort reporting, human participant research, export controls, and responsible conduct of research.

**And More**

I serve as the chief administrative officer for Cornell’s research centers and programs that report to the senior vice provost for research. In this role, I hope to develop and make improvements in systems and services that support their needs, for example, delivery of more cost-effective facilities design, maintenance and construction, and IT services.

and guide graduate students through their training and education; to the college level where diverse multidisciplinary and department organizations are managed; to the central university where cross-institutional initiatives and services are spearheaded.

**The Pleasure Is Mine**

I work with extremely dedicated and innovative staff and a management team

I look forward to advocating for the research mission of higher education and crafting value-added solutions in support of Cornell researchers.

**A Cornell Prepping**

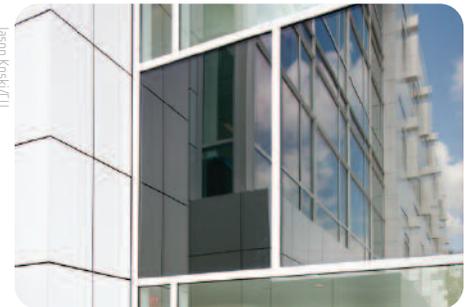
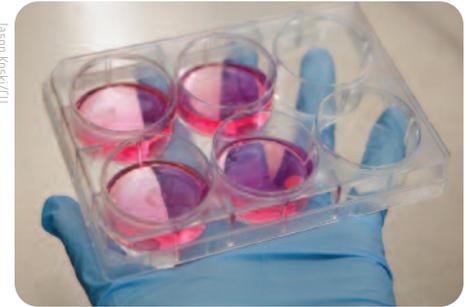
I am fortunate to have had many opportunities to be part of Cornell’s exceptional community of faculty, staff, students, and alumni. I joined Cornell in 1987 working in finance and budget in the university budget office. From there I moved to a management position in the School of Applied and Engineering Physics, where I first worked with Bob Buhrman, now senior vice provost for research. And now, I have the pleasure of working with him again. I later joined the dean’s office of the College of Engineering as assistant director for administration and then became the assistant dean for administration, concluding with 21 years of Cornell experience prior to joining the Office of the Vice Provost for Research in 2008.

that is fully committed to advancing our institution’s research. And I have the opportunity to work with talented faculty and administrators and to learn more about Cornell research and university initiatives. With the many changes impacting the conduct of research—competition, regulation, and the economy—it is not only an opportunity time, but also a critical time to provide top service to our researchers, assess our effectiveness across the institution, and implement improvements where needed. I look forward to advocating for the research mission of higher education and crafting value-added solutions in support of Cornell researchers.

*Catherine E. Long, Associate Vice President for Research Administration*

I have had an interesting and diverse set of responsibilities at Cornell, which included many aspects of the administrative functions required to support the research and educational missions of the university—far less glamorous than the work of our researchers and educators, but when done well, is valuable and essential to the mission of the university. My roles have encompassed planning, leadership, and oversight of areas including facilities, finance, human resources, compliance, research services, communications, and information systems.

I have been able to learn at all levels of the university—from the department level where our faculty teach and advise students, run multimillion-dollar research programs,



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