Research Administration Advisory Council (RAAC)
Committee-at-Large
Tuesday, February 20, 2024, 3:00 to 4:30 pm
MINUTES

Attendees:

Karen Alameddine – ORSP	**Stephanie Hensel** – Education	**Carolyn Pappas** – ITS
Andrea Anderson – ORSP	**Jennifer Huntington** – ISR	**Susan Powell** – Engineering
Cheri Brooks – ISR	**Laura Kaminski** – Ford School	**Jane Sierra** – Medical School
Jodi Caviani – Social Work	**Lisa Kiel** – ORSP	**Angie Skellie** – OVPR
Constance Colthorp – ORSP	**Karen Kirchner** – Nursing	**Danielle Smith** – LSI
Jackie Dani – U-M Dearborn	**Jennifer Klimowicz** – U-M Flint	**Maggie Swift** – Corp. Research Alliances
Lori Deromedi – OVPR	**Patrick Lagua** – Dentistry	**Sheree Temple** – Pharmacy
Chris DeVries – RAAC	**Cathy Liebowitz** – ISR	**Anne Thomson** – LSA
Kathy Devereux – OVPR	**Jennifer Linzmeier** – Dentistry	**Pat Turnbull** – U-M Dearborn
Joanne DeVore – U-M Flint	**Charlie Mattison** – ISR	**Corene Weiland** – Education
Brooke Dougherty Reyes – Medical School	**Becky O'Brien** – Information	**Shandra White** – ORSP
Pete Gerard – Sponsored Programs	**Lauren Orleman** – SPH	**Rick Wintergerst** – Engineering
Amalie Helms – Engineering	**Lisa Parker** – Nursing	

1. **Welcome** (*Shandra White*)
   Shandra welcomed everyone to the February RAAC CAL meeting.

2. **RAAC Communications Subcommittee Update** (*Cathy Liebowitz*)   Attachment #1
   Cathy presented the RAAC Communications Subcommittee update.

   A reminder about the charge of the subcommittee:
   - Identify and assess communication methods currently used
   - Working to improve improved methods
   - Recommend best practices
   - Facilitate and foster communications to and among research administrators including planning and execution of RAN Mtgs

   RAAC Communications Chair: Cathy is ending her second term as chair. Becky Youmans-Demoss will succeed Cathy. Chris thanked Cathy, who was brought in as chair in February 2020 right before the pandemic began. That required a huge pivot to do all of this via Zoom! RAN meetings, the Slack forum, and 21 questions.

   Membership Updates: Melissa Li left the committee to assume co-chair role on the RAAC Training Subcommittee. Sam Gibbons (Med School) joined the subcommittee.

Accomplishments
- May RAN Mtg
  - 288 attendees (142 YouTube views)
  - Emcee Jennifer Huntington
  - Topic: RAAD Metrics online tools

- October RAN Mtg
  - 310 attendees (21 YouTube views)
  - Melissa Li and Nick Prieur emceed
  - Topic: Procurement Services Optimization, RAAC Training resources

Cathy shared the chart with the RAN Meeting numbers, including attendees at the meetings and subsequent views on YouTube.

RA Forum on Slack
There are 524 members on the forum as of February 14, 2024 and it continues to grow! Using for job postings, asking for assistance, promoting RAAC events, sharing tools and resources, and promoting professional development opportunities. Some subchannels are emerging, such as 21 Questions with an RA and Ask an RA.

21 Questions with a Research Administrator
Recent participants
- Kate Daie, SPH
- Pat Turnbull, UM-Dearborn
- Danielle Smith, LSI
- Nick Prieur, ISR
- Melissa Li, Med School

Virtual Informal Networking
Seven sessions were hosted in 2023 with a wide array of topics. There was good discussion and attendance. Anecdotally, the RA community appreciates the Forums.

Upcoming/Ongoing Work
RAN Mtg Planning
- February emcees: Heather Kraus and Anne Thomas (LSA).
- *Note time change:* moving the meeting to the morning, 10:00-11:30 am
- May, 2024: planning in progress

Virtual Networking
- March session on DUAs
- Planning future sessions focused on Imposter Syndrome, Artificial Intelligence, and more

RA Day 2024 (converting the October RAN meeting to this event)
- Planning an event for Research Administrators Day, September 25, including a call for volunteers to assist with planning.

21 Questions with an RA continues
- Please say, "Yes!" if asked!

Web Page Review
- Working on looking at content specifically and strategically to make it more streamlined.

Collaboration with the RAAC DEI Workgroup continues

Questions/feedback?

3. **ORSP Realignment Plan** (*Andrea Anderson*) Attachment #2

Andrea shared the update and future plans for the ORSP realignment. We are scaling our structure and functions to align with the university's expanding research portfolio and the complexity of the work. We will modernize, enhance, and elevate our operations for a responsive, compliant, best-in-class office of research.

UM Research Admin Ecosystem - FY23 close
- 6000 Faculty Investigators
- 62 ORSP Operational staff
- 600+ RAs
- Proposals submitted FY23: $7548
- Total dollars submitted FY23: $6.5B

On-time proposal submission requirement FY24
- 5 administrative turndowns by sponsors so far for FY24.

Modernization will Address
01 – Inability to effectively prioritize work, (i.e. proposals over contracts), failed handoffs;
- The ability to prioritize similar work using the same criteria
- Greater transparency
- Fewer handoffs

02 – delayed responsiveness and communication;
- Timely responsiveness
- Effective communications
- Proactive communications internally and externally

03 – delays experienced by faculty and sponsors;
- improved turnaround times
- ability to measure our performance to make proactive adjustments
- reduce unqualified delays.

Redesigning our workflow and business processes will streamline business functions to align with current and anticipated needs and growth. PIs would prefer more face-to-face meetings to work through problems. Modernization will address these concerns.

Modernize:
- Pre-Award Team: Proposal Review, Approval, Submission, & Post Submission Actions
- Contracts & Agreements Team: Contract, Award Review, Negotiation, Acceptance
- Award Management Team: Award/Project Management (non-financial post-award: award acceptance, modifications, technical/progress reports, close-outs, sponsor interactions/communications/approvals)

All business lines ensure and safeguard compliance.

Transition Plan

There will be a period of adjustment and the transition is expected to take about 13 months. This will be a phased rollout and the final organization chart, timing, headcount, and rollout of teams with U-M approved titles follow.

Modernize

January 2024 – March 2025
- Currently nearly fully staffed with 68 (of 70)
- Review and refine business process & detailed project management plans for change management, communications, systems, training, and adoption (12/23 - 2/24)
- Communication of plan to research community via a modernized web page on ORSP site. Maintain regular and timely weekly updates throughout the realignment (2/24 - March 2025)

Enhance

March 2024 – March 2025
- Develop and deliver training
- Update systems
- Streamline work & business lines
- Target: 81 ORSP staff/FTE to support the university research enterprise

Elevate

January 2025 – March 2025
- Departments and RAs work with experts in the three separate business lines of proposal, contract negotiation, and award management
- ORSP staff can prioritize work based on similar criteria and focus on timely responsiveness
- Primary business lines allow for fewer handoffs, reduced burnout, and optimized organizational efficiency

Andrea shared the future state Organizational Chart as well as the new approved Sponsored Projects Job Series that ORSP will be using during the realignment. The job series is now live in the Career Navigator with market-appropriate titles.

Progress to Date
- As of January 24, we have 70 FTEs
- While ORSP staff members manage all three business lines, the newly formed pre-award team is training and continuing to assume responsibility for more

proposal activity.
- Our Pre-Award team soft-launched on January 29.

New ORSP Leadership Appointments
- Andrea Anderson, Executive Director, Sponsored Projects
- Andy Satkowiak, Director, Operations and Business Administration
- Tonia Jackson, Associate Director, eRA Systems

Recent Postings that are in active recruitment
- Project Senior Mgr
- Director, Contracts
- Director, Proposals & Award Management

In addition to the various work streams being implemented, Andrea noted that ORSP is actively working to identify a Contract Lifecycle Management System that will help bolster the work of the Contracts team.

Defining organizational model success
Andrea shared information about how the realignment will be measured in terms of success. The goal is to create a more effective organization that is scalable, differentiates roles to develop domain expertise, establishes practices that support more timely outcomes while maintaining compliance, and meets service-level agreements.
- Roles
- Growth and retention
- Customer Service
- Training
- Efficiency
- Oversight & Monitoring

4. **ORSP Update** (*Karen Alameddine*)
Karen provided the ORSP update. In terms of staffing, as Andrea shared in the realignment update, two new staff members were brought on in January: Andy Satkowiak, Director, Business Operations and Administration; and Tonia Jackson, Associate Director, eRA Systems. There are currently three open postings – the Director of Contracts, the Director of Proposals & Award Management, as well as a Manager for the Pre-Award team.

In another update, ORSP recently discovered an error on our review checklist, related to checking formatting and sending proposals back to the study team when the due date is incorrect, which are not items that are being reviewed by ORSP. A revised form is on our website and it provides clarifications on current processes.

NSF has a new Proposals & Awards Policies & Procedures Guide (PAPPG), which went into effect January 30 this year. There is a webinar scheduled for March 12, that will be hosted by NSF. A summary of changes document is available on the NSF website as well. A specific item that Karen mentioned relates to the submission time. The time is meant to coincide with the time at the institution's location, not the local time where the PI may be, if not at the institution. Other changes in the PAPPG include a note related to

CHIPS and Science Act, specifically the prohibition against participating in malign foreign talent recruitment programs. NSF now requires the PI to disclose that they are not party to such programs. Additionally, biosketch guidelines have been revised and there is no longer a 3-page limit.

NIH held a grants policy update webinar. This covers things new and in development. The webinar slides and a video are available on their website as well as the ORSP website. NIH is strengthening enforcement of its closeout requirements in an attempt at reducing grant closeout delays and they are strictly enforcing closeout policies. This includes the final Research Progress Performance Report (RPPR), the final financial report, and final technical report. All are due within 120 days, and at day 121 we are considered delinquent. Any delinquent reports put the entire university at risk of funding being withheld, not just the project or PI. We've already seen things escalate and NIH sends reminders before the end date so they are expecting timely submission of reports. We encourage you to use the Upcoming and Overdue Report that is sent to the RAAC on a monthly basis to ensure your departments and PIs are not delinquent. NIH is also adding a 90-day reminder, in addition to the current 10-day, 120-day, and 150-day notices after the project end date.

NIH has also issued guidance related to the use of markups for resubmissions. Changes should not be identified within an application using brackets, indents, highlights, bolding, italicizing, margin lines, or changes to the font. Changes should be outlined in the summary statement within the introduction and should not exceed one page. ORSP will push back if these are seen within resubmission applications.

A few items from OVPR: The research hub, Research Commons, is active and is highlighting calls for internal submissions. The list of opportunities can be sorted and filtered based upon desired criteria and there is a link on the ORSP web page. Finally, OVPR has issued a call for nominations for the 2024 Research Staff Awards – the deadline is February 28, 2024.

Kathy D. asked a question about the Upcoming and Overdue Report list. She has a T-32 project and a multi-year project that are not appearing on the report. Karen replied that multi-year funded projects do not get included in that report. For the T-32 concern, Karen asked that she follow-up offline.

5. **ITS Update** (*Carolyn Pappas*)
   Carolyn shared that there was a small release on Monday, February 19th. The next release is scheduled for mid-June, as we allow for time to support the ORSP realignment and pre-award team eRPM updates. We are going back through the subject lines of existing subK notifications and adding the U-M PI name. Additionally, there will be links to the SF424 forms from within the PAF.

   Carolyn mentioned that ITS has been asked to move away from Friend accounts in eResearch completely to Sponsored Affiliate accounts. We want to know if there are limitations or obstacles if we were to do that. If there are questions or concerns, please send them to Carolyn. Lori asked if this is for Proposal Management only or all of

eResearch? Carolyn responded that out of the four eResearch systems, Animal Management hardly uses them at all. That is not true for the other three systems, but it's really Proposal Management and Regulatory Management. Carolyn and her team are focused on eRPM and there will be a separate project for eRRM.

6. **Sponsored Programs Update** (Pete Gerard)

    We are in the process of wrapping up the annual UG Single Audit. We have no findings relating to research and development as it was not part of this year's audit.

    OCA is issuing amendments to implement the new NIH requirement on foreign subcontractors and we are nearly complete with amending all the existing NIH subs. Three left to go out of over a hundred at the beginning of the year.

7. **Closing and Future Meetings** (*Shandra White*)

The meeting adjourned at 3:50 p.m.

Minutes submitted by Lisa Kiel

RAAC Committee-At-Large Meeting Dates (*all meetings 3:00-4:30 p.m., unless otherwise noted*)
- Tuesday, March 19, 2024 (*TBD*, RAAC Metrics Subcommittee Update)
- Tuesday, April 16, 2024 (*Anne Thomson*, RAAC Process Subcommittee Update)
- Tuesday, May 21, 2024 (*Nick Prieur*, RAAC Training Subcommittee Update)

Executive Committee Meetings (*all meetings 3:30-5:00 p.m., unless otherwise noted*)
- Tuesday, March 12, 2024
- Tuesday, April 9, 2024
- Tuesday, May 14, 2024

RAAC Communications Subcommittee Update

RAAC Committee-at-Large
February 20, 2024
Cathy Liebowitz, Research Administration Senior Manager, ISR

RAAC Communications Charge

The RAAC Communications Subcommittee seeks to:

- **Identify and assess the communication methods** currently used at U-M for research administration;

- **Work to develop improved systems** that support robust, consistent and effective communications within the research administration community;

- **Recommend best practices** by topic, purpose, and/or method;

- **Facilitate and foster communications to and among research administrators including planning and execution of** Research Administrators Network (RAN) meetings.

M UNIVERSITY OF MICHIGAN

RAAC Communications Chair

<u>Update</u>:

- **Cathy Liebowitz** will be stepping down from the RAAC Communications Subcommittee Chair role on March 1, 2024.

- We are pleased to announce the **Becky Youmans Demoss** will succeed Cathy in this role.

- Thanks very much to Cathy for guiding the subcommittee through the COVID-19 pandemic and being instrumental in implementing our Virtual Networking Sessions, RA Forum on Slack, and 21 Questions with an RA feature!

RAAC Communications Membership

Christy Bohensky – *ORSP*

Jodi Caviani – *Social Work*

Constance Colthorp – *ORSP*

Kara Cristian – *LSA*

Becky Youmans Demoss – *Medical School*

Lori Deromedi – *OVPR*

Kathy Devereux – *OVPR*

Chris DeVries – *RAAC*

Sam Gibbons – *Medical School*

Amy Franklin – *ITS*

Jim Jarvis – *Medical School*

Prentiss Laich – *Sponsored Programs*

Cathy Liebowitz – *ISR (Chair)*

Amy Lingle – *Engineering*

Sarena Nuttall – *Engineering*

Becky O'Brien – *Information*

Thomas Paluchniak – *ORSP*

Ashley Tyler – *Sponsored Programs*

Since the last update in June 2023, Melissa Li assumed the RAAC Training Co-Chair role, Sam Gibbons joined the subcommittee, representing the Medical School, and Becky Youmans Demoss will succeed Cathy Liebowitz in the Chair role, beginning March 1, 2024.

RAN Meeting – May 2023

<u>May 17, 2023</u>:

- **Meeting Topics** included RAAC Metrics Online Tools for Research Administrators and regular updates.

- Our **guest emcee** was Jennifer Huntington.

- **288 attendees** virtually via Zoom with **142 views** on YouTube.

RAN Meeting – October 2023

October 24, 2023:

- **Meeting Topics** included Procurement Services Optimization, RAAC Training resources, and regular updates.

- Our **guest emcees** were Nick Prieur and Melissa Li.

- **310 attendees** virtually via Zoom with **21 views** on YouTube.

RAN Meeting Numbers

Total RAN Attendees per Meeting: Virtual (Blue), YouTube (Gold) since May 2020
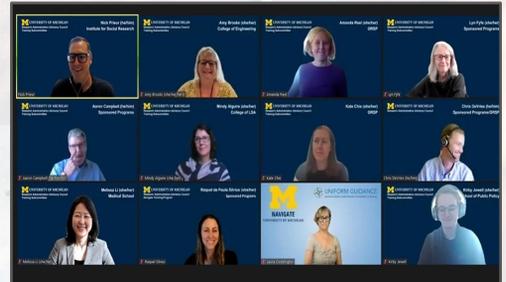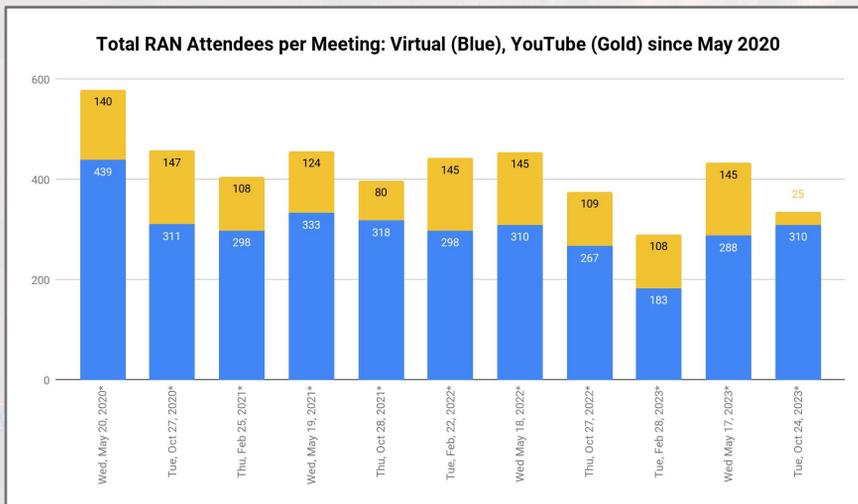
RA Forum on Slack

Happenings since the last update:

- There are over **524 members** on the forum as of 2/14/2024.

- The forum is being used for **posting RA job openings**, asking for **assistance**, promoting **RAAC events and opportunities**, sharing **tools and resources**, and **professional development opportunities**.

- Additional channels are emerging, such as 21 Questions with an RA, and Ask an RA.

---

21 Questions with an RA

Recent Interviewees:

- **Kate Daie**, School of Public Health

- **Pat Turnbull**, U-M Dearborn

- **Danielle Smith**, Life Sciences Institute

- **Nick Prieur**, ISR

- **Melissa Li**, Medical School

Find all of the 21 Questions interviews on the [#21-questions](#) Slack channel!

Virtual Informal Networking

2023 Sessions:

- **January** – Academic vs. Calendar Year Effort (82 attendees)
- **February** – Meet & Greet with Sponsored Programs (57 attendees)
- **April** – GSRA Appointments (84 attendees)
- **June** – Slack Tips & Tricks (54 attendees)
- **August** – GSRA Appointments, Part 2 (76 attendees)
- **September** – Other Support (92 attendees)
- **December** – General Networking (36 attendees)

UNIVERSITY OF MICHIGAN

UNIVERSITY OF MICHIGAN

Upcoming / Ongoing Work

RAAC Communications Subcommittee Update
February 20, 2024

Upcoming / Ongoing Work

<u>RAN Meeting Planning</u>:

- February 27, 2024 – Guest emcees: Heather Kraus and Anne Thomson (LSA) *note time change to 10:00am-11:30am*
- May 16, 2024

<u>Virtual Networking</u>:

- March session focused on Data Use Agreements
- Planning future sessions focused on Imposter Syndrome, Artificial Intelligence, and more!

<u>Research Administrators Day 2024</u>:

- We are planning an event (details TBD) for Research Administrators Day, September 25, 2024, including a call for volunteers to assist with planning

---

Upcoming / Ongoing Work

<u>21 Questions with an RA</u>:

- We hope you will say "Yes!" if we ask you to answer a few questions of your choosing, or help us by nominating a colleague for an interview

<u>Web Page Review</u>:

- Assisting with reviews and recommendations for updates to select ORSP web pages
- Finding new ways to format and present information while being mindful of accessibility and relevance for research administrators.

<u>Collaborate with the RAAC DEI Workgroup</u>

Let us know how we might be able to help you!

Questions / Feedback?

AGENDA

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

REALIGNMENT UPDATES

ORSP will scale our structure and functions to align with the university's expanding research portfolio and the complexity of the work.

We will **modernize**, **enhance**, and **elevate** our operations for a responsive, compliant, best-in-class office of research and sponsored projects in an evolving research enterprise.

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

MODERNIZATION WILL ADDRESS

01 Inability to effectively prioritize work (i.e.,) proposals over contracts), failed hand-offs;

- The ability to prioritize similar work using same criteria
- Greater transparency
- Fewer handoffs

02 Delayed responsiveness and communication;

- Timely responsiveness
- Effective communications
- Proactive communication internally and externally

03 Delays experienced by faculty and sponsors.

- Improved turnaround times
- Ability to measure our performance to make proactive adjustments
- Reduce unqualified delays

Redesigning our workflow and business processes will streamline business functions to align with current and anticipated needs and growth.

MODERNIZE

We will implement a redesigned structure in which the lifecycle for a transaction is managed within each distinct business line.

- **Pre-Award Team:** Proposal Review, Approval, Submission, & Post Submission Actions

- **Contracts & Agreements Team:** Contract, Award Review, Negotiation, Acceptance

- **Award Management Team**: Award/Project Management (non-financial post-award: award acceptance, modifications, technical/progress reports, close-outs, sponsor interactions/communications/approvals)

All business lines ensure and safeguard compliance.

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

TRANSITION PLAN

There will be a period of adjustment as we implement these changes.

We will rollout over 13 months, in a phased approach, adhering to the detailed and multi-faceted project plan developed by Huron Consulting as part of the 2023 engagement.

The final organizational chart, timing, headcounts, rollout of teams with U-M approved titles follow.

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

MODERNIZE

Rollout January 2024 – March 2025 (13 months)

Currently nearly fully staffed with **68** (of 70).
(January 2024)
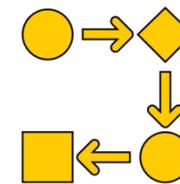
Review and refine business process & detailed project management plans for change management, communications, systems, training and adoption)
(December 2023 - February 2024)
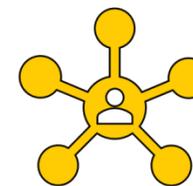
Communicate plan to research community via **Modernize** web page on ORSP site. Maintain regularly and timely weekly updates throughout Realignment.
(February 2024 - March 2025)

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

ENHANCE

March 2024 – March 2025

Develop and deliver training

Update systems

Streamline work & business lines

Target **81 ORSP staff/FTE**

M | RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN
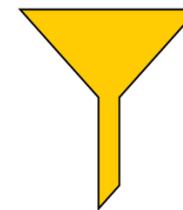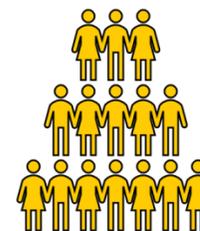
ELEVATE

January 2025 – March 2025

Departments and RAs work with experts in the three separate business lines of **proposals**, **contract negotiation**, and **award management**.

ORSP Staff can prioritize work based on similar criteria and focus on timely responsiveness.

Primary business lines allow for fewer handoffs, reduced burnout, and optimized organizational efficiency

Proposals **Contracts & Agreements** **Awards**

M | RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

ORSP FUTURE STATE ORGANIZATIONAL CHART
Modernize, Elevate, & Enhance
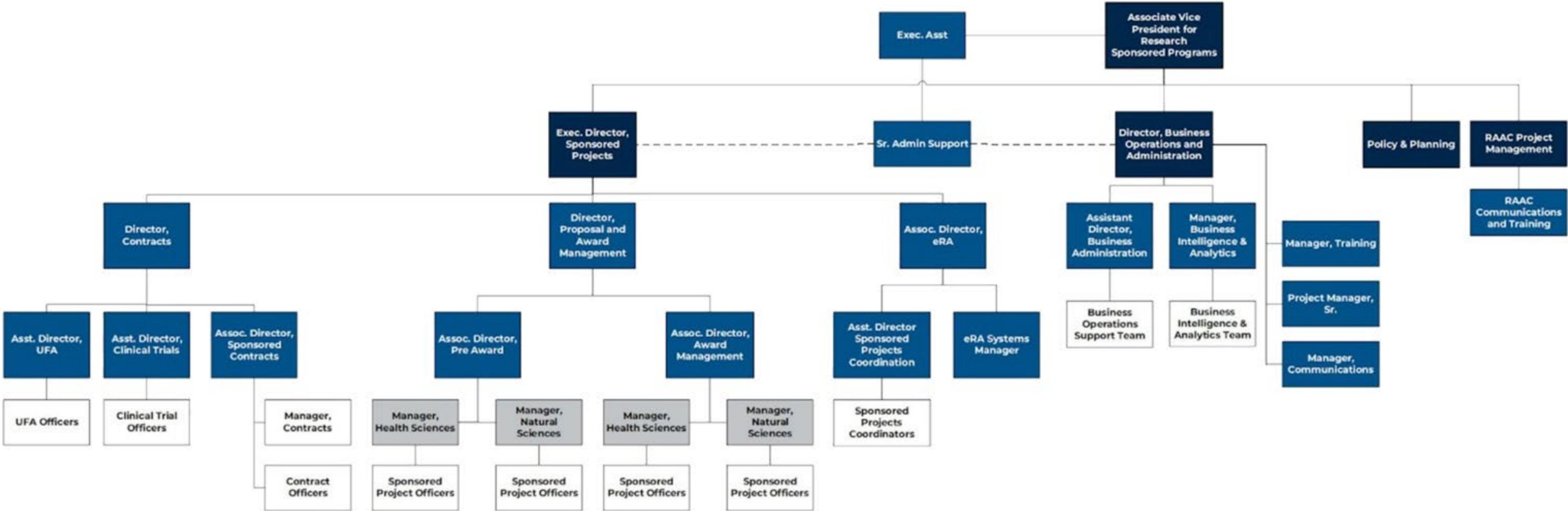
Approved Sponsored Projects Job Series

NEW

Working / Posting Job Title	Job Code	ORSP Team(s)
Sponsored Project Coordinator	103976	Electronic Research Administration (eRA)
Lead Sponsored Project Coordinator	103977	Electronic Research Administration (eRA)
Associate Sponsored Projects Officer	103978	Pre-Award / Award Management
Sponsored Projects Officer	103979	Pre-Award / Award Management
Contract Officer	103980	Contracts
Sr. Sponsored Projects Officer	103981	Pre-Award / Award Management
Asst. Dir, Sponsored Projects Coordination	103982	Electronic Research Administration (eRA)
Sponsored Project Officer Lead	103983	Pre-Award / Award Management
Senior Contract Officer	103984	Contracts
Manager Sponsored Projects	103985	Pre-Award / Award Management
Contracts Manager	103986	Contracts
Assistant / Associate Director, Sponsored Projects / Contracts	103974	Pre-Award / Award Mgmt. / Contracts
Director Contracts / Proposals and Award Management	103973	Proposal & Award Mgmt. / Contracts
Executive Director Sponsored Projects	103975	Sponsored Projects

PROGRESS TO DATE

As of January 2024, ORSP has **70** FTEs

While ORSP staff members manage all three business lines, the newly formed Pre-Award Team is training and continuing to assume responsibility for more proposal activity.

Our Pre-Award team soft-launched on January 29.

RESEARCH AND **SPONSORED PROJECTS**
UNIVERSITY OF MICHIGAN
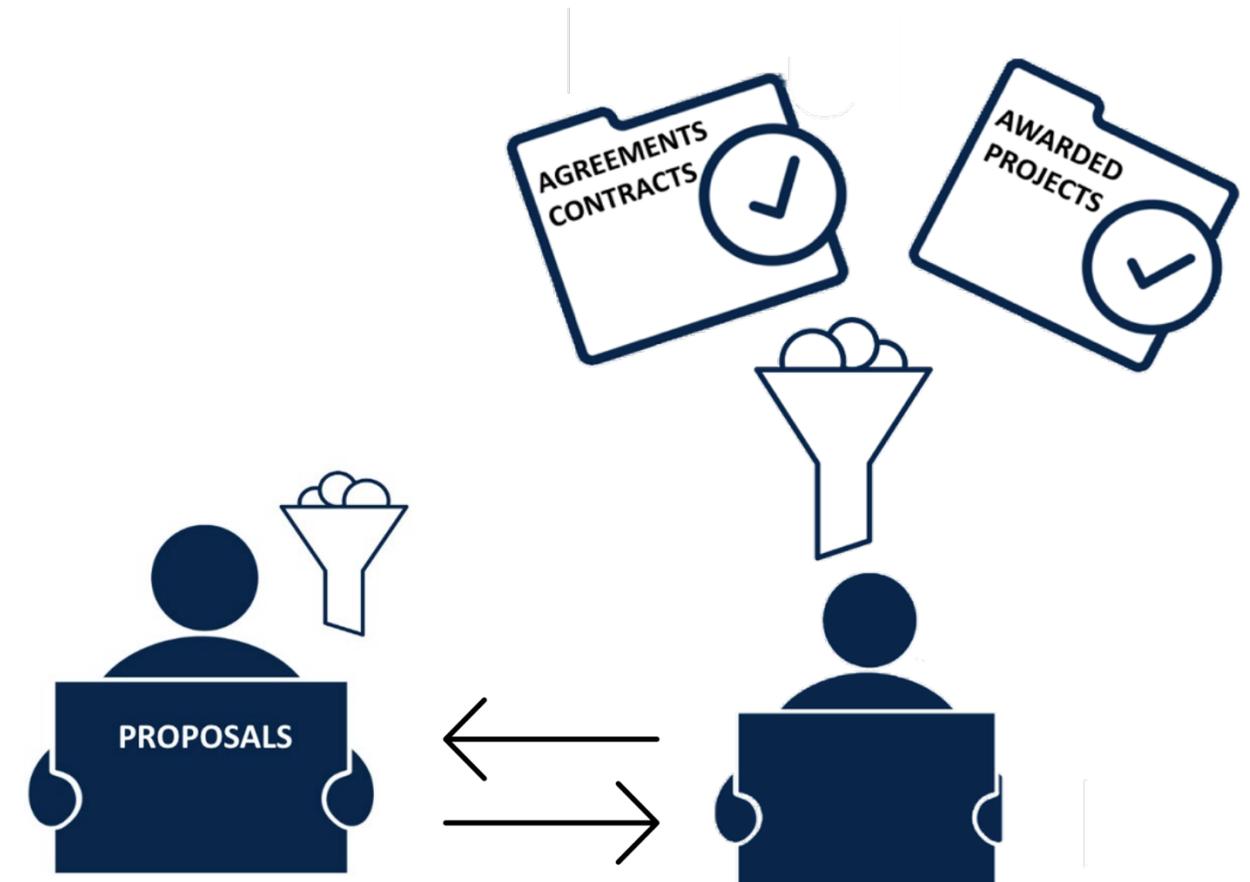
NEW LEADERSHIP APPOINTMENTS

Andrea Anderson, JD, CRA
Executive Director, Sponsored Projects

Andy Satkowiak. MBA, Ed.S
Director, Operations and Administration

Tonia Jackson
Associate Director, eRA Systems
Tonia M. Jackson, PMP, MBA

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

RECENT POSTINGS

In Active Recruitment

Posting Dates	Position Titles	U-M Job ID
1/29 - 2/19/2024	Project Senior Manager	240922
1/30 - 2/20/2024	Director, Contracts	244633
1/30/ - 2/20/2024	Director, Proposals and Award Management	244644

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN

ORSP ORGANIZATIONAL IMPLEMENTATION PLAN

Modernize, Elevate, & Enhance

2023		2024											
Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec

Organizational Alignment

★ **Pre-Award Team**

★ **Award Mgmt. Team, Contracts Team & Coordinators**

Communication Planning

Project Communications

★ **Launch Project Website**

Business Process Planning

Future State Business Process Design Proposals
Design Processes, Update and Finalize P & P's

Future State Business Process Design Award Management & Contracts
Design Processes, Update and Finalize P & P's

Change Management
Stakeholder Readiness, Document Change Impacts

★ **Go Live Proposals**

Go Live Award Mgmt. ★

Post Go-Live Support

Develop Training

Deliver Training

Post Go-Live Support

★ **Go Live Contracts**

Develop Training

Deliver Training

Post Go-Live Support

Research Technology Changes
eRPM Updates

Research Technology Changes
Contract System Selection

Research Technology Changes
Implement Contract Workflow System

PHASE ONE   **PHASE TWO**   **PHASE THREE**   **PHASE FOUR**   **PHASE TWO-FOUR**

AVP

Executive Assistant

RAAC Project Management → RAAC Communications & Training

Training Manager — Project Manager Sr. — Communications Manager

Director, Business Operations & Administration → Manager, Business Intelligence & Analytics → Business Intelligence & Analytics Team (1 FTE)

Policy & Planning

Asst. Director, Bus. Administration → Admin Support Team (2 FTE)

Business Operations Support Team (3 FTE)

Sr. Admin. Support → Assoc. Director, eRA → eRA Systems Manager

Assistant Director, Sponsored Project Coordination

Sponsored Project Coordinators (7 FTE)

Executive Director, Sponsored Projects → Director, Contracts

Manager, Contracts (1 FTE)

Assoc. Director SP Contracts → Contract Officers (4 FTE)

Asst. Director, Unfunded Agreements → Unfunded Agreements Officers (4 FTE)

Asst. Director, Clinical Trials → Clinical Trials Officers (3-4 FTE)

Assoc. Director, Award Management → Manager, Natural Sciences (Blue) → SP Officers (8.5 FTE)

Manager, Health Sciences (Maize) → SP Officers (9 FTE)

Director, Proposal & Award Management

AWARDS

Assoc. Director, Pre-Award → Manager, Natural Sciences (Blue) → SP Officers (6 FTE)

Manager, Health Sciences (Maize) → SP Officers (6 FTE)

KEY

	Existing Roles
	Phase 0 - Complete
	Phase I
	Phase II
	Phase III
	Phase IV
	Integrated Phase II-IV

Defining Organizational Model Success

Goal

Create a more effective organization that is scalable, differentiates roles to develop domain expertise, establishes practices that support more timely outcomes while maintaining compliance, and meets service level agreements

Elements of a Well-Defined Model

Roles	Growth & Retention	Customer Service	Training	Efficiency	Oversight & Monitoring
✓ Well-defined roles and responsibilities that limit handoffs ✓ Defined accountability supported by performance measurements	✓ Clear path for career growth; natural progression of responsibilities ✓ Ensure market appropriate, equitable pay for staff within ORSP ✓ Improved culture and job satisfaction ✓ Scalable organizational design as we grow	✓ On average, service level expectations are met ✓ PIs are satisfied with the level of service ✓ Generalized knowledge and focused portfolios provide better opportunities for coverage	✓ Structured and formal training during on-boarding and throughout one's career ✓ Ability to onboard new staff quickly and effectively	✓ Streamlined processes and reduction of handoffs and touchpoints ✓ Effective delegation ✓ Eliminate unnecessary layers of management	✓ Balances process control ✓ Effective communication channels ✓ Clear paths of escalation ✓ Reduce unqualified delays ✓ Ability to measure our performance to make proactive adjustments

THANK YOU & QUESTIONS

CONTACT

DIRECT EMAIL: shandraw@umich.edu

WEBSITE: https://orsp.umich.edu

ORSP INFO: orsp-info@umich.edu

RESEARCH AND SPONSORED PROJECTS
UNIVERSITY OF MICHIGAN