



The Operations Function: How Directors are Getting it Done

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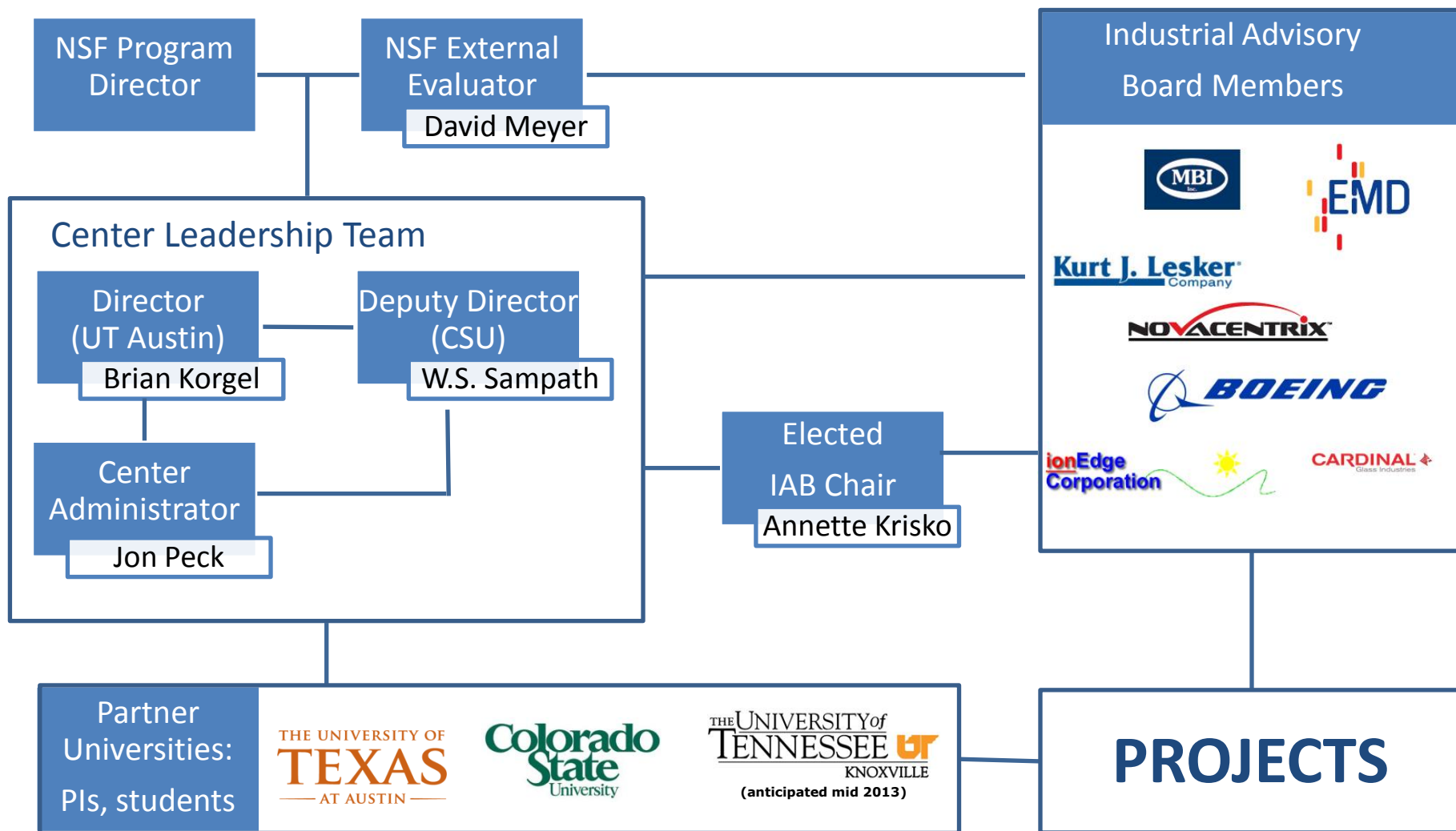
I/UCRC Annual Meeting
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About our I/UCRC:

- Center for Next Generation Photovoltaics (NGPV)
- Phase 1 Center
- Initiated in 2010 at Colorado State University. UT Austin joined in 2011 and became lead site.
- University of Tennessee-Knoxville will hold its site planning meeting to join the Center in 2013.
- The Center aims to make photovoltaic electricity a major source of energy.
- Research targets PV devices with unprecedented low-cost and high efficiency, focusing on creating new PV materials, processing strategies and device structures.



Our Organizational Structure:



Our Operations Function:



(Lead Site)

Center Director:
Brian Korgel



(Research Site)

Site Director:
W.S. Sampath



(Research Site,
anticipated mid 2013)

Site Director:
Gerd Duscher



Center Administrator:
Jonathan Peck

(partial (3/4) support from
UT School of Engineering)



- Allowed the Center to create a webpage to improve external visibility, marketing potential and communication with IAB (members-only site)
- Responsible for coordinating and carrying out NSF-required and IAB-required reporting and proposal-related activities
- Serves as liaison between Director and IAB/NSF
- Has improved coordination between research sites.



I/UCRC OPERATIONS

ADMINISTRATIVE

member agreement/renewals
managing voting procedures
IP disclosure management
document management
support for proposals
operations scheduling
project management
distributing reports
task management
site coordination
clerical support
data collection

FINANCIAL

member fee invoicing
grants management
financial planning
budgeting

REPORTING

university reporting
NSF reporting
IAB reporting

MARKETING

conference participation
promotional materials
market to university
market to students
online marketing
surveying IAB
awareness
advocacy
branding
liaison

RECRUITING

IAB meeting guests
pitch meetings
prospecting
site visits

STRATEGIC PLANNING

technology roadmap creation
supplemental funding
vision creation
goal setting

EVENT PLANNING

short courses/workshops
research review meetings
guest lectures/seminars
IAB meetings

COMMUNICATIONS

NSF/evaluator coordination
faculty communications
website management
university relations
student relations
IAB relations
press releases
mediation
training

- Key
- Korgel
 - Sampath
 - Peck

What works well for us using this approach?

The Center Administrator has...

- allowed the Director to focus on higher order tasks like strategic vision, expansion and member company recruiting as opposed to day-to-day operations-related tasks
- significantly improved communication with Member companies and between sites with the implementation of the website and having a person dedicated essentially full-time to these activities
- streamlined reporting to NSF and IAB
- greatly improved organization of IAB Meeting/Quarterly Updates
- improved coordination between research sites
- provided a dedicated “face” for the Center



What's not working so well?

- Recruiting and retaining member companies is the single biggest challenge facing the Center. Especially, given the recent economic uncertainty in the PV sector, it is a monumental challenge to keep the Center going, let alone to grow it with new members. This task falls now solely on the Director and Deputy Director's shoulders.
- Still room for improvement in communication between research sites since the Center Administrator is located at UT Austin. The Deputy Director at CSU is sometimes overburdened with administrative responsibility for his site.



To Summarize...

- Utilizing a Center Administrator has enabled the Center to function and be sustainable.
 - The Center Administrator has enabled the Director the time to recruit new companies into the Center and to focus on creating a compelling research vision and program for member companies.
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- Even with the help of the Center Administrator, the Director and Deputy Director need help recruiting new companies into the Center. At UT Austin, we tried tapping into the School of Engineering industrial relations staff, but without success because of the lack of the right contacts and knowledge about the Center.

