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SPEAKER:
Hi everyone and welcome to the session for the admin essentials Roundtable we will be talking about organization and reorganization. Thank you to all of you and especially big thank you to our content experts Wendy Parent-Johnson from the Sonoran UCEDD at the University of Arizona. And Marcia Moriarta from the University of Mexico. Before we begin I would like to address a few logistical details. When you are not speaking, we also have cart captioning available and if you would like to access this click on that closed captioning button.

This is a roundtable may want you to participate however you want to feel comfortable and sorry, I lost the spot in my speaking notes (Laughs). If you wish to speak, begin by introducing yourself will help everyone know who is talking especially the Captioner. You participate in the chat box, we will keep an eye on that and bring in your contributions as well. This meeting will be recorded and will be available a few weeks after this event as well as the written transcript.

Before I handed off we are going to be releasing and AUCD of organizational charts that you can reference the official models of other centers. It will not be coming out to the full network for another week or so but I will be sending it out to all of the participants is a sneak peek for those attending. Since we are not 100% sure what the round table work will be. I am now going to launch a pole to get a sense of who was in the room to help inform the conversation.

Let me see where the polls go and please let me introduce Marsha and Wendy and I will leave it to the two of them to start with a brief introduction. Whichever wants to go first!

MARCIA MORIARTA:
I can get started if you want Wendy. Wendy and I were talking about a month ago with preparation with Jamie for this. We had a very productive dialogue together, there are parallels in some of the ways that we have approached organization and also a lot of diversity which is a lot of about our work AUCD and that is sort of the purpose of the work charts which we have had a chance to preview the document. It was interesting to see how much diversity there is across the way that visually people depict the organization of their centers.

Our hope, looks like a fairly small group, that we can start off in dialogue and talk about the ways in which we have approached and are approaching the dynamic structure at our centers. We really want to engage you, I think Wendy and I are real components of using each other as a resource of how to do things better. How to make things more coherent and more productive for our centers. So, I invite you to be in dialogue with us but I think we will launch by having some back and forth together on some of the reflections we had, that speak to the (inaudible) to the question that you were just asked in the poll. What are you thinking about in terms of restructuring, reorganizing or as you said how it runs across different areas. For the leadership team, (inaudible) and how do you convey who you are, outward and upward in your institution and beyond.

Without Wendy, what would you add?

WENDY PARENT-JOHNSON
There was a really dynamic conversation and I want to continue it here. One of the things that strikes me about how complementary we are but very different in our organizations. Primarily, if you think about it, Marshall was promoted to director within the organization that she was working at. I moved into a new organization twice. And so I was an outsider and an outside of the state coming in. So as I was reflecting back on what were the major factors for consideration, I think it is the organization of AUCD itself. The organization that you are becoming a director of in a capacity for change.

The other is the workplace culture. There is a way that business has been done and expectations of how people operate. I think the one hidden agenda item that is very powerful, is the hiring agents that bring you in. They kind of send you off with what they expect you to do whether it is break down silos, to change an organization, to weed out things. So you are speaking to that group within the University who has hired you and is providing these parameters in addition to the organization and balancing all of that.

For me, I think it is, what is your vision of what you see when you came into the organization? And where would you like it to be in the next 3 to 5 or even 10 years. And then your personal style because no matter how good the organization is run, two directors are going to do things differently and have different experiences and expectations.

I think both of those factors, from the organization enter self, are combined with the University and the state that also has its own culture. The organization has its own history within that culture and an expectation of how that AUCD operates. It is really thinking about change or any kind of growth, anything done differently through those three different perspectives that are kind of multifaceted.

MARCIA MORIARTA:
I can speak a little about who is for crude it up through the ranks I have been here since 2005. I have serve multiple functions, a manager, faculty member now, I oversaw programs and did program development and kind of work my way up through the ranks. I was a very (inaudible) entity both interna T â€“- both internally and we have somewhere between 200 and 250 employees at any given time. We have multiple divisions, problematic divisions and we organize ourselves in terms of chromatic division rather than content because the content is so visible to be visible to our state partners. Like Wendy is pointed out being able to communicate well outwardly to stakeholders, it is very important for our AUCD. They need to understand what we're doing, it is the Autism program, the early childhood and this is how we call out our major divisions.

Coming up through the ranks I inherited a very robust knowledge of AUCD. I was very fortunate with that and with all transition, there were some expectations about things that had kind of become solidified as fact with the previous director. But, I think other and the institution saw opportunities for change including our own leadership change who saw opportunity for change that they would not have necessarily voiced or even quite frankly thought about, under the previous leadership, because the leadership was so clear to everybody. They sort of knew the facts and that was that.

What emerged for me were two things, the department chair that I report, we sit in the Department of pediatrics which is in a dynamic because we're doing so much in adulthood now. My boss basically said, what is so interesting to me is that historically the AUCD spend so much time cultivating relationships with people all over the state and in state government, but less so within our very own institution. Wouldn't it be interesting if you saw the in the University is one of your constituents?

I've been in the directorship now for seven years and that is a sentiment that has stayed with me almost every day. The roots of a lot of the change that I made have to do with becoming more of a force and more of a partner within our very own institution. As opposed to a very functional strategy for a long time, I live and let live approach. As long as the AUCD was self-sustaining and not creating any drain on the University, we were sort of (inaudible) left alone".

My boss, our department chair is a native Mexican and she is the sibling of somebody with disabilities and she continues to see a number of adults with disabilities in her pediatric practice because there's no place to transition. She has a human infested interest as a family member, her sister died a few years ago, she understands very organically what people with disabilities go through in New Mexico, when she asked me I had to take it seriously.

For many reasons, a lot of the work of restructuring has been to make us create more points of connection within our very own institution. And to help give voice to the work of the AUCD in spaces where people do not understand us or and I often think people run into this, the structures above us are often not designed for the dynamics and the nature of leveraging that we do in AUCD. They are like this is how we do clinics and research and we are like we need to do both at the same time! So it was really an effort to work with her about who else I needed to be talking to and who do I need on my team to be deployed to be in spaces because I cannot be in all of them.

I will stop there, we are relatively large, a lot of the initial stages of restructuring were internal. This idea that I needed to be a better presenter and partner with my very own institution of what we do and who we are. I really established, we had a very large senior leadership team and I had been a part of that for a couple of years. It has a dozen people. What I did was separated out an executive leadership team which is just three people, me, Pete and Dan. Those of you who know our AUCD know those people because they are out and about and connect with other AUCD. They are my extenders of the high level messaging and structure that I need to get across the institution.

WENDY PARENT-JOHNSON
I just want to add something to that and then we can open up for questions. I met the other end of the spectrum, we were very small and grown quite a bit. I think my experience is with change, it typically takes 3 to 5 years in my experiences, and three years you start to see some of the change taking hold. And at five years before you really see the investment. So you have to have this vision going forward and thinking about every change that you are making going into that bigger plan.

One of the things that I have discovered, it is going back to the relationships as Marsha mentioned and one of the other admin essentials was talking about it was really around the relationships. Finding the allies on your own and making some of those different relationships and learning about what the opportunities can be and taking advantage of those opportunities when the time is right.

I have really found that jumping the gun and wanting this right now and I am going to do this, that can backfire! So, I get information and I planted a seed and I move here and I look there, and build a new relationship. Showing the value of the organization, for example I became the diversity champion for the Department of family and community medicine within the College of medicine so that I could bring disability in as part of the colleges priority for diversity equity and inclusion. That was a way to have a presence in a different way and show some value and build some new relationships with the people there.

I think having patience and working forward, a few concrete strategies that I have found helpful, I think it can be challenging for everybody. For example, right now I get no dollars from anything. No teaching dollars, no student dollars, no indirect, no state money. Every pot of money that I have is tied to a project, a grant or some requirement. Not having any discretionary dollars does not give very much flexibility, especially with bringing in more staff. Many of the state contracts are smaller to be able to hire a lot of positions especially when you have a lot of needs within the organization.

And so, what I have had to do is by small percentages of time on people so that I can move people around and bring in more dollars. Shift people into those different positions, different projects in different activities so that we can then take people off of the core grant and be able to hire some more people and that would be able to bring in other skill sets, other topical areas besides just what those pieces of the project require.

The other thing I found really helpful was I have gone out into the broader University and bought out some time of different faculty. Different people around campus, so I have some are 10%, some are 20% and I have some that are 50-50 split. You have to be careful with your scope of work that they have presence with your site even if they are being paid in other areas otherwise it can be hard to make sure every member that they are affiliated with, when you're buying out time to do some of the key tasks, that can be tough. But that is been a great way to bring in more talent and more skill sets around different topical areas to help leverage of the dollars. I will turn it back to you.

MARCIA MORIARTA:
There are some descriptions around what Pat and Dan do. Dan was our M BA and we used informal letters to elevate the role to (inaudible). With Pat, she used to be called the deputy director and it was really a made up title. She still oversaw division, still had all of her program work, we all had limited resources there was not particular funding. I worked with our school of medicine around creating to associate director roles that had not been established before. You know when you go to a meeting with the Dean calling yourself an associate director versus a business manager, makes a difference. Some of this is semantics but it really matters.

When I said Dan is going to she joined the IT leadership on how this web site design is going to impact our AUCD community and then they say yes. So we have more influence over the processes that are not in line with our needs and he is also a great resource so I am meeting the goal that I set with my department chair in a different way. Dan is adding value because of his business knowledge, technology systems and Pat is our associate director. She oversees three of our divisions that are more overtly or, what is a way to say this, expressly disability focused. She runs the Autism, family partnerships which is where our employment initiatives and other things that are more adult focused land, and she also oversees one of our other smaller divisions in the early childhood space but links closely with the autism program.

So with her she has a program function but also has an executive director function to really support our personal development. One of the things I positioned was taking the HR workout of that global administration of the center because as Wendy and I both know, I am sure all of you. HR issues are the bane of our existence, their delicate, require diplomacy, when things go south with HR, it is not usually just up business function it is a human function. Putting Pat in charge of this put a very high level leader who also has traction within the institution to influence internal policy at the table of conversations that could be transcendent of the problem at hand if that makes sense.

I will give you example of after seven years how this is been a success. Pat and I were talking on Friday and the ambience office reached out to her and said that they would love to schedule a regular time to talk with her. Because she adds value to the dialogue on how to manage these things that come up in every organization. But that is partnership right? She is a leader, she is seen as a leader and again, we are fulfilling that ask of my department chair to be more of a resource to our institution. Wendy express it in a different way, being on the DDI committee and those things, I think for the purpose of this admin discussion, of positioning your leaders as well as herself. Dan, Pat, and I share and where we cross reference and we can back each other up.

We do have a strategy of how we want to be seen and perceived across the institution. And so, I think thinking about titles and to you deploy, how aligned they really are with your vision, is really important.

WENDY PARENT-JOHNSON
I want to add something really quick to that because this is one of the challenges that I have now that really illustrates patients (Laughs). For two years I have been trying to do this (Laughs) And I've made a little bit of progress. That is to be able to get faculty titles. We are not even talking about faculty appointments that have tenure or any other kind of state dollars but just the title. To be able to bring in advanced people that do not want to give up and should not give up their faculty title that they have had previously. There has been no mechanism for that. I've been waiting patiently, gathering information and planting seeds. I have finally, finally just got acknowledgment that there is a group that I could give them the position, CV, my recommended title and rank and they will review it for potential faculty titles. That is huge for my development and bringing in people that can help me create a culture of innovation and development and leveraging dollars and grants.

It really shows how you are able to use titles in any kind of advance positioning has been a challenge that has been one of those things to have to navigate through. Soâ€¦

MARCIA MORIARTA:
Wendy and others do you struggle with this high article stuff to make it is reared up again where you have too many great 15s already so we cannot give you this position. You were alluding to making some headway with being able to define that for yourself, we had been able to do that and I think with COVID-19 and budget constrictions, we are cycling back to a little regression in our HR systems. They already tell us that we already have 13 great 15s, you can't have this big grant!

(multiple speakers)Do other people struggle with those types of things?

MARCIA MORIARTA:
We have made a lot of progress even as I wrote in the chat I am developing a new position that did not exist that is actually a former director position. This will be for the programmatic role.,

(multiple speakers).

(multiple speakers)

WENDY PARENT-JOHNSON
I am thinking in another way, our department was in desperate need for someone in our department to create a new undergraduate student medical program. They had some classes, they were not doing a whole program. I had somebody in that role and I offered that they could just buy 20% of that person's time instead of hiring a full-time position. They loved that and it saves them money, it allowed them to have an experienced person in that role. It connected us even more and gave more value to the AUCD. I've also been doing that in the health sciences.

We are embedded in a health sciences department and I have been doing those shared kinds of opportunities, either volunteering for something really important, volunteering myself in these different groups or offering personnel. The one thing that I would agree with. Our HR and finance people within the department, you want them on your side! And so I have really been working hard over time in AC Kim Logan on who is just excellent up building those relationships and helping to build those connections. We go above and beyond with the information that they need so that they value us now because we bring so much work to them. But by us doing so much extra, it is really easier for them. And so we like them but I have to mention one thing, when we were talking about how valuable Dan was. Kim may laugh at this. I really wanted a finance person condoms like Dan, said that another book meetings before. I hired one, it did not fit into the culture of the departments finance people and it was not, I did not read those and did not realize that that was a no no! (Laughs).

That is just a learning experience, you think you are thinking boy this is going to say people a lot of time but it was not a good strategy! (Laughs). So we are back to me doing it with them (Laughs).

MARCIA MORIARTA:
Those interfaces, that is interesting. I think what I just shared about getting some pushback about some other positions, two years ago would've been a no-brainer. I think the tea leaves change and I think that is part of it. Be ready when the time is right!

The other thing I am thinking about, talking a lot about positioning in the organization. For me that is probably been the biggest challenge and piece of work. Let me say one more thing about that. We have multiple Masters, as a AUCD we run a lot of clinical services but they are probably about 1/4 of what the programming of our AUCD is about. In order to do clinical we have to work with our medical group which is our professional practice entity. When I first took over there was a power struggle going on between the medical group and the school of medicine and our department on who owned the AUCD.

I am a psychologist by training, the role had been historically held by physician, I'm working the department of FDDI pediatrics where it is primarily physicians and I'm a bit of an outlier. I'm trying to say that neither of you own us (Laughs) And being able to navigate that tension but I really use our organizational structure to try to define the boundaries.

If you look at the chart, we are still tweaking it so we will probably update it again but it will stay the same essentially is what I sent you. We have color-coded by where the programming or where the person actually has an alliance to which part of the organization. So when people internally or externally, mostly internally, they will know the medical director position is aligned with the medical group and that sits in the middle of the chart and goes across a couple of programs.

It is not the entire center. The school of medicine falsehood different color so it for me, it is an ability to visually depict that we as a center have multiple masters but also multiple functions that are transcendent of some of the traditional university structure.

I take an opportunity to talk about this in a way that I hope over time, people inside the University understand. When we use our AUCD language they do not. Core function means nothing to my chair. So it is kind of like how do you message what you are trying to do, the language of the people and alsoâ€¦ I am sort ofâ€¦ Chagrined to say but I also know that my department chair does not want the medical group owning us. The medical group really does not have the capacity to own ask because we are 250 people and they are 600 people. They cannot subsume us. I am aware of what the other administrative structures are and who are the 300 pound gorilla, how do I navigate that. How do I position that so it is a win win but not get too caught in somebody else who does not really have a full understanding of our work. Owning us but at the same time still keeping their support. This is transcendent of administrative structure, but I think a lot about this how did I do this to myself and who am I talking to.

WENDY PARENT-JOHNSON
Any questions anyone has?

SPEAKER:
I would like to chime in, I am Bruce, I am at the UT health center in Memphis. I have been in my director role for almost 5 years now. I've been at the center for 18 years. I think Wendy I have adopted a bit of your strategy in terms of moving away from paying for 100% of folks and looking for more folks that I pay a little bit of. I think the return on investment is better, the diversity is better, and the generation of ideas. Getting known across the University, cross collaboration. But, I inherited a center from a director that have been in the role for about 23 years. We had a lot of 100% full-time folks that were really not doing 100% effort. We have made that move over time, I think in terms of the other comment about roles and titles, for us that is not been much of a problem.

That is also because like Wendy, we are almost 100% funded by our projects. They do not mind if we want to create a new title as long as we can afford to pay for it almost exclusively. When I started as a psychologist, the only faculty persons were physicians in our department. It is since brought into psychologist but that is about as far as it has gotten so far. There are definitely some different worlds amongst AUCD and different classes of individuals, faculty, staffâ€¦ Across different colleges of which our folks sit across four different colleges I think.

MARCIA MORIARTA:
Thanks Bruce, the faculty role piece, I have a number of faculty and I explicitly elevate them to try to demonstrate because we have restrictions on who we can hire as faculty for us, it is physicians, psychologists or if we are able to do it for a PT, we have a doctoral level PT, as long as it is a doctoral they will bring them in. If it is a Masters they will not. We're still navigating some of that equity within the faculty.

I need interdisciplinary leaders so I need to make those staff positions attractive to people and I need their expertise because I'm not going to run the center on psychologists and physicians alone given what we do. We have done similar with the roles of faculty but that is actually been an easier piece to work on than creating visibility. That really have (inaudible) that drives the AUCD.

In New Mexico, we are a big small town but we are small, it's hard to recruit. We do not. We are hiring faculty that need to build under the leadership of the current faculty soâ€¦ It looks like Cindy you were going to say something? No? You turned your Mic off. Those are other structural pieces that can be really challenging.

I am intrigued by the less FTE where people get pretty comfortable in their funded roles (Laughs). Maybe don'tâ€¦

SPEAKER:
Another interesting thing to consider is the five-year grant cycle. As your application comes up, it is a real opportunity to reimagine the organization of your center. And also to get a lot of buy-in with human resources there. I have had discussions with our folks, they are pretty clear that they are soft funding actually works to our advantage. If you'd like to make major changes, it's a rather simple and defensible position for HR to help with these physicians and start others based on the cycles of funding.

So I tried to look at each five-year width is a real opportunity to step back. It is also a great idea to volunteer to review applications. Without naming names, I reviewed a couple of yours from last cycle and it was really eye-opening to me. To see where people were using their money and ways that were creative and novel that no one at my center had thought of for decades!

I know we have a batch of 40 some centers, I would reach out to your project officer and offer for a little bit of time to see budgets and that's where our values are right? See the budgets of the applications and will give you new ideas about who you are funding, how you are finding and what they do. With the return on investment might be.

SPEAKER:
I was just going to ask as folks talk about buying out small portions of FTE, we have found that quite challenging with faculty. They work on an academic calendar, they have contracts to not do summer work, going on breaks and there is a different culture within the academic space around what people priorities are. As opposed, we are pretty much all staff and we worked year-round and we work on 37.5 or 40 hour weeks you know, so we have that. We also struggle because we are a union environment so we do not have the flexibility. I mean, this year was good news we only give out five layout notices in anticipation of grants ending in 90 days but all of those were rescinded. The year before we gave a 35. Because of the union requirements, there's a lot of stuff (Laughs)!

The other thing we deal with is things like any position change that is going to put somebody over $100,000 has to be approved by the president's office and that takes months. Anytime we push a position out of the union that is a process. I just wanted to say there's a lot of administrative barriers and on the positive side we have of a directive finance, director of administration and personnel who are critical to functions and other centers to an assistant or associate director role.

MARCIA MORIARTA:
We all have our own flavor of the barriers. I think one thing that we should have mentioned it may be did but worth drawing out is that we all sit in different types of academic structures. I know being with the school of medicine or College of medicine as Wendy is and your in family medicine? I am peds, nobody is taking off the summer in a College of medicine. Physicians have to teach but if you are in a College of education or sitting in the academic campus, the college is really different and that is going to impact things.

I know for us, I have run into trouble trying to buy FTE because people are fearful of soft money who tend to work on clinical revenue. And because we are the flagship hospital for the state, the only level IV trauma center, people feel they have job security. If we take 20% and put it on a soft money grant, people have said they are nervous that they will not put them back full-time. I said, we've had this grant for 30 years of course is going to be fine! That is where we live but not where they live.

There is also some stuff in the chat, Rhonda talking about being curious about the approach to release around the responsibilities of fiscal roles and management roles. How to support the position development within the larger structure when you have been doing at all. Yeahâ€¦

WENDY PARENT-JOHNSON
One of the things I was going to mention and wondering what other people's experiences are. We are more heavy with state contracts and in order to be competitive with federal grants you have to have a level of capacity and some track record. So, we do not have that many people that would be writing for federal grants. To build back capacity is all part of buying out some of the senior staff and doing things to increase that capacity for federal grants.

But, within the state contracts, which is a nice way to be able to do the work and to collaborate. My experience is that they often do not really allow for funding the infrastructure which would go to what you are talking about Rhonda. Some of the financial management, the administration, maybe people with dissemination, just a different aspect that supports the projects.

So, the challenge that I often experience is that many of those roles have to come from the AUCD but with federal grants you can shift some of them over. But it is not as easy on state contracts. It's kind of a vicious circle of being able to write federal grants that can get more money to move people off the AUCD into the infrastructure roles so that you can open up more of those positions like you are talking about there. I believe, Rhonda and hiring straight out in any capacity. Grants management, different level of people like that that might not be tied to specific kinds of projects. You know related to health, employment or something like that. I do not know if other people have experienced that.

MARCIA MORIARTA:
I can share when I first became director what I inherited was a practice across all grants and contracts. Where it was expected that the PI would cultivate 10.5% of the resource for what was called center support. It is a very interesting term because it could be interpreted as you supporting the center with your contract or can be interpreted as this is the level of support from the center that you need in order for this contract to be successful. You need someone to process payroll, you need somebody to do your hiring documents. And so I've done a lot of work with our internal team on really thinking about it as the latter.

I've had to work with our contract and finance team that you cannot generically, what people would sometimes do and they will call our business management who sits under Dan. Who in admin needs coverage put them on and then we'll get to our 10.5%. There was no rhyme or reason as to who or why someone was put on a grant. I ended that practice and said that we have, me as the BRI have to be able to go back to the funder and say this is what this person does and support of this project.

We can legitimately claim a little bit of a lot of people, we need our technology support, we need our folks to keep the conference room going, now we just need zoom account support. In seven years we have shifted from the idea of literally there is a list of people and sometimes some rent that can be covered on your contract to get you to your center support quota to then how do we get to each grant and contract and legitimately say this is what it is going to take to implement this.

And then, we look at what we have left over and what I've actually done is because we do do clinical, we generate unrestricted clinical revenue. We take a portion of that and allocated in a fund that is available to cover the salaries of our more central admin functions. So we also then have the ability to use the core grant flex to support some of those positions and several of them have regular consistent FTE, there just anchor points for (inaudible). Those are some of the strategies that I have used to really cover the positions that we need to keep the center of float into keep that visibility leading upward in the right ways.

Is dynamic, still evolving but being able to afford things is really important. The things you need and sometimes we go without things. I would really love it marketing director but I can't really afford it, and I cannot really justify it. I don't know if that helps people think. I do think there are ways, depending on the scope of work, to really be able to say we need a few FTE points of this type of position.

WENDY PARENT-JOHNSON
Building on that, I can get small percentages on some but that's not enough to hire a position without any other dollars to put into the mix. I had to get another grant intake 5%. So I will sit there over six months covering the work and saving that and so I can add up enough to get a position. That is where it is sometimes helpful, depending on what the position needs are, to be able to buy full-time positions or to just save it and wait until I have enough for a full-time position. (Laughs) Other questions? Comments?

SPEAKER:
This is Karen from the University of Alaska, I am curious and I'm thinking about our contracts to come in from the state which are typically federal grants that they have received and then are contracting with us to do a portion of it. There is a set facilities and registration rate by the University and then we get to of that amount, we get 36% of that back. To cover our direct support staff. So, maybe I did not quite understand but it sounds like you were doing direct charge for some of those support staff roles and we have been told that we are not allowed to do that. I tried to do that yesterday (Laughs)!

WENDY PARENT-JOHNSON
I'm not sure if you're talking to me or Marsha but if you're talking to me I do not get any interacts back, they keep all of them at the college and so I do not have any of those to work with. So I do have to purchase anything I need directly.

MARCIA MORIARTA:
We do not get into Rex either, AUCD is goal is to go for more federal funding and its visibility piece. Like state contracts, they like meat and potatoes and they like dessert the best which is the federal grant! We have not negotiated the rates between the University and state agency that is very low. Because we sit off-campus, we have an off-campus right. Often, not always, if it is federal it gets trickier. Often the indirect rate that goes to the office of research, is 5.5% on a state contract for us. That is very low. It is appropriate because what I do not get, Wendy talked about not getting a lot of support from the University and I do not either. We pay our rent, our security guard, if the elevator goes out! I mean we do not haveâ€¦ I always say if you are telling me that I cannot charge this to the grant or contract, I do not exist.

Alaska, you are even smaller than we are in terms of population density but I talk really openly about state partners without 5 1/2% goes some results. It is still a bargain right? To pay a little bit of FTE on our HR person and our payroll person and our fiscal manager. So I have been able to navigate it.

With federal grants that come through the states, there is a higher F and a but often our state partners will be able to say that they do not want to pay that to the University. They know it is not supporting the actual work. Our research office has a hard time arguing that. They're not going to say no. Today, I was on a call with Ed pediatric behavioral health grant. It should be a 26.6% F and a and it is coming through the title V office, internal child and health and internal five says we are going to negotiated at the Department of Health rate of 5.5 because we know this is not really going to go to the delivery of the program and that is not the intent. So we get a lot of waivers, because of the nature of how we sit but I think it is going to be different for everybody depending on where you sit. And literally where your building is located.

If we were on campus, we would have a different rate. It is tricky, I don't know. But we do directly bill for certain things and always justifiable. I literally have people write out just like you do on the grant 20 are key personnel and what are they doing?

WENDY PARENT-JOHNSON
Yes.

SPEAKER:
I'm a bit luckier than I knew because Rhonda also said they do not get any of the indirect's back.

MARCIA MORIARTA:
When you're the the indirect swim back to the faculty based on the FTE on that particular grant and I thought this is crazy! You can't just give them money by virtue of somebody else funding their work so we stopped that practice pretty quick (Laughs)

SPEAKER:
Another question I have is how much of your support staff to put on your core and? On the funding from your core?

MARCIA MORIARTA:
What we do is think about the key domains that we know that we need to have for purposes of meeting our core functions. We put a fair amount of evaluation time, evaluation director and of his team. And then we programmatically support that. Some projects they want to formal evaluations we will actually pay for that service through the grant. For a long time we took a lot of my time off because I can be funded a million different ways and this year we're putting me back on for a variety of reasons. We put the two associate directors put it on about 1/4 of the time so it is really clear that they have time allocated to do the leadership role that is center wide as well as the other things they do.

We also always put in some support for our (unknown term) in making sure that we have funding to give them stipends and support them to participate in those meetings and those activities. We put some of our HR and contracts team, so there are core corners that we make sure has a chunk on the grant to make sure that they are covered and represented. How do you approach it when he?

WENDY PARENT-JOHNSON
Yes, for one, most of the admin dissemination, communication, marketing team, some of the research and the people that are helping support the different areas, most of them start out at 100% of the core grant because it's the only way I can bring them in. And then when I can take 15 or 10% or even 20 that I can put them on a project that is legitimate and this person can play a big role, it is important for them to be there, then I can move percentages. I am always moving percentages off of the core.

I've been trying to make an effort having people put no more than 50% on the core grants but this is a huge cultural shift to be thinking about really working for your own money. So grants, and contributing. I see everybody has a role in contribute into those grants and building those teams so people can participate. And participate moving people off of the core grant.

Many of those people in the assistant director are on the core grant. I am usually, I buy myself out off of the court to free things up to be able to purchase more people that can do the work to support the rest of this staff that would not be tied to a specific project. As people are growing and developing ideas and working in areas, I want to be able to have the infrastructure that will help promote those kind of growth activities and pilots. That is one way I have been able to do it. Taking myself off. Technically, I am doing the work but maybe not reflecting it in the FTE to be able to use it to buy new people to bring into the organization and those kinds of supportive roles. You know, across-the-board and evaluation is another one. Those kinds of functions.

MARCIA MORIARTA:
It is almost like a developmental progression. You are essentially leveraging right? I am thinking about putting me back on more in part to free up some funds and some of the program areas where I have been functioning and doing more work. Because I developed leadership in those areas and now it's almost like the reverse of what you are saying. Now with the increase, hopefully, we are going to get me back on the court grants we can take over at new FTE leader that I have been cultivating because she can take it now. So use the core grant flexibly so that you can grow the leaders and your people and your programs.

WENDY PARENT-JOHNSON
Cindy I just was talking to Kim about this today. That is one of the things I always dangle a carrot in front of me and I can do this kind of thing. And then it just gets overwhelming and so Cindy's question was about time on the court grant and other projects and managing and leading the organization and managing grants. I am the only one in our organization that, I'm hoping this will change but the only one that has PI status.

Every grant in my organization, I am a PI on. I have some level on all of the grants and it is similar to others. It is a tough balance for me to be able to supervise so many people and manage all of these different projects and grants and writing new grants while also managing organizations. So if somebody else has magic solutions to that, I am always like this will work! Let me try that!

MARCIA MORIARTA:
Again, seven years in and those looks different for me than it did for the first couple of years. I was flooded with doing too much program work and trying to run this AUCD. And part of me was as a new director, it was so much more comfortable to do the program work that I had to do so I clung to it a little bit. But, I involved. I am also the PI on a lot of stuff. Not everything, we have 67 different projects, I cannot. But I am a test case whenever they do a new tested system because my FTE is divided between so many different contracts and grants.

I think the one thing that I say is part of the investment is growing your leadership team and building that culture and trust so you can hang things off. I feel like where I have been successful as being able to cultivate leaders that now do the things that I used to do. And that is where the dynamics and how much I'm spending on a core grant or not. So I will keep them in their leadership roles and I become more of a consultant or mentor as opposed to doing. I've a couple of folks in the division that I used to see which was the early childhood direct service work.

I have three wonderful leaders shooing me away which is kind of wonderful as opposed to calling me right away. Or they will say we are having this meeting can you come for the first 10 minutes and articulate that piece. I'm doing that this afternoon at 4 PM and I have a quick meeting with the state and I'm going to get on for 15 minutes and then my project director is going to take it from there. So I think that is a strategy but that takes time. People need time to grow and cure and part of our role is to mentor the next.

WENDY PARENT-JOHNSON
I am glad you mentioned that, where I have found to be very helpful is to build a level at the project coordinator. I have been mentoring as a career path for building new leadership of moving people into a project coordinator that I can learn that as I'm trying to bring in some more, you know people that can BP I and then have overall leadership roles.

SPEAKER:
Well, I hate to interrupt such a great conversation but we have less than one minute left! Thank you for sharing all of your experiences and I have put the survey link in the chat. It would be great if people could fill it out and let us know how we can. I would love if you all could give your feedback on the poles of which ones you would like to see next so we can get on to planning that.

Also, I want to say that we do have December topics and we hope to do something on competency-based for succession planning so kind of a natural progression from where we have been talking about today.

SPEAKER:
And I ask a quick question? Can this not conflict with the other meeting?

JAMIE KOENIG:
We do it based on our content expert's availability and so maybe next time we won't even give that as an opportunity.

MARCIA MORIARTA:
Yes Bruce, let's each other for real in 2022!

JAMIE KOENIG:
If you are looking for descriptions of use and any descriptions you can send them to my email and I can send them out to folks who are looking for these descriptions.

Goodbye!

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