

Research Administration Advisory Council (RAAC)

Tuesday, October 21, 2014, 3:00 – 4:30 pm

McCormick Conference Room

UMTRI Building, 2901 Baxter Road

Meeting Minutes

The Research Administration Advisory Council (RAAC) meeting was held on October 21, 2014, 3:00-4:30pm at University of Michigan Transportation Research Institute (UMTRI).

Daryl Weinert called the meeting to order at 3:06pm.

Introductions of Members and Guests

Thank you to Cathy Seay-Ostrowski and UMTRI for the tour, information sharing and hosting us today.

Robin Rasor commented that it has been a banner year in the Office of Tech Transfer. Tech Transfer is hosting “Celebrate Invention” at the Michigan League next Tuesday, October 28, from 3-6:00 pm. Please take flyers and post them at your offices. President Schlissel will be there and there will be six kiosks showcasing different inventions. Daryl commented that it’s a great event, always. Community is invited. This year, there will be a special award for a product approved by the FDA.

Presentation: RAAC Metrics Subcommittee (*Dan Stanish*)

See attached PowerPoint.

The RAAC Metrics Subcommittee’s charge is to use metrics to develop process efficiencies, improve efficiency, and determine quality of work.

Metrics—What are metrics? Metrics are measurable, but they also have to be tied to a goal. They have to be useful. They support the needs of the organization, determine performance, and can be measured. However, measurable does not equal metric necessarily, but a metric must be measurable. The goal has to lead the measurement. Reporting is used as a measuring portion of metrics; it is not the core of the metric.

Pilot Suite of Metrics & Tableau Tool—Tableau will be used for RAAC metrics. Tableau has a dashboard system, which allows for a lot of flexibility. It is very interactive with data. Tableau interacts with many different data systems and formats. Tableau gives a visual display of the report. It can be used to post reports to a server, which can publish it to the web. Reports can be created by school, by sponsor, submission lead-time, effective IDC, collaborations, sponsor submissions vs. award counts, etc. Everyone on campus should have access to Tableau.

Current projects include:

Pilot Suite—Consists of Accounts Receivable, Awarding Rates, Collaborations, Effective IDC, Submission Lead Time Report.

Partnership Level Agreements—similar to a service level agreement, but more of a two-way agreement. The subcommittee would like to expand the selection of metrics available eventually.

ORSP Satisfaction Survey—The ORSP Satisfaction Survey was implemented in November 2012. The surveys are sent to the PI and the Primary RA of an awarded proposal. ORSP has received 2,277 survey replies as of October 2014. They are sent post award. The Metrics Subcommittee is updating and clarifying the survey questions. They are looking at adding survey requests after submission and after UFA processing. The Subcommittee has vetted draft questions. Next Steps include consultation with survey experts, review, and implementation.

Key Performance Indicators—This is a list of areas of key performance that people were collecting in their units. The Subcommittee is examining these areas of interest as a source of potential expansion of reports across campus.

Looking forward—The Subcommittee will demonstrate the pilot reports to RAAC members. They are looking for new metric opportunities including benchmarking against other universities. They plan to incorporate new developments in data systems; continue to develop and evaluate.

Scott Stanfill asked if you plan to roll out Tableau to the rest of the units. Dan replied that they have given that charge to the RAAC EC. Scott asked if there was any plan to roll that out to RADs? Dan replied that there has been some discussion of that. Daryl noted that we want to make sure we have a good, vetted product first.

Cathy Seay-Ostrowski commented that from both a committee member view and unit worldview, there is always debate about how the metric is derived. It will incite debate, but will move towards convergence and standardization. Dan noted that common definitions are a very hard part of developing metrics.

Constance Colthorp inquired about how many PIs have responded to the Satisfaction Survey? Daryl replied that it is about a 1:2 ratio, PIs to PRAs. There is a 20% return rate, which is not bad, and has given us a wealth of information. The open-ended text field has been very useful. Daryl shared some history about the survey. Before we started this, there was no data on ORSP client responsiveness. We decided to start at the award, realizing that was not perfect. Now we are taking a look at the next generation of surveys to look more closely at parts of the process. The two years of data we have gathered has been very useful. Over the past two years, we have gone from 67% satisfaction in November 2012 to 96.4% last month.

Cathy Handyside asked if you are looking to expand the eResearch questions in survey 2.0? Dan replied that they hadn't been planning on it, but we could. Heather Offhaus commented that from a process survey perspective, we are getting a bit of a mixed message. Cathy H asked how are we using the information and can we use it in a way that is helpful? Pat Turnbull also asked how does ORSP use the survey data and have you made changes from it? Daryl replied that the ORSP managers get a report every day. They do look at those collectively. You can see consistent comments that help us direct changes. The survey is anonymous, and we are taking steps to be

even more so. Sometimes we identify situations that need addressing to prevent ongoing problems. For instance since eResearch is consistently rated lower, we are looking to do more user testing before we roll out new functionality and do more systematic user testing.

Steve Beach asked if ORSP has thought about having a spot on their website for a survey link. Dan replied that we've been thinking about adding a survey link to signature blocks. Constance commented that we've also been thinking about having a comments field on the ORSP website.

Robin Rasor noted that OTT is going to offer a Foresee (customer satisfaction company) survey. It will be very short. OTT is hoping to roll it out at the end of this year or the beginning of the new year. It will measure overall customer satisfaction.

Daryl mentioned his refrain that you can only improve what you measure. You don't know that something has improved otherwise. Stay tuned; by Jan 1, we will roll out the initial Tableau reports.

Update: Electronic Budget Reallocation Form (*Bryan VanSickle, Heather Offhaus*)

Brief update on budget reallocation. This project is in the home stretch. The Subcommittee team has been meeting regularly. They have given ITS the okay to go forward with a soft launch. This will take place on Nov. 10. Full deployment is intended for the new year. The full deployment will depend how it goes in Nov. and Dec. The Subcommittee has developed dialogue suggestions and a communication plan. ITS will notify when it's turned on, and will have help texts. User testing suggests people will love this. This will be presented at the November RAN meeting. Is this allocation or reallocation? Once a project is open, you can only reallocate. Hopeful it will be a relatively painless, much more transparent process.

Daryl gave kudos to the Process Subcommittee. This project was one of the wishes identified in our first survey of customers. It looks like it will be a win-win all around.

Update: RAAC Faculty Advisory Council (*Daryl Weinert, Debbie Talley*)

A Faculty Advisory Council (FAC) is being established. RADs and the Research Policies Committee's (faculty senate group that advises the Vice President for Research) feedback led us to start with a nine-person council. There will be three RADs representatives, three members of the Research Policies Committee, and three faculty-at-large. If you have ideas of people you think would be particularly good, with a large, externally funded portfolio, send them to Daryl. How often they will meet is yet to be decided. There will be some interaction with RAAC.

Deb Talley noted that they were very encouraged that we were interested in their feedback.

Update: ORSP (*Daryl Weinert*)

Daryl had a few personnel updates. ORSP promoted Tracy Larkin and Julie Olivero to Assistant Project Representatives. We also hired a third, new Assistant Project Rep, Amy Holihan, from the College of Engineering. We are now finalizing hiring someone to back fill the Administrative Specialist position that is currently open.

We are completing our restructure. We are now organized by Government and Private teams, and client assignment is being reorganized by schools, colleges and units to create accountability and foster relationships. We are working hard not to lose the sponsor expertise. We are cross training. This will allow us to better utilize our staff where the work demands. Craig Reynolds asked that everyone bear with us as we move through this transition. We are training one

another for cross function training. Will be able to provide good customer service and accommodate the peaks and valleys of the work coming into our office.

Steve Beach commented that there is some worry that there may be inconsistency with dealing with different PRs as schools are moving to one research administrator shared between departments. Craig replied that, if that's the case, to let him know so we can address with training to get everyone on the same page.

Steve asked if there is any documentation that we can see that will show us what is being looked at at ORSP. Daryl replied, not yet. We are developing standards to address consistency across the floor. Rolls and responsibilities have never been clear regarding who is responsible for doing what or checking on an award submission. We are working to bring clarity to that. That will drive the service level expectations.

Heather Offhaus noted that this dovetails with the ORSP plan to put together a skeleton of all of the parts of the process. We will then looking for volunteers to discuss the school, college and unit viewpoint, from those that submit all the time to those that only do it occasionally.

Heather brought up another question. She has heard a lot of concerns expressed about Signer of the Day at ORSP. It seems that the list we have of the signer is not who is actually signing, which can make things messy. Craig suggested that project teams may leave proposal signature lines blank, and ORSP staff will enter the relevant information after the document has been signed by the signer of the day. Craig will send a note to ORSP staff.

Update: Sponsored Programs (*Debbie Talley*)

Crystal Inyard is a new support staff person that started on Monday. Sponsored Programs also has another support staff person starting next week. They will be handling phone triaging and email triage. Sponsored Programs also has a new supervisor, Cory Livingston, who started in his new role last week. He will be supervising support staff and A21 staff. He used to be one of their accountants. Sponsored Programs does have a number of open positions for accountants that left to go to Shared Services. Come January, they will have quite a few new people starting.

Craig and Deb are going to COGR later this week, and hoping for news about UG. The expectation is that there will not be a lot of new news about UG. Craig mentioned the notice that went into the RAPid news. That's the only news that has come from the government, but that is enough to get started.

Update: ITS (*Cathy Handyside*)

eRPM will have an update on October 27. Most of the updates will be for central offices. UFA – the word “sponsor” will be changed to “external entity” throughout the form. Behind the scenes, the sponsors will still be assigned for reporting.

The update cadence will now be every two months. The next update will be on December 22.

COI and M-Inform—unit facing is the disclosure itself. In November, a new functionality will notify of a potential conflict. ITS is working to get all COI information in one place and is automating the work.

ITS is partnering with the RAAC Process group. They will be forming a focus group to look at the underlying structure. That's going well. Stay tuned for more information about that.

Closing and Future Meetings (*Daryl Weinert*)

Thank-you again to Cathy and UMTRI for hosting us, the tours were fabulous! The breadth and depth of the research going on around the institution is breath-taking.

The next RAAC meeting is at the School of Public Health, Nov 18, 2014.

Adjournment

Daryl Weinert adjourned the meeting at 4:20 pm.

Minutes submitted by Lisa Kiel.

RAAC Meeting Dates

- November 18, 2014, 3:00-4:30 pm (School of Public Health)
- *****Cancelled***** December, 2014
- *****Cancelled***** January, 2015
- February 17, 2015 3:00 – 4:30 pm (Ford School of Public Policy)

RAAC Executive Committee Meeting Dates (all meetings held in Conf Room 1025, Wolverine Tower)

- Tuesday, November 11, 2014, 3:30-5:00 pm
- Tuesday, December 17, 2014, 3:30-5:00 pm
- Tuesday, January, 13, 2015, 3:30 – 5:00 pm



Research Administration Advisory Council

Metrics Subcommittee Update

October 2014

RAAC Metrics Subcommittee Charge:

- Assist with identifying where process efficiencies can be accrued.
- Assist with managing workload
- Assist with defining the quality of work performed.



Members

Dan Stanish

Chris J. Allan

John Cristiano

Linda Forsyth

John Moje

Heather Offhaus

Mike Randolph

Patricia Schultz

Catherine Seay-Ostrowski

Bryant Sheppard

Yvonne Sturt

Sara Timm

ORSP

Institute for Social Research

Dearborn

College of Engineering

ITS-Business Intelligence

Medical School

ITS-eResearch

School of Dentistry

UMTRI

Medical School

ORSP and Sponsored Programs

Sponsored Programs



Outline:

- Metrics
- Pilot Suite of Metrics/Tableau Tool
- Partnership Level Agreements
- ORSP Satisfaction Survey Redesign
- Existing Key Performance Indicators
- Looking Forward



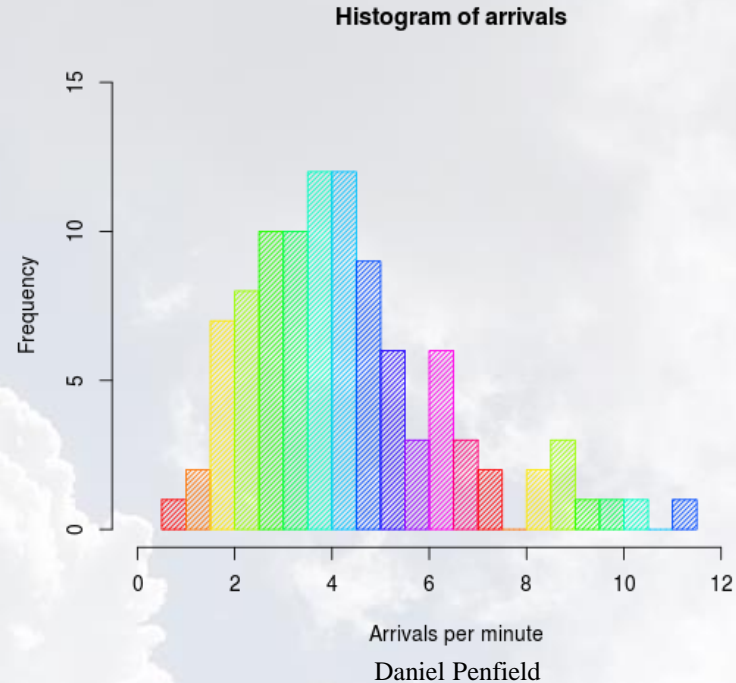
Metrics



Metrics?

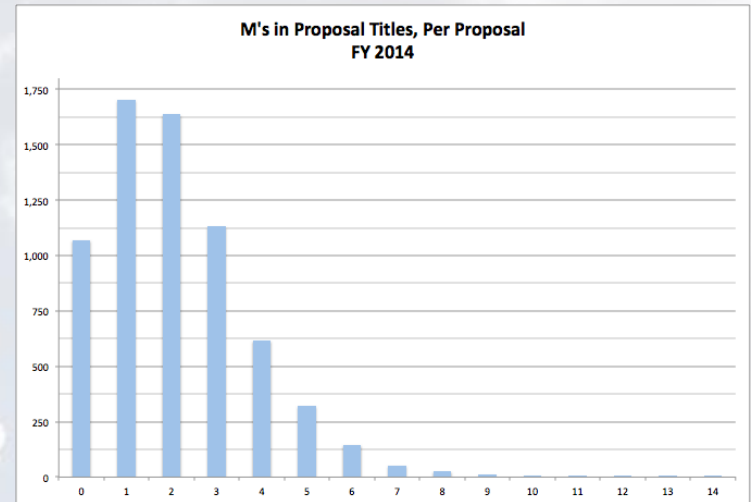
- Is it reporting?
- Graphs?
- Complex sums?
- Formulas?

What is Metrics?



Measurable vs. Metric

- Number of M's appearing in proposal titles submitted in FY2014. Is this a metric?
 - Measurable!
 - Exact!
 - Useful? Probably not.




Metrics:

- Supports the needs of the organization
- Determines performance
- Can be measured! But:
 - Measurable \neq metric necessarily, but a metric must be measurable.

Measurable:

- Possible to measure:
 - Not necessarily today
 - Not necessarily electronic
- Reporting is used as measuring portion of metrics



**Pilot Suite of Metrics
&
Tableau Tool**



Tableau Reporting Tool:

- Introduced Campus Wide 2014
- Reporting/Dashboarding System
- Interactive “Reports”
- Allows multiple views of same data with one report; no recoding required



Pilot Suite of Metrics:

- [Accounts Receivable](#)
- [Awarding Rates](#)
- [Collaborations](#)
- [Effective IDC](#)
- [Submission Lead Time Report](#)

Partnership Level Agreements (PLA)



Partnership Level Agreements:

- Performance agreements between units regarding research administration
- RAAC Metrics tasked to identify metrics for PLAs
- Ongoing concerns regarding unit and school approval of PLA
- RAAC Metrics to generate metrics only



ORSP Satisfaction Survey Redesign



Current ORSP Satisfaction Survey

- Started November 2012
- Post-award satisfaction survey request to principal investigator, primary research administrator of awarded proposal
- 2,277 total responses as of October 2014



Updating ORSP Satisfaction Survey:

- Updating and clarifying questions
- To add survey request after submissions, and after unfunded agreement processing
- Award survey request with updated questions
- Draft questions have been vetted by our subcommittee
- Next Steps: consultation by survey experts, review, implementation



Key Performance Indicator (KPI) Exercise

- Collected list of areas of key performance the members of RAAC Metrics were collecting in their units
- Examining these areas of interest as source of potential campus-wide metrics



Looking Forward



Looking Forward

- Demonstrating pilot reports to RAAC members
- Identify and examine metrics opportunities for comparing the University against other institutions
- Continue to develop and evaluate further metrics
- Incorporate new developments in data systems



Questions?

