

Office of Research

ADMAN Meeting

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Sponsored Programs Reorganization

- **Primary Drivers**
 - Workload increase & campus growth
 - Customer feedback
 - Staff concerns & turnover
 - Management review
 - Need for Electronic Research Administration system

Drivers: SPO Workload Increase

	FY 2003	FY 2009	% Increase
New Proposals	2,323	~3,800	~64%
New Awards	1,280	~1,870	~46%
Total of above	3,603	~5,670	~57%
FTE	22	25	~14%
FTE Needed to meet the volume increase		35	~57%

Drivers: Customer Feedback

- **Poor service:**
 - Slow/non-responsiveness
 - Some staff more helpful than others
 - Some staff more knowledgeable than others
 - Some staff more creative at problem-solving than others
 - Poor attitude
 - Don't understand that they exist to serve faculty

Drivers: Customer Feedback

- Processes don't always make sense
- Could use technology better (e.g. tracking of proposals)
- Need to delegate more to departments (desire for more control)
- Don't give departments more work
- Aren't doing enough to train dept. personnel
- Appear to represent "the university" instead of faculty

Drivers: Customer Feedback

- **Management:**
 - Isn't always helpful in resolving problems
 - Doesn't always appear to understand that they exist to serve faculty
 - Don't "like" management (??)
- Need to add more staff –aka "pizza delivery people"
- Proposal review process is unclear & lacks transparency
- Lack of coordination between offices (Extramural and SPO)

Drivers: SPO Internal Assessment

- Low morale
- High turnover
- No standard business rules or processes
- “Silo” team behavior
- Confusion over mission and purpose
- Backlog of work
- No workload management tools
- No technology resources
- Extremely heavy workload
- Management not engaged

Drivers: SPO Management Review

Areas of Focus:

- improved campus communication
- business processes review and re-engineering
- improved consultation regarding campus service and policy issues
- periodic review and comparison of best practices at other universities
- recurring policy training program for campus personnel
- improving the balance between our stewardship and compliance function and our service mission to support the efforts of our faculty to obtain research funding
- investment in professional development and recognition of SPO staff and managers
- development of customer satisfaction feedback mechanism
- measurement and evaluation of turnaround time and other statistics of value

Drivers: Need for ERA Solution

Electronic Research Administration (ERA)

System

- Early efforts to find a solution (InfoEd) were put on “pause” in 2005
- Vendor not responsive, product not reliable
- Not cost effective--need to end contract
- Seek alternative solutions
- Join Kauli-Coeus—New ERA---Pilot 2010-11
- Build “bridge system”

Consultation & Feedback

Academic Senate

- [Committee of Academic Deans](#)

Academic Department MSOs

- [ADMSO Dashboard](#)

Academic Department C&G Staff

- [Academic Department C&G Staff](#)

Academic Administrators

- [Academic Administrators](#)

Where to start?

PHASE I—Current Goals FY 2008-09

- 1. Streamline proposal process**
- 2. Shorten turnaround time for awards**
- 3. Improve quality of customer service; address consistency issues**
- 4. Improve business practices**

Phase I Project Goals

- Provide faster turnaround for proposals and awards
- Provide transparency and consistency in business processes and practices
- Communicate proactively with campus constituents
- Balance stewardship and compliance responsibilities with customer service responsibilities
- Introduce options for SPO and campus training
- Improve customer service orientation
- Solicit customer feedback to guide improvements
- Track and report relevant metrics
- Develop partnerships with peer institutions and develop best practices in sponsored projects administration

Phase I Objectives

- SPO department reorganization
- Proposal, award, and gift business process re-design & automation
- Articulation and review of business rules & automation
- Contracts & Grants Tracking System
- Client satisfaction monitoring
- Customer service training & performance competencies
- Workload measurements & reporting
- Communications standards

Accomplishments to Date

- ✓ Conduct on-going climate and morale assessment
- ✓ Conduct regular team-building exercises
- ✓ Update and re-affirm SPO mission
- ✓ Establish operational goals & objectives
- ✓ Re-align organization for improved effectiveness
- ✓ Map business processes
- ✓ Standardize business rules
- ✓ Design & develop C&G tracking system
- ✓ Conduct customer service training & create customer service principles
- ✓ Develop performance standards & core competencies
- ✓ Position descriptions reviewed and updated
- ✓ Initiate recruitment for new positions (on-going)
- ✓ Develop workload measurements & reports
- ✓ Develop communications standards
- ✓ Develop customer satisfaction survey
- ✓ Initiate C&G tracking system pilot
- ✓ Add staffing in areas of strategic need

SPO Organizational Structure

Findings: Initial Review

1. Campus growth patterns and workload increases made dedicated college/team difficult to adequately staff
2. Analysts were responding to numerous proposal deadlines; awards fell to a lower priority
3. Inadequate campus communication, training and application of technology to improve business operations,
4. Analyst time spent on administrative tasks rather than working with PI's on proposals and awards

SPO Organizational Structure

Benefits of New Structure

- Flexibility to re-assign staff as workload dictates
- A single point of contact with administrative desk staff
- New opportunity for internal and campus training
- New performance standards and core competencies
- Added staffing in strategic areas: operations oversight, administrative support, training, programming
- Accesses technology for improving operations

**College of Engineering
and Sponsored Programs Office
Contracts & Grants Tracking System Pilot**

Areas of Pilot Focus

- Business Process Review and Improvement
- Articulation of Business Rules
- Client satisfaction monitoring
- Communications standards

Feedback on the areas of focus and on the Contracts and Grants Tracking System will help us to improve the quality of the overall project.

Performance Measurements Contracts & Grants Tracking System Pilot

Test overall user satisfaction of:

Business Processes: Are processes clear, predictable, manageable? Do processes achieve expected outcomes?

Business Rules: Do rules achieve desired results, are rules manageable?

Communications: Is essential information conveyed in a timely manner?

Management Efficiency Reports: Are reports useful for workload analysis and planning and for assessing the efficiency of operations?

Client Satisfaction Survey: Does it measure effectiveness of service?

What will be different?

Academic Departments

- Automated email communications from SPO to Pls and department contact
- New Proposed Business rules:
 1. Mandatory vs. Recommended proposal data
 2. Complete Proposal Packet
 3. 7/3 Day Proposal Rule
- Client Satisfaction Survey

What are we working on now?

May-July	Recruitments
May-June	College of Engineering Pilot
June	Finalize training materials
June	Complete pilot wrap-up
June	Train all SPO staff
June-July	Train campus staff on new business rules & processes
June	Complete final preparations & communications for reorganization
July	Complete reorganization

How will we know if we are successful?

- Improved proposal & award turnaround time
- Trend review of campus award & proposal activity
 - C&G Tracking System workload reports
- Customer Satisfaction Survey results
 - Timely
 - Courteous & respectful
 - Effective in addressing issues
 - Knowledgeable & helpful
 - Overall experience
 - Areas of needed improvement
- Staff turnover, training & climate surveys
- Campus feedback: Academic Senate, ADMAN, Assistant Deans, etc.
- Comparisons with peer institutions

Future Goals

1. Launch Quali-Coeus—Electronic Research Administration system
 - FY 2009-10 Create user group
 - FY 2010-11 Begin Pilot (Proposal development and on-line tracking & submission)
2. Initiate campus C&G administrators training program
3. Improve coordination with Extramural Accounting
4. Assess Service Opportunities
 - Compare campus risk tolerance to peer institutions
 - Inventory & review most problematic policies
 - Consult faculty regarding needed services
5. Improve communication
 - Improve SPO web site
 - Schedule routine college/school faculty visits
6. Evaluate effectiveness of Phase I actions—make adjustments as needed
7. Develop SPO staff recognition system tied to customer satisfaction results

Questions?

Thank you! If you have further questions, please contact:

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