Corporate Management in an Academic Work Environment

Brian P. Fairhurst
Associate Director for Management & Administration
National High Magnetic Field Laboratory
Agenda

- Overview of National High Magnetic Field Laboratory (NHMFL)
- NHMFL management needs and challenges identified in 2001
- Profile of Operations Manager, Magnet Science and Technology, NHMFL
- Initial results in response to NHMFL needs
- Basic Business Functions and Governance
- Ongoing cultural challenges
- Lessons learned and ideas to secure a long-term future
- Summary
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A brief history…

- August, 1990: NSF awards National High Magnetic Field Laboratory to Florida State University
- 1990-1994: Lab’s main campus – a 330,000-square-foot complex – constructed in Tallahassee
- October, 1994: Magnet Lab dedicated; Vice President Al Gore is the keynote speaker
- 2000: Al Gore returns to Tallahassee under very different circumstances!
Florida State University

Los Alamos National Laboratory

University of Florida
Advanced Magnetic Resonance Imaging and Spectroscopy Facility

89T Pulse Magnet
15mm bore
11.4T MRI Magnet
400mm warm bore

High B/T Facility
17T, 6 weeks at 1mK

900MHz, 105mm bore
NMR Magnet

National High Magnetic Field Laboratory
NSF Charge:

- To provide the **highest magnetic fields** and necessary services for scientific research conducted by **users** from a **wide range of disciplines**, including physics, chemistry, materials science, engineering, biology, and geology.

- To advance **magnet technology** and U.S. competitiveness.

- To enhance **science education** at all levels.
Number of Users

Magnet Lab Users

<table>
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<tr>
<th>Year</th>
<th>Total Users</th>
<th>Total Female</th>
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<td>164</td>
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<td>962</td>
<td>165</td>
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<td>2007</td>
<td>1144</td>
<td>193</td>
</tr>
<tr>
<td>2008</td>
<td>985</td>
<td>174</td>
</tr>
</tbody>
</table>
Peer-Reviewed Publications

- Significant Publications
- Total Publications

Yearly Number of Publications:

- 2000: 193 (62%), 214 (56%)
- 2001: 313, 385
- 2002: 418 (47%), 443 (55%)
- 2003: 243 (51%), 236 (61%)
- 2004: 467 (55%), 294 (51%)
- 2005: 480 (54%), 452 (57%)
- 2006: 400 (61%), 246 (65%)
- 2007: 229
- 2008: 246
Personnel and Budget

- Employ more than 400 faculty, staff and students at FSU branch
  - 78 graduate students
  - 43 postdoctoral associates
  - 38 undergraduate students
- International work force

- $26.5 M “Core Grant” from the NSF
- ~ $10 M funded by the State of Florida
- $10-15 M from individual investigator grants
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Management Needs and Challenges identified in 2001

- **NSF Site Review Committee**

  Major magnet project(s) behind schedule and over budget. Need to recruit appropriate staff to resolve issues associated with completion of major magnet projects.
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Profile of Operations Manager, Magnet Science and Technology

- Hired April 1, 2001
- More than 30 years national and international experience with Fortune 100 companies
- Certified Professional Manager (CPM)
- Presided over restructuring and turnaround operations that required plant closings and personnel reassignments
- Direct responsibility for overall management of strategic planning, marketing, sales, program management, R&D, engineering, contracts, purchasing, subcontracts and administrative activities
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Initial results in response to NHMFL needs

Actions...
- Assumed authority over Magnet Science & Technology (MS&T) resources
- Provided monthly status reports to the Program Manager at NSF
- Requested monthly status reports for all MS&T projects
- Terminated a major subcontract for default
- Rigorously monitored use of all resources
- Re-assigned staff to highest priority project

Results...
“... Managing this mix of projects will put a premium on improved business and management practices. The Laboratory has taken a major first step in this direction with the hiring of an “operations manager” having business management experience in the aerospace industry. The Committee was impressed with the new procedures being introduced for initiating and tracking magnet construction projects.

Recommendations

- We strongly endorse the new focus on project planning. We also support the management decision to bring the 900 MHz project to closure whatever the outcome of the forthcoming tests.

The New Management Plan (for Project Management)

- The Committee was pleased with the recent implementation of “Best Practices” management tools. Dividing the project into pre-conceptual, conceptual, engineering and fabrication stages will allow for assessment of risk and contingency, monitoring progress and adjusting budget and schedule priorities during the course of the project.....”
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Basic Business Functions and Governance

Ongoing improvements since late 2002...

- Develop a Strategic Plan (Director and Scientific Staff)
- Develop a Management and Administration Plan
- Develop an Organization Chart
- Create internal and external communication channels
- Organize the management and administration of human resources
- Organize the management and administration of financial resources
- Organize purchasing and logistics services
- Organize facilities and site management
- Organize EH&S
- Organize other general services
Basic Business Functions and Governance

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- Organize EH&S
- Organize other general services
Develop a Management and Administration Plan

- Focus on Charge from the NSF
  - enhanced services from Management and Administration
- Keep it simple
- Must be convertible into a flow chart that shows how the work gets done
  - NSF, FSU, sub-awardees and subcontractors
- Used to review operational effectiveness
  - Results rather than activity, organizational vs. individual indicators...in the eyes of our “customers”
May 2004 email to Brian Fairhurst from NSF Program Officer for oversight of the NHMFL

“I am especially grateful to you for the badly needed management expertise you have brought to the Lab and for the very collegial way you have gone about reforming the entire suite of management activities.

I very much doubt that the 900 MHz magnet would be undergoing commissioning now if it had not been for the discipline you brought to this project.”

Hugh Van Horn
NSF Program Officer
(Retired May 2004)
Analysis of Basic Business Functions and Governance

Ongoing improvements since late 2002...

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- Organize other general services
Create internal and external communications channels

- Recommended “All-hands” meetings, FSU Staff Meetings, “Random Employee Lunches” and “From the Director’s Desk” emails to new Director
- Recommended monthly telephone call between Director, Associate Director and NSF Program Officer
- Developed and introduced “MagNet”
- Enhanced Educational Programming
- Overhaul of NHMFL website – internet and intranet
- Active leadership of outreach activities – Open House, lab tours w/VIP’s, newspaper editorial board, Leadership Tallahassee, Economic Development Council, Issues in Education TV Program, American Cancer Society Relay for Life
- Bi-weekly 1-on-1 meetings with my direct reports
- Birthday lunches with all direct reports
Magnet Lab in the news, on the air, and on the Web

While the scientists are charged with establishing and protecting the lab’s reputation in the scientific community, the lab’s Public Affairs group is charged with doing the same in the general public. Media outreach is more than good “PR” – if kids don’t read or hear about scientists in the news, they may not see science as a viable career option.

Print highlights
The lab enjoys strong editorial support in the capital city’s newspaper, with four supportive editorials in 2006 alone. Lab research and activity is regularly featured in university publications and on section fronts of the newspaper.

Strong editorial support
Jan. 17, 2005: “Cosmic questions MagLab pursues universe’s secrets”
Feb. 17, 2006: “Come see Mag lab needs groupies”
May 14, 2006: “Renovating Successful future depends on it!”
July 27, 2006: “Only logical FSU-Grosh’s a ringing alliance”

Front-page news
Oct. 4, 2005: “FSU lands superconductor lab”
Jan. 17, 2006: “Mag lab to study comet dust”
Jan. 8, 2006: “Magnet research pulls scientists to Florida site”
Feb. 16, 2006: “Mag lab staying put at least through 2012”
Feb. 21, 2006: “Scientist dipping in to dust snatched from comet”
June 26, 2006: “FSU is learning to lure scholars”
Sept. 22, 2006: “Major grant awarded to mag lab”
Oct. 4, 2006: “Mag lab has millions in mind”

Broadcast highlights
- The lab is the subject of a 30 minute documentary to air statewide on Florida Public Television.
- “UF-FSU Same Team” – this 30 second video piece put the lab in front of a nontraditional audience (sports fans) and emphasized research excellence at the lab’s two Florida sites.
- Director Gregory S. Boebinger and the lab are featured in FSU’s Institutional spot, which airs during every nationally televised FSU game.
- News of the commissioning of the 900 megahertz magnet made news worldwide, and was even referenced on “The David Letterman Show”.
- A piece on the lab’s research on the Wild II comet dust was featured on National Public Radio’s “All Things Considered” in December of 2006.

A growing presence online
- “Raiders of the Lost Dimension” – news about condensed matter physics research - was all over the Internet. The news was picked up by Fox News, and versions of it appeared on well-read science blogs such as Atomic Surgery and Science A Go-Go.
- The Magnet Lab’s Web site is an excellent and growing outreach tool that will bring lab resources to a much broader audience.

The Magnet Lab’s success depends in part on the degree to which its targeted “publics” support its goals and policies.
Learn how to reveal the iron hidden in your food

**HOW YOU’LL DO:**

1. **Seal the bag with a little air in it**
2. **Pour some of the food into a Ziploc bag**
3. **Let the mixture sit for at least one hour.**
4. **After the cereal mixture has been allowed to sit, pour some into a plastic cup.**

**RESULTS:**

Iron in your food will become magnetized and will stick on the inside of the cup. Whatever container you use should be dry and non-metallic.

**What’s the science?**

Iron is a naturally magnetic material. Even if you can’t see it in a food product, you can get a magnet and see if it sticks to the food. Iron is also naturally magnetic in its own right. Once the iron particles are exposed to a magnetic field, they will stick to each other and to other magnetic materials.

**DID YOU KNOW?**

- Some iron-rich foods, such as dark chocolate and nuts, can be strong magnets.
- Iron is used in MRI machines to create a magnetic field.
- Iron is also used in some types of batteries.
New Website - Internet
Media Backdrop and “Branding”
Education & Outreach

- Work with more than 7,000 K-12 students in both classrooms and the Magnet Lab
- Research experiences for undergraduates
- Research experiences for teachers
- Teacher Workshops
- Research – papers presented at national conferences, workshops and meetings
- Creation and use of a National Advisory Board
- Sci-Girls
- New publications
Education & Outreach

- Magnet academy: Open admissions policy. No pop quizzes!
- Science for English majors!
- Java tutorials: from alternating current to mass spectra...
- Fact or fiction: Answers to the sometimes silly questions
Website statistics

Comparison with Other Labs
Website statistics

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<th>Website Section</th>
<th>Page Views</th>
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<td>In-house Research</td>
<td>16,907</td>
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</table>
Annual Open House

- More than 5,500 attendees from the Southeast in 2009!

- Outreach directed at underrepresented groups past two years has increased attendance by more than 1,000

- Demonstrations

- Hands-on activities

- Geared toward all ages
Economic Impact

- For every $1 the state invests in lab, $5.50 is generated in the Florida economy.

- Lab brings between 800 and 1,000 visiting scientists from around the world to Tallahassee each year; 20 percent international.

- Accounted for more than 3,000 hotel room nights in 2008; many visitors stay for more than a week.
Analysis of Basic Business Functions and Governance

Ongoing improvements since late 2002...

- Develop a Strategic Plan (Director and Scientific Staff)
- Develop a Management and Administration Plan
- Develop an Organization Chart
- Create internal and external communication channels
- Organize the management and administration of human resources
- Organize the management and administration of financial resources
- Organize purchasing and logistics services
- Organize facilities and site management
- Organize EH&S
- Organize other general services
Organize the Management and Administration of Human Resources

- Establish high performance standards via comprehensive performance evaluations
- Measure and reward employees based on their evaluations
- Delegate authority, responsibility, decision-making, control, accountability and VISIBILITY as far down the organization as practical.
- Simplify and standardize whenever possible...search for more productive ways of doing things
- Conspicuous posting of office hours
- Be alert for unused or underutilized resources
- Don’t ignore low producers and deadwood...at all levels and in all organizations
- Be willing to work harder than everyone else on your team!
# Cost Reduction

**Cost Reduction Project**

<table>
<thead>
<tr>
<th>DATE</th>
<th>Department</th>
<th>BUDGET NUMBER</th>
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</table>

**PROJECT TITLE:**

**PROJECT ORIGINATOR:**

**PROGRAM DIRECTOR:**

**CURRENT PRODUCT/PROCESS OR METHOD:**

**NEW PRODUCT/PROCESS OR METHOD:**

**ANTICIPATED NON-FINANCIAL BENEFITS:**

**PROJECTED ANNUAL SAVINGS:**

**ADDITIONAL NOTES:**

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**ESTIMATED COST SAVINGS:**

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Conspicuous Posting of Office Hours

Office Hours
Greg Boebinger
Room 12204
644-3084
info@magnet.fsu.edu

OFFICE HOURS:
8:30 AM - 5:30 PM
NORMAL LUNCH BREAK:
Noon - 1:00 PM

Please see Diana to schedule meetings
IF I'M OUT OF THE OFFICE AND YOU NEED TO LOCATE ME,
PLEASE CHECK WITH DIANA DEBOER

Diana DeBoer
Room 12201
Phone: 644-3051
info@magnet.fsu.edu

OFFICE HOURS:
7:30 AM - 4:30 PM
NORMAL LUNCH BREAK:
Noon - 1:00 PM

Please see me to schedule meetings with the Director
IF I'M OUT OF THE OFFICE AND YOU NEED TO LOCATE ME,
PLEASE CHECK WITH MARION PLY, 644-3010

B204
Greg Boebinger
Director

B203
Diana DeBoer
Assistant to the Director
Analysis of Basic Business Functions and Governance

Ongoing improvements since late 2002...

- Develop a Strategic Plan (Director and Scientific Staff)
- Develop a Management and Administration Plan
- Develop an Organization Chart (Primarily Director and Scientific Staff)
- Create internal and external communication channels
- Organize the management and administration of human resources
- **Organize the management and administration of financial resources**
- Organize purchasing and logistics services
- Organize facilities and site management
- Organize EH&S
- Organize other general services
Organize the Management and Administration of Financial Resources

- Diversification of funding sources to maintain critical resources. Cash flow is everything!

- Appropriate use of a local shadow system for financial management with links to budgets, personnel and purchasing – particularly for multiple projects and multiple funding sources
Organize the Management and Administration of Financial Resources

Intranet Demo..
Analysis of Basic Business Functions and Governance

- Ongoing improvements since late 2002...

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- Organize EH&S
- Organize other general services
Organize Facilities and Site Management

- Develop positive relationships with other stakeholders
  - University - formal review and prioritization of major and minor projects
  - Major Suppliers – contingency plans that will prevent or minimize the loss of scientific productivity

- Employee turnover happens! Develop and maintain procedures and other information

- Maintain an awareness of the many unsung heroes and recognize them!
About electricity...

- Monthly electric bill runs between $300,000 and $590,000 a month! During peak usage, Mag Lab consumes 7% of the City of Tallahassee’s electricity.

- Work with city to balance consumption.
Energy Reduction

Annual MagLab Building Electrical Cost
MagLab Buildings Usage
Non-Magnet Related

$400k (14%) reduction from 2006 to 2008
Energy Reduction – Recent Actions

- Installed variable speed air compressors in utility plant during 2009

- Replaced an oversized, malfunctioning vacuum pump with a smaller more efficient unit during 2009
  - Old: 40hp, Ran Constantly
    - (Annual Electrical Cost $26,280)
  - New: 5 Hp, only 170 hrs in 2 months
    - (Annual Electric Cost $377)
Recycling at the NHMFL

- Started in July 2006
- Existing recycling program had failed because we could not consistently get the materials to a location for FSU recycling to pick it up
- 2 staff members 1.5 hours/week to collect paper, plastic, glass, aluminum, cardboard, scrap metal
## Recycling at the NHMFL

### Totals 2006-2008

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>PAPER</td>
<td>43,588 LBS</td>
</tr>
<tr>
<td>PLASTIC, GLASS, ALUMINUM</td>
<td>4,657 LBS</td>
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<tr>
<td>MAGAZINES</td>
<td>5,078 LBS</td>
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<tr>
<td>SCRAP METAL</td>
<td>23,498 LBS</td>
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<tr>
<td>CARDBOARD</td>
<td>17,926 LBS</td>
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</tbody>
</table>
Recycling – Lessons Learned

- Need a champion

- Don’t give up!
  - It sometimes takes several attempts to get a lower energy solution to work

- Local knowledge and communication can make the difference
Analysis of Basic Business Functions and Governance

- Ongoing improvements since late 2002...

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- Organize EH&S
- Organize other general services
Organize EH&S

- Employee Safety and Security is #1 concern
  - Introduced ID/building access system for employees, users, contractors and visitors
  - Introduced Incident Reports
  - Changed all interior locks
  - Expanded video surveillance
  - Frequent lab inspections ... and follow-up
  - Safety focus – monthly
  - Annual Safety Awards and Safety Partners
  - Capture and report good news and best practices
  - Breathe Easy Zones
Employee Safety & Security
Magnet Lab Eight-Year Injury Data
Includes all injuries requiring any outside medical attention

<table>
<thead>
<tr>
<th>TYPE of INJURIES</th>
<th>NUMBER of INJURIES</th>
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<tbody>
<tr>
<td>Cut/Scrape/Scratch</td>
<td>11 (29%)</td>
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<tr>
<td>Chemical</td>
<td>4 (11%)</td>
</tr>
<tr>
<td>Electrical</td>
<td>1 (3%)</td>
</tr>
<tr>
<td>Ergonomic</td>
<td>5 (13%)</td>
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<tr>
<td>Hit With or By Object</td>
<td>4 (11%)</td>
</tr>
<tr>
<td>Strain/Sprain</td>
<td>9 (24%)</td>
</tr>
<tr>
<td>Slip/Trip/Fall</td>
<td>4 (11%)</td>
</tr>
</tbody>
</table>

* Two of the 2007 injuries did not occur at the NHMFL
2007 Recordable Injury Rates

The Magnet Lab maintains an injury rate consistent with or below the average for scientific research facilities and universities

- Magnet Lab 1.8
- Scientific Research and Development 1.8
- College and University 2.6

2007 data from US Department of Labor, Bureau of Labor and Statistics (based on 660,000 total work hours per year)
Analysis of Basic Business Functions and Governance

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Organize Other General Services

- Implement long-term plan for new computer support requirements: hardware, storage, Cybersecurity and 24/7 network and server monitoring, wireless access points

- Migrate to Sharepoint for information technology.... enterprise information portal
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Ongoing Cultural Challenges

- Perceptions of administration at a Research Lab
  - An unavoidable nuisance
  - Scientific/technical staff don't want to hear about it but, ...
    any problems in this area must be resolved immediately!

- Administration is the one area where everyone else is an expert

- Administrative management is not currently considered a component of the management structure/project governance in NSF Cooperative Agreement/Programmatic Terms and Conditions.
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- *Lessons learned and ideas to secure a long-term future*
- Summary
Lessons Learned and ideas to secure a sustainable long-term future

- A comprehensive strategic plan is important for all stakeholders – where you’re going, options considered, competitors and how you’ll get there.

- Position titles can inflate or distort lines of authority and responsibility.

- Organizational charts should be convertible to flow charts and should show how the work gets done...and used to evaluate operational effectiveness.

- Too many levels of management can be counterproductive.

- The learning of leadership requires more than formal instruction or teaching. But, managerial skills must be learned before you can be an effective leader.
Lessons Learned and ideas to secure a sustainable long-term future

- Safe, secure and efficient operations are integral to the NHMFL’s User, Magnet Technology and Outreach Programs. They make possible the scientific accomplishments and sustain trust in the lab by our funding agencies and the general public.
Agenda

- Overview of National High Magnetic Field Laboratory (NHMFL)
- NHMFL management needs and challenges identified in 2001
- Profile of Operations Manager, Magnet Science and Technology, NHMFL
- Initial actions and results in response to NHMFL needs
- Analysis of Basic Business Functions and Governance
- Ongoing cultural challenges
- Lessons learned and ideas to secure a long-term future
- Summary
Summary

- We’ve come a long way!

- Focus the recognition and rewards on the individuals who perform the work
The Management and Administration Team
...assisted by the Associate Lab Director

Center for Integrating Research and Learning
Pat Dixon

Facilities
John Kynoch

Administration
Clyde Rea

Computer Support
Pete Jensen

Web Outreach
Mike Davidson

Budget
Terrie Price

Web Applications
Bo Flynn

Human Resources
Bettina Roberson

Safety
Angela Sutton

Coordinator Admin. Services
Judy McEachern

Public Affairs
Susan Ray
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