

Conceptual & Theoretical Framework of an Effective Sponsored Programs & Research Administration based on “Sankofa Effects”, “Ubuntu Philosophy”, Attribution Theorem, & Locus of Control Research Factors

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Arithmetically speaking,

$$\square = \underline{+X1} \quad \underline{+X2} \quad \underline{+X1.X2};$$

Whereby,

\square represents predicted sponsored programs/faculty development, creative activities & research outcomes. Examples: number of submitted proposals - disaggregated by faculty rank, academic college & school, other Carlow University units, etc; number and amount of grants/contracts/cooperative agreements funded; types of funded projects (research, instruction, service, programing, creative activities, institutional capacity building, etc); amount of indirect cost recovered; number of publications, presentations, etc.

$\underline{+X1}$ represents positive or negative Internal Locus of Control (includes appropriate and applicable knowledge, skills & attitude/perceptions/passion) of stakeholder in actualizing predicted and desired outcomes. Stakeholders include faculty, staff, faculty emeriti, administrator, student, etc.

$\underline{+X2}$ represents positive or negative External Locus of Control (includes appropriate and applicable knowledge, skills, & attitude/perceptions/passion) of the institutional factor/resources or environmental impact or influence in actualizing desired outcomes. Variables include institutional policies, procedures, pronouncement, regulations; institutional-wide development plans (IDP); functional roles/impact of OSPR staff, faculty, deans, directors, deans, department chairs, university president, provost, vice presidents, program officers from funding agencies; systems of sponsored programs administration (centralized, decentralized or hybrid), etc.

$\underline{+X1.X2}$ represents positive or negative interaction effects between the stakeholder and institutional factors or external loci of control in actualizing predicted and desired outcomes. This very critical variable has everything to do with the nature and directions of the human relationships between the stakeholder - seeking the sponsored program and related services (inclusive or pre- and post-award services), and providers of such services.