

Dear Samara, Dear Nickole,

Please find enclosed our response to RFP Shared Service Business Centers, titled *Reaching Goals Through Common Pursuits and Support (CPS)*.

We view this proposed shared services framework between the GI, IARC, and ACEP as achieving three interrelated goals: to foster closer, more collaborative research relationships between our respective institutes, to implement a research support services framework that enhances this partnership while remaining responsive to the unique needs to the individual units, and to increase the efficiency and capacity of research support functions by pooling them wisely.

Shared services arrangements, particularly among research units, have arisen organically and have resulted in uncounted savings over the past several years. Because many of these arrangements are flexible and build on existing administrative strengths within individual units, they have not required additional management and most have resulted in real savings at the unit level. We believe the shared services framework we have proposed through CPS represents the maximum size that can be administered without an additional layer of bureaucracy. It incorporates many of these previously developed shared service functions between our units and builds on them. And, by focusing not on geographic location but mission alignment, we believe our shared services proposal could become the basis for much broader collaboration as described in our proposal. We would be happy to provide further details on the specific efficiency and capacity gains that we expect to achieve through the alignment and restructuring of services outlined in the diagram that is part of the proposal.

In summary, while there may be some modest cost savings realized through shared services, the much broader and more exciting possibility we see through CPS lies in its potential to foster future growth centered on enhanced cross-campus research partnerships. While our institutes are not necessarily geographically co-located, we share a common interest in growing research centered around three key themes: Climate and Environment, Security and Hazards, and Energy. It is our expectation that future funding opportunities in these areas will be derived from many common sources, most notably DOD and DOE. By working together, we believe our chance of attracting new funding – particularly strategic investments – is significantly enhanced. This in turn will support many campus and university strategic objectives and broader mission.

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