Glied, S., Bakken, S., Formicola, A., Gebbie, K., & Larson, E. L. (2007). Institutional Challenges of Interdisciplinary Research Centers. *Journal of Research Administration*, *38*(2), 28-36.

The article by Glied et al. (2007) in the "Journal of Research Administration" focuses on the challenges and institutional responses associated with interdisciplinary research centers (IRCs) at universities. The authors highlight that while interdisciplinarity is increasingly valued, especially for federal research funding, it poses unique challenges to academic institutions and researchers. This analysis is particularly relevant to our interest in understanding the dynamics and management of research centers.

The authors distinguish research centers from traditional academic units by their relative independence and capacity for innovative research agendas, unencumbered by routine administrative activities and regulations typical of academic departments. This distinction is crucial for your thesis, as it underscores the unique nature and advantages of research centers.

The paper emphasizes the strengths of research centers, namely interdisciplinarity, independence, and responsiveness. These attributes are essential for successful research endeavors but also present structural and cultural challenges within the academic setting. Understanding these challenges is vital for our analysis of the operational difficulties faced by research centers.

Glied et al. define interdisciplinary research as collaborative work by scholars from multiple scientific disciplines. This definition is a potential candidate for inclusion in your thesis, providing a clear framework for what constitutes interdisciplinary research.

The paper is based on the findings of a symposium involving directors from various research centers at a university. This conference aimed to identify key characteristics of successful IRCs, assess operational challenges, discuss sustainability mechanisms, foster networking, and exchange strategies for enhancing diversity and balance in research teams.

The primary challenges identified include fiscal sustainability, faculty recruitment and retention, and leadership sustainability. Fiscal sustainability involves continuous external funding, managing indirect costs, and securing resources such as space and administrative support. Faculty challenges relate to adapting to interdisciplinary environments, satisfying departmental criteria, varying expectations across disciplines, and providing incentives for involvement. Leadership sustainability encompasses the administrative burden and maintaining continuity despite changes in leadership.

In response to these challenges, the authors propose several recommendations: maintaining a centralized database of IRCs for networking and tracking, ongoing forums for interaction among IRC directors, criteria for establishing, sustaining, and closing centers, clear institutional policies on issues like cost-sharing and faculty recruitment, support for developing interdisciplinary leadership skills, formal recognition of interdisciplinary activities in faculty promotion and tenure processes, and contributing to coursework that prepares researchers in interdisciplinary expertise.

In summary, the article by Glied et al. provides a comprehensive analysis of the challenges faced by interdisciplinary research centers and offers institutional strategies for addressing these challenges. These insights are directly relevant to our work, as they provide a framework for understanding and addressing the complexities associated with managing and sustaining successful research centers in academic environments.