



**Bylaws**

**of**

**The Research Administration Advisory Council**

**University of Michigan**

**Adopted June 10, 2014**



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# University of Michigan

## Research Administration Advisory Council (RAAC)

### Bylaws and Responsibilities

#### I. Scope and Purpose

The Research Administration Advisory Council (RAAC) of the University of Michigan is a broadly representative forum which exists to support the activities of research administration. Following a memo from Vice President for Research, Stephen Forrest, dated March 7, 2012 (Appendix A); these bylaws now formalize the structure of the Council.

The functions of the Council include the following:

- Initiate areas of improvement for the functioning of research administration at the University of Michigan
- Serve as a “sounding board” for Schools, Units, Colleges, Institutes and Central Offices on proposed actions and programs that will affect research administration.
- Facilitate effective communication for the research administration community.
- When asked, weigh in on policy decisions.

#### II. Composition

The RAAC is comprised of seven (7) groups:

1. RAAC Executive Committee
2. The RAAC
3. RAAC Faculty Advisory Council
4. RAAC Communications Subcommittee
5. RAAC Metrics Subcommittee
6. RAAC Process Subcommittee
7. RAAC Training Subcommittee



## 1. RAAC Executive Committee

### a. Purpose

At the highest level, the RAAC Executive Committee will be responsible for establishing the framework and setting the tone for the overall RAAC.

The RAAC EC will suggest initiatives for consideration to, and receive and review recommendations from, each of the four (4) RAAC subcommittees. It will advise the subcommittees and approve/refine their recommendations. The RAAC EC is also empowered to create and/or dissolve new subcommittees as needed

When requested, the RAAC Executive Committee will receive and review recommendations from central offices such as the Office of Research and Sponsored Projects (ORSP) and Sponsored Programs, as well as the Research Administration Schools Committee (RASC) or others.

The RAAC EC may recommend that anything brought for its consideration be reviewed by the entire RAAC, the Research Associate Deans (RAD) or another entity for additional feedback and approval (if and when appropriate).

### b. Membership

The Associate Vice President for Research, Sponsored Projects and the Director of Sponsored Programs will serve as co-chairs of the RAAC EC. The RAAC Executive Committee is made up of the co-chairs and senior research administrators and professionals from various schools/colleges/units around campus and the central offices. The RAAC Executive Committee shall generally include representation from the following:

- College of Engineering
- Information and Technology Services
- College of Literature, Science and the Arts
- Medical School
- U-M Office of Research
- Office of Research and Sponsored Projects
- Small Schools and Colleges
- Institute for Social Research
- Sponsored Programs

Additionally, the RAAC Project Manager, and RAAC Subcommittee Chairpersons will serve as ex-officio, non-voting members of the RAAC EC.



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RAAC EC members are automatically considered members of RAAC (Executive Committee membership does not constitute one of the two general memberships for any given unit on the RAAC).

Upon the adoption of these bylaws, the current membership is outlined in (Appendix B).

**c. Appointment**

RAAC EC members will be appointed by the Associate Vice President for Research, Sponsored Projects, and Director of Sponsored Programs in consultation with the leadership of their respective schools/colleges/units/institutes. To identify representation for the central research units, the Associate Vice President for Research and Director of Sponsored Programs will do a broader consultation with peers from those communities to identify appropriate individuals. In the case of the Small Schools and Colleges representative, the Small Schools and Colleges Research Administrators Group (SSCRAG) will also be consulted.

**d. Term Limits**

Representatives to the RAAC EC will be appointed for three (3) year terms with a mandatory review at the end of each three (3) year term. There will be no limit to the number of terms a member may serve. A year is defined as a fiscal year, July 1 – June 30. Current members shall be separated into three groups of substantially equal number so that the terms of one third of the members shall expire each year.

**e. Vacancies**

Anytime there is a vacancy, the Associate Vice President for Research, Sponsored Projects and Director of Sponsored Programs will work with the appropriate unit and/or leadership to identify an individual to fill that vacancy.

**f. Voting**

In general, the goal of the RAAC EC will be to reach a broad consensus on issues brought before it. In the event a consensus cannot be reached, but a decision is required, the Executive Committee will conduct a vote. A quorum for the RAAC EC is defined as at least 3/4 of the voting members being present at a meeting. As required, recommendations coming from the RAAC subcommittees or U-M central offices will be presented to RAAC EC for approval and will require a 2/3 affirmative vote of members present. (Please refer to Appendix B for a list of RAAC EC membership).



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**g. Duties**

In addition to attending the RAAC EC meetings, it is expected that all EC members will be active participants in Council activities, requests, and tasks as needed, and as their schedules allows. The RAAC EC will set the meeting agendas for the RAAC meetings. The meeting schedule will be created in conjunction with the RAAC.

**h. Meetings**

The RAAC EC will meet on a regular basis throughout the year and establish a meeting schedule appropriate to its workload.

**2. Research Administration Advisory Council (RAAC)**

**a. Purpose**

The purpose of the RAAC is to serve as a forum for full discussion and formation of opinion from a campus-wide perspective concerning topics affecting the research community. The RAAC serves as a communication forum, an advisory forum, and occasionally, a decision making forum at the discretion of the RAAC Executive Committee.

**b. Membership/Appointments**

The Associate Vice President for Research, Sponsored Projects and the Director of Sponsored Programs serve as Co-Chairs.

Per (Appendix C), each identified school/college/unit/institute may appoint no more than two (2) members to RAAC to represent their unit. These appointments should be approved by that unit's Research Associate Dean (RAD) or equivalent, in consultation with the Associate Vice President for Research, Sponsored Projects and the Director of Sponsored Programs. Additionally, the following positions will be members of RAAC: ORSP/Sponsored Programs RAAC Project Manager, ORSP/ Sponsored Programs Training Manager, ORSP/ Sponsored Programs Communications Manager, ORSP Strategic Improvement Manager, Sponsored Programs Customer Service Lead, Sponsored Programs Reporting Lead and the Sponsored Programs Contract Administration Lead.

See (Appendix D) for the names of the current RAAC members as of the adoption of these bylaws.

**c. Term Limit**

Representatives to the RAAC will be appointed for three (3) year terms with a mandatory review at the end of each three (3) year term. There will be no limit to the number of terms a member may serve. A year is defined a fiscal year, July 1 – June 30.



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**d. Vacancies**

Anytime there is a vacancy, the Associate Vice President for Research, Sponsored Projects and Director of Sponsored Programs will work with the appropriate unit and/or leadership to identify an individual to fill that vacancy.

**e. Duties**

RAAC members should attend and participate in the RAAC meetings, serve as a conduit of information back to their school/college/unit/institute, represent their unit's opinions broadly, and provide information and respond to surveys as requested by the RAAC and/or its subcommittees.

**f. Meetings**

The RAAC EC in consultation with the RAAC will determine the meeting schedules.

**3. RAAC Faculty Advisory Council**

**a. Purpose**

The purpose of the Faculty Advisory Council is to include a faculty voice on issues affecting research administration and to support ongoing efforts to reduce the faculty burden in the research administration arena.

**b. Membership and Appointment**

Membership – The Vice President for Research in consultation with the Research Policies Committee, the Research Associate Deans (RADS), the Associate Vice President for Research, Sponsored Projects, and the Director of Sponsored Programs, shall appointment six to eight (6-9) faculty members with broad representation across schools/colleges/units. Special consideration should be given to faculty members with a high volume of support from external sponsors.

**c. Term Limits**

Representatives to the RAAC Faculty Advisory Council will be appointed for two (2) year terms. At the discretion of the Vice President for Research, members may serve up to two (2) consecutive terms. A year is defined as a fiscal year, July 1 – June 30.

**d. Vacancies**

Anytime there is a vacancy, the Vice President for Research, will work with the appropriate leadership to identify an individual to serve out the remainder of that term.



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**e. Duties**

The Faculty Advisory Council will serve as a body to provide advice and counsel to the Research Administration Advisory Council on matters pertaining to externally funded faculty research.

**f. Meetings**

The Faculty Advisory Council will meet periodically with the RAAC Executive Committee for updates and consultation. At a minimum, the Faculty Advisory Council will meet with the RAAC Executive Committee two times per year at a special meeting to be scheduled in addition to the regular RAAC Executive Committee meetings. From those discussions, additional touch points and meetings may be identified for faculty participation.

**4. RAAC Subcommittees**

Each of the four RAAC Subcommittees will have their own purpose, but share the following attributes as outlined below.

**a. Membership and Appointment**

Each subcommittee will have a chair appointed by the Associate Vice President for Research, Sponsored Projects and Director of Sponsored Programs, in consultation with relevant campus leadership.

Subcommittee members will be appointed by the Subcommittee chair in consultation with the supervisor and leadership of the school/college/unit where a perspective member resides (that unit's RAAC members, RAD, etc.). Additionally, subcommittee chairs may wish to consult with the Associate Vice President for Research, Sponsored Projects and Director of Sponsored Programs.

**b. Term Limit**

The term for a subcommittee chair will be for two years and can be renewed at the discretion of the Associate Vice President for Research and Director of Sponsored Programs.

The term for subcommittee members will be a one year commitment and can be renewed at the discretion of the subcommittee chair.

**c. Vacancies**

Anytime there is a vacancy, the subcommittee chair will work with the appropriate unit and/or leadership related to that individual's position, to identify an individual to serve out the remainder of that term.





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#### **d. Duties**

RAAC subcommittees are empowered to undertake analysis, gather data, perform benchmarking against other institutions, and develop recommendations for business process changes, policy changes, systems enhancements, and other recommendations designed to improve the efficiency and effectiveness of research administration. RAAC subcommittees are also empowered to appoint a task force(s) to assist with the development of their recommendations.

Subcommittees should use the RAAC Recommendation Form to outline the formal approval process, communications plan, training plan, budget, etc. (See Appendix E). For simpler changes or enhancements or recommendations that may not require this process, the Subcommittee Chair, in consultation with Associate Vice President of Research, Sponsored Projects and Director of Sponsored Programs can confirm that they may move forward without formal approval or following an alternative path of consultation.

#### **e. Meetings**

Subcommittee chairs will determine meeting frequency, and, together with the membership, determine the types of meetings and locations where they will be held.

#### **f. Current RAAC Subcommittees**

##### **(1) RAAC Communications Subcommittee**

The RAAC Communications Subcommittee seeks to identify and assess the communication methods currently used at U-M for research administration. Once identified, the subcommittee will work to develop improved systems that support robust, consistent and effective communications within the research administration community. The RAAC Communications Subcommittee will provide advice and counsel to the ORSP/ Sponsored Programs Communications Manager. Additionally, the RAAC Communications Subcommittee will facilitate and foster communications to and among research administrators by conducting the quarterly Research Administrators Network (RAN) meetings.

##### **(2) RAAC Metrics Subcommittee**

The RAAC Metrics Subcommittee seeks to develop effective and efficient metrics that will provide measurable data for strategic and tactical decision making. Strategic metrics are those that would be used for strategic planning and management decisions, Unit, College, VP or University. Tactical metrics are those to guide/plan/improve day-to-day operations.



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**(3) RAAC Process Subcommittee**

The RAAC Process Subcommittee seeks to identify and promote changes to research administration processes to benefit the Research Administration community, including pre and post-award and related compliance. The subcommittee will also serve as a resource to central offices on initiatives that need limited input or intermediate feedback.

**(4) RAAC Training Subcommittee**

The RAAC Training Subcommittee will inventory and assess current training programs available within and beyond the University of Michigan research administration community, including those available from central and academic units, professional organizations, and other universities. The subcommittee will conduct needs analyses to identify training gaps in research administrative areas, and suggest training to be developed using a variety of training delivery modes. The RAAC Training Subcommittee will provide advice and counsel to the ORSP/ Sponsored Programs Training Manager. Additionally, the subcommittee will recommend suggested training and professional development approaches for various career paths in research administrative areas.

### **III. Leadership**

The Associate Vice President for Research, Sponsored Projects and the Director of Sponsored Programs will serve as co-chairs of the Research Administration Advisory Council. The co-chairs will preside over all regular and special meetings of the RAAC EC and RAAC and shall be responsible for the general direction of the affairs of the RAAC.

### **IV. Amendments**

These bylaws are adopted on June 10, 2014.

These bylaws may be amended by consensus of the RAAC Executive Committee members at any meeting if the proposed changes have been distributed in writing to the members of the RAAC Executive Committee at least one month in advance of that meeting and the RAAC EC approves the changes. The ORSP/Sponsored Programs RAAC Project Manager shall be the official keeper of the bylaws.



## APPENDIX A

### RAAC Initiation Letter from Stephen Forrest

STEPHEN R. FORREST  
VICE PRESIDENT FOR RESEARCH



4080 FLEMING ADMINISTRATION BUILDING  
503 THOMPSON STREET  
ANN ARBOR, MICHIGAN 48109-1340  
734 764-1185 FAX: 734 763-0085  
stevefor@umich.edu

#### MEMORANDUM

**TO:** Senior Research Administration Community  
**FROM:** Stephen R. Forrest   
**DATE:** March 7, 2012  
**SUBJECT:** New Format for the Research Administration Advisory Council (RAAC), formerly the RAD meeting

To better address the needs of the University research community, I am undertaking a reorganization of OVPR so that its structure and resources are better aligned with its primary missions: catalyzing interdisciplinary and innovative research and providing core services that enable research at the University of Michigan. In separate communications, I have addressed changes under way in the Office of Research and Sponsored Projects (ORSP, formerly DRDA) and new approaches to industry relationships.

As part of our reorganization, I have authorized a revitalized monthly meeting for senior research administrators and research support professionals who have generally attended the current Research Associate Dean (RAD) meetings to address key issues that underlie our continuing success as a research institution. The group would also incorporate the functions of the current eGovernance Team and Sponsored Program Advisory Team (SPA). Each academic unit will appoint two "official" representatives to the Council, but other staff will be invited depending on the agenda and the work tasks required.

With oversight by Marvin Parnes, the RAAC will meet monthly to seek feedback and provide guidance on research administration business processes, eResearch, and other service and policy issues. Since this is a large group that may often have to work on detailed aspects of research administration, it would include an Executive Committee, and, as necessary, time limited task-focused subcommittees.

Separately, I will convene a regular meeting of the research associate deans themselves to develop closer ties among them and with OVPR as we work together to develop new strategic initiatives. OVPR will ensure that RAAC is kept apprised of significant developments arising from these meetings. A key goal of this approach is to promote greater awareness and shared ownership of both strategic research initiatives and administrative infrastructure. We will be in touch shortly about the first RAAC meeting.

SRF/tme



## APPENDIX B

### Research Administration Advisory Council (RAAC) Executive Committee Membership

Members:

- Debbie Talley, Director, Sponsored Programs (Co-Chair)
- Daryl Weinert, Associate Vice President, Office of Research and Sponsored Projects (Co-Chair)
- Carole Bach, Director of Research Administration, Institute for Social Research  
[First term ends June 30, 2017]
- Linda Forsyth, Research Administration Specialist, College of Engineering  
[First term ends June 30, 2015]
- Cathy Handyside, Product Manager, ITS Application and Information Services  
[First term ends June 30, 2016]
- Becky O'Brien, Director of Research Administration, School of Information (Small Schools and Colleges Research Administrators Group - SSCRAG representative)  
[First term ends June 30, 2015]
- Heather Offhaus, Director Grants Review and Analysis, Medical School, (Chair, RAAC Process Subcommittee)  
[First term ends June 30, 2017]
- Craig Reynolds, Associate Director, Office of Research and Sponsored Projects  
[First term ends June 30, 2015]
- Cathy Seay-Ostrowski, Institute Administrative Manager, UMRTI, U-M Office of Research Units (Chair, RAAC Training Subcommittee)  
[First term ends, June 30, 2016]
- Bryan VanSickle, Financial Manager, Sponsored Programs  
[First term ends, June 30, 2017]
- Peggy Westrick, Research Process Senior Manager, College of Literature Science and the Arts  
[First term ends June 30, 2016]



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Ex-officio Members:

- Dan Stanish, Data and Reporting Manager, Office of Research and Sponsored Projects (Chair, RAAC Metrics Subcommittee)
- Yvonne Sturt, RAAC Project Manager, Office of Research and Sponsored Projects and Sponsored Programs
- Patricia Turnbull, Research Process Coordinator, Dearborn Research and Sponsored Programs, (Chair, RAAC Communications Subcommittee)



## APPENDIX C

### Research Administration Advisory Council (RAAC) Composition

Schools/Colleges/Units/Institutes, Central and Other Offices	
Taubman College of Architecture and Urban Planning  School of Art & Design  Ross School of Business  School of Dentistry  School of Education  College of Engineering  School of Information  School of Kinesiology  School of Law  College of Literature, Science, and the Arts  School of Medicine  School of Music, Theatre & Dance  School of Natural Resources & Environment  School of Nursing  School of Pharmacy  School of Public Health	Ford School of Public Policy  School of Social Work  Life Sciences Institute  Institute for Social Research  U-M Dearborn  U-M Flint  Business Engagement Center  Office of University Development - Foundation Relations  ITS Application and Information Services  Sponsored Programs  Office of Research and Sponsored Projects  UMOR Research Units  U-M Office of Research  Office of Technology Transfer



## APPENDIX D

### RAAC Membership as of the date of adoption of these bylaws

Schools/Colleges/Units/Institutes, Central and Other Offices	
Taubman College of Architecture and Urban Planning <b>Sandra Patton</b> <b>Barbara Tietjen</b>	Ford School of Public Policy <b>Marcy Brighton</b> <b>Julie Haynes</b>
School of Art & Design <b>Mahendra Kumar</b>	School of Social Work <b>Scott Stanfill</b>
Ross School of Business <b>Teresa Herrick</b>	Life Sciences Institute <b>Anna Schork</b> <b>Susan Vandersluis</b>
School of Dentistry <b>Elizabeth Brant</b> <b>Patricia Schultz</b>	Institute for Social Research <b>Carole Bach</b> <b>Diane Winter</b>
School of Education <b>Katherine Metcalf</b>	U-M Dearborn <b>John Christiano</b> <b>Pat Turnbull</b>
College of Engineering <b>Linda Forsyth</b> <b>Mindy LaRocca</b>	U-M Flint <b>Amalie Helms</b> <b>Terry VanAllen</b>
School of Information <b>Becky O'Brien</b> <b>Jocelyn Webber</b>	Business Engagement Center <b>Stella Wixom</b>
School of Kinesiology <b>Nancy Stock</b> <b>Elizabeth Tropiano</b>	Office of University Development Foundation Relations <b>Maureen Martin</b>
School of Law	ITS Application and Information Services <b>Cathy Handyside</b> <b>Mary Locey</b> <b>David Mulder</b>
College of Literature, Science, and the Arts <b>Steven Beach</b> <b>Peggy Westrick</b>	Sponsored Programs <b>Kristie Beckon</b> <b>Peter Gerard</b> <b>*Yvonne Sturt</b> <b>Debbie Talley</b> <b>Bryan VanSickle</b>
School of Medicine <b>Teri Grieb</b> <b>Heather Offhaus</b>	
School of Music, Theatre & Dance <b>Ronald Torrell</b>	



**APPENDIX D, continued**  
**RAAC Membership as of the date of adoption of these bylaws**

Schools/Colleges/Units/Institutes, Central and Other Offices	
School of Natural Resources & Environment <b>Jeff Keeler</b> <b>Heather Hazzard</b>	Office of Research and Sponsored Projects <b>*Constance Colthorp</b> <b>*Amanda Coulter</b> <b>Craig Reynolds</b> <b>Christine Urwin</b> <b>Daryl Weinert</b>
School of Nursing <b>Lori Stautz</b> <b>Carleen Champagne</b>	UMOR Research Units <b>Cathy Seay-Ostrowski</b>
College of Pharmacy <b>Susan Johnson</b>	U-M Office of Research <b>Lois Brako</b> <b>Lori Deromedi</b> <b>David Lampe</b>
School of Public Health <b>Yvonne Barber</b> <b>Dean Girbach</b>	Office of Technology Transfer <b>Robin Rasor</b>
	*denotes a dual appointment between ORSP and Sponsored Programs





## APPENDIX E

### RAAC Recommendation Form



Research Administration Advisory Council

#### Research Administration Advisory Council (RAAC) Recommendation Form

#### Description

Use this form for recommendations that come from a Research Administration Advisory Council (RAAC) subcommittee (Communications, Process, Metrics or Training). RAAC subcommittee Chair and Project Manager, please complete all the fields in the corresponding white boxes unless otherwise indicated, and then submit an electronic copy of this form to the RAAC Project Manager for inclusion in the RAAC Executive Committee meeting agenda for review.

#### SAMPLE DATA

#### Recommendation/Project Details

<b>Recommendation/Project Name</b> <i>Should be descriptive of problem or solution</i>	<b>Form Submission Date</b> <i>Today's date</i>
Electronic Form 7471	June 9, 2014
<b>Scope Description</b> <i>Provide a brief scope of the project</i>	<b>What are you asking of RAAC EC?</b> <i>Review and feedback of recommendation? Approval to move forward?</i>
Conversion of paper Form 7471 (budget (re)allocation form) to electronic Form 7471	
<b>Start Date of Project Work</b> <i>Format should be fiscal year and quarter (example: FY13, Q2)</i>	<b>Desired Go Live Date</b> <i>Format should be fiscal year and quarter (example: FY13, Q2)</i>
FY14 Q4	FY15 Q1
<b>Proposal Contact</b> <i>List name and contact information of a person that will be available to respond to any questions regarding this proposal.</i>	<b>Proposed by</b> <i>List name(s) of RAAC Subcommittee or Central Office who propose this effort.</i>
Heather Offhaus, Director, Grants Review & Analysis, Medical School <a href="mailto:hmills@med.umich.edu">hmills@med.umich.edu</a> 734.763.4272	RAAC Process Subcommittee



**Stakeholders**

<p><b>Proposed Champion(s)</b> <i>List name of person(s) who would champion the effort.</i></p>	<p>Yvonne Barber, RAAC Process Subcommittee</p>
<p><b>Current Business Process Holder</b></p>	<p>Sponsored Programs</p>
<p><b>Other Stakeholder Communities</b> <i>What units or communities will be the primary beneficiaries?</i></p>	<ul style="list-style-type: none"> <li>• Schools/Colleges/Institutes</li> <li>• Principal Investigators</li> <li>• Research Administrators</li> <li>• Sponsored Programs</li> </ul>
<p><b>Other Teams Involved</b> <i>Indicate the unit(s) being recommended to support or run the resulting services, if any. (examples: Treasurer's Office, ITS, outsourced, etc.) Include contact name if known</i></p>	<p>(Fin) ITS – Joe Research</p>

**Project Definition**

<p><b>Problem Statement</b> <i>What problem is this project intended to resolve? Limit response to 150 words or less.</i> <i>If necessary, you may attach an additional document to the end of this form.</i> <i>If additional documentation attached, check box <input type="checkbox"/></i></p>	<p>The current budget (re)allocation business process is slow, requires multiple hand-offs, signatures, and manual data entry at multiple points.</p> <p>The current, paper copy, "Project Budget Allocation – Form 7471" is used by schools/colleges/units to:</p> <ul style="list-style-type: none"> <li>• Allocate or reallocate budget amounts for sponsored projects.</li> <li>• Establish sub project grants for sponsored projects</li> </ul>
<p><b>Proposed High-Level Solution</b> <i>A description of the project, objectives, and desired results. Limit response to 150 words or less.</i></p>	<p>Based on feedback from the research administration community, there is a desire to have an improved 7471 process. The RAAC Process subcommittee has added this project to its deliverables list. The RAAC Process subcommittee recommends updating the current paper Form 7471 business process to an electronic Form 7471 process.</p>



**Costs & Funding**

<p><b>Upfront Costs</b></p> <p><i>Provide a ballpark estimate of the total costs for this project. These are intended to be initial high-level estimates and it is expected they will be revised during the planning phase.</i></p>	<table border="1"> <tr> <td>Infrastructure Costs</td> <td>\$500,000,000</td> </tr> <tr> <td>Staffing Costs</td> <td>\$389,000,000</td> </tr> <tr> <td>External Consulting</td> <td>\$325,000,000</td> </tr> <tr> <td>Contingency</td> <td>\$60,000,000</td> </tr> <tr> <td colspan="2"><b>Total One-time Request \$1,274,000,000</b></td> </tr> </table>	Infrastructure Costs	\$500,000,000	Staffing Costs	\$389,000,000	External Consulting	\$325,000,000	Contingency	\$60,000,000	<b>Total One-time Request \$1,274,000,000</b>	
Infrastructure Costs	\$500,000,000										
Staffing Costs	\$389,000,000										
External Consulting	\$325,000,000										
Contingency	\$60,000,000										
<b>Total One-time Request \$1,274,000,000</b>											
<p><b>Incremental Ongoing Costs</b></p> <p><i>Provide an estimate of the total incremental ongoing costs for this project. These are intended to be initial high-level estimates and it is expected they will be revised during the planning phase.</i></p>	<table border="1"> <tr> <td>Infrastructure Costs</td> <td>\$10</td> </tr> <tr> <td>Staffing Costs</td> <td>\$10</td> </tr> <tr> <td colspan="2"><b>Total Ongoing Request \$20</b></td> </tr> </table>	Infrastructure Costs	\$10	Staffing Costs	\$10	<b>Total Ongoing Request \$20</b>					
Infrastructure Costs	\$10										
Staffing Costs	\$10										
<b>Total Ongoing Request \$20</b>											
<p><b>Timing</b></p> <p><i>What is the desired timing for implementation of this service and why?</i></p>	<p>FY 15 Q1 - System Go-Live Phase 1, Budget Allocation</p> <p>FY 15 Q2 - System Go-Live Phase 2, Create New sub P/Gs</p> <p>FY 15 Q3 - System Go-Live Phase 3, Detail of Budget</p> <p>FY 15 Q4 - System Go-Live Phase 4, Future Commitments</p> <p>The timing for implementation will be largely driven by the availability of (Fin) ITS.</p>										
<p><b>Implementation Plan</b></p> <p><i>How will this change be implemented? Provide a high level overview of the plan.</i></p>											
<p><b>Communications Plan</b></p> <p><i>If applicable, how will this change be communicated to the stakeholder community?</i></p>											
<p><b>Training Plan</b></p> <p><i>If applicable, how will the research community receive training on the proposed changes?</i></p>											



<b>Other</b> <i>Please provide any other information you believe is pertinent for the evaluation of this proposal.</i>	
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**Approval Path**

<i>What is the suggested approval path for the project/recommendation? Also include approvals needed for system resources.</i>	<ul style="list-style-type: none"> <li>RAAC EC</li> <li>Presentation to RAAC for feedback</li> <li>Sponsored Programs</li> <li>(Fin) ITS</li> <li>Administrative Domain Advisory Committee (ADAC)</li> </ul>
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**Project Benefits**

In the following section, complete only the fields that are applicable to your project. Some projects will have benefits in multiple areas; however, all projects need at least one benefit listed. Wherever possible, please quantify actual benefits using estimates of money or time saved.

<b>Advances Mission</b> <i>How will this project enhance research at the university?</i>	
<b>Regulatory Compliance</b> <i>Does this project assure or improve compliance with Federal, State, or local laws and/or regulations imposed by government agencies?</i>	
<b>Cost Reduction</b> <i>Speak to the financial savings expected to be realized for the university. Wherever possible, quantify these savings by using real estimates</i>	<p>Decreased staff time/effort to process paper copies of Form 7471 will result in reduced personnel costs.</p> <p>The time it takes the proposed Form 7471 changes to hit the PBSR will be shortened and provide faster and more accurate P/G balances to project teams, allowing improved financial management of the sponsored project</p>
<b>Increased Revenue</b> <i>Speak to the revenue increase for the University as a result of this project.</i>	<p>N/A</p>



<p><b>Improved Productivity</b> <i>Please estimate the amount of time that implementation of the project will save per constituent group.</i></p>	<ul style="list-style-type: none"><li>• Research Administrators<ul style="list-style-type: none"><li>◦ X number 7471s processed each year multiplied by time saved using the new business process</li></ul></li><li>• Sponsored Programs<ul style="list-style-type: none"><li>◦ X number 7471s processed each year multiplied by data entry and processing times for each.</li></ul></li><li>•</li></ul>
<p><b>Financial Risk Management</b> <i>Describe how this project will reduce or avoid the likelihood of unexpected financial costs and/or non-compliance fees.</i></p>	

SAMPLE