Research Administration Advisory Council (RAAC)
Committee-at-Large

Tuesday, September 19, 2023, 3:00 – 4:30 pm
Zoom Meeting
MINUTES

Attendees:

Andrea Anderson – ORSP	**Jennifer Huntington** – ISR	**Susan Powell** – Engineering
Kris Beckon – Sponsored Programs	**Kirby Jewell** – Ford School	**Nick Prieur** – ISR
Cheri Brooks – ISR	**Karen Kirchner** – Nursing	**Jane Sierra** – Medical School
Constance Colthorp – ORSP	**Patrick Lagua** – Dentistry	**Angie Skellie** – OVPR
Cindy Dames – ORSP	**Mindy LaRocca** – SPH	**Danielle Smith** – LSI
Jackie Dani – U-M Dearborn	**Jonah Lee** – ACUO	**Maggie Swift** – Corp. Res. Alliances
Lori Deromedi – OVPR	**Cathy Liebowitz** – ISR	**Debbie Talley** – Sponsored Programs
Chris DeVries – RAAC	**Jennifer Linzmeier** – Dentistry	**Michelle Terrell** – SMTD
Kathy Devereux – OVPR	**Charlie Mattison** – ISR	**Anne Thomson** – LSA
Joanne DeVore – U-M Flint	**Becky O'Brien** – Information	**Pat Turnbull** – U-M Dearborn
Stephanie Hensel – Education	**Lauren Orleman** – Public Health	**Bryan VanSickle** – Sponsored Programs
Teresa Herrick – SEAS	**Carolyn Pappas** – ITS	

1. **Welcome** (*Debbie Talley*)

   Debbie welcomed everyone to the first meeting of the 2023-2024 school year.

2. **Presentation:** RAAC Metrics Subcommittee Update (*Jennifer Huntington*)   Attachment #1

   Membership Updates:
   Since March 2023, Rey Martell from ORSP has joined the group, succeeding Kellie Buss.

   Recent Work:
   Jennifer emceed the May 2023 RAN Meeting at the request of the RAAC Communications subcommittee based on feedback in the 2022 RAAC Priorities Survey. There were 288 attendees and we conducted a poll (203 responses) to see how we can enhance and expand the metrics tools. RAAC Metrics will keep working with other RAAC subcommittees as needed to create and disseminate those materials.

   Chris Allan is working with HR Data and Analytics on a BusinessObjects report of Department Budget Earnings by month. A draft report was recently added to BusinessObjects for feedback, and we will send it out to the broader community for more feedback.

   Upcoming Work:

   M-Reports Upgrade Project (ITS). We will help with whatever reporting tools are recommended. Keeping open until the project is completed.

Kathy asked for clarification on the difference between the BusinessObjects DBE report and the M-Reports Effort report. Jennifer answered that there is not as much detail given in M-Reports and that version provides more of a summary of Department Budget Earnings. With the BusinessObjects versions, it is possible to run reports by PI whereas that cannot be donein M-Reports.

3.   **M-Reports Project Update** (*Chris DeVries*)

Chris is working with ITS to focus on what the workgroup should be doing. ITS would like to send out a survey to RAs and Chris and Bryan are working with them to revise the form. Chris would like to leave open as long as possible to give people time to give feedback, especially with sponsor deadlines coming up. The survey is looking for clarifying information on how RAs use M-Reports.

Bryan added that he has asked ITS for information about who is pulling data from M-Reports so we can reach out to those folks as well. Chris mentioned that he urged ITS to think about the fact that RAs may be using M-Report for their own work as well as for answering questions from the faculty they support. Chris suggested that if there are faculty who want to complete the survey, they are welcome. He will send an update email to the workgroup tomorrow.

Patrick asked if there are other similar groups talking with ITS – such as Finance, HR, etc. – that work in M-Reports. Bryan mentioned that since this project impacts many functional areas, his guess is that those types of groups would be forming, but he has not heard anything yet.

There was a question about whether it would be appropriate to share the survey with others. Chris and Bryan agreed that would be fine as long as it is limited to those in research administration, so it does not cross over to other areas. You may send any questions to Chris DeVries.

4.   **ITS Update** (*Carolyn Pappas*)

There is an eRPM release going in on Monday, September 25. Changes include:
- <u>PAF</u>: On the PAF we are changing the style of document uploaders to "drag and drop" where you can drag a document from your computer directly to a PAF section. The only exception is the Proposal Documents section, where we cannot implement the functionality due to multiple uploaders on that page.

- <u>ACR</u>: Updated the language on the subway map that all PIs (and Investigators if listed) will have to approve.

- <u>Post a comment</u>: It is now possible to add the personnel coming on to the project to the list of comment recipients.

- <u>SUBK</u>: DOE has changed their COI policy. You will see this on SUBKs in eRPM. There is an updated workspace message; it has been changed from "PHS regulations apply" to a broader "Sponsor COI Requirement Apply" and SUBKs will follow a similar workflow as SUBKs that are on PHS projects.

5.   **Sponsored Programs Update** (*Debbie Talley*)

We were expecting to implement the NIH guidance related to SUBKs with foreign institutions. However, the guidance has changed and a RAPid will go out with the changes. The effective date was pushed to January 1, 2024 and includes all existing SUBKs.

Debbie reminded the group we are in the busy season and trying to get the reports into the Sponsors. It is important to get them in on time to get our funding. There are 2,300 reports due by the end of the year.

Three new staff are in their last week of training and will be assigned reports soon.

6.   **ORSP Update** (*Andrea Anderson*)

Staffing:

We have three open PR positions - two on the Private Team and 1 on the Government Team. We are also interviewing for the following positions: Project Manager; Training Manager (internal); one Support Staff member. Additionally, there are two new leadership positions – an Executive Director, Sponsored Projects, and Director, Operations & Administration – which are in the recruitment process.

We recently welcomed the following new staff members:
- Rob Krasa – Assistant PR, Government Team
- Ute Lowery – PR, Private Team
- Tiffany Smithers – Assistant PR, Private Team
- Kristy Watkins – Assistant PR, Private Team
- Jessica Spurgeon – Support Staff

Sponsor Updates:

NSF:
- A reminder about the upcoming October 2023 deadline for using SciENcv to submit Current & Pending / Other Support. There will be various training resources available and will be announced in the September RAP.
- Common Disclosure Forms have been released and will be detailed in the RAP, which is coming this week Thursday.

NIH:
- Data Management and Sharing (DMS) Plan Budgeting Update:
  - Released an announcement that NIH will no longer require DMS costs to be listed in a single line item on the proposal budget, effective October 5, 2023.
  - Instead, DMS costs must be requested in the appropriate cost category, e.g., personnel, equipment, supplies, and other expenses.
  - There is no change to the requirement for estimated DMS cost details to be specified within the Budget Justification for R&R Budgets (or in the Additional Narrative Justification for Modular Budgets).

- NIH Loan Repayment Program - Repays a portion of a researcher's qualified educational debt in return for a commitment to engage in NIH mission-relevant research.
  - Open now until November 16, 2023. Amanda Reel is the Institutional Business Official (IBO) handling the applications and should list her Commons ID (REELA1) on the application; note all caps are required when entering Amanda's ID.

Department of Energy (DoE):

The DoE will require a Promoting Inclusive and Equitable Research (PIER) Plan for FY 2024 solicitations. This has been added to the SBIR/STTR applications and some of the requirements include:

- PIER Plans are to be provided as an appendix to the Project Narrative and are one to three pages in length.
- The PIER Plan should describe the strategies and activities of the applicant to promote diversity, equity, inclusion, and accessibility as an integrated element of the research and development project within the proposing small business concern.

Additionally, DOE sponsored research offices will implement the revised Department-wide Data Management and Sharing Plan requirements no later than December 31, 2025.

Federal Ban on TikTok - See U-M OVPR new FAQs for answers.

Standard Practice Guide (SPG) – Research Data Stewardship Policy:

- There is a new SPG (303.06) which outlines research data stewardship expectations, focusing on issues of ownership, sharing and retention.
- This is related to NIH announcement and is how data is to be managed and takes effect January 1, 2024.

ORSP Realignment:

Attachment #2

Andrea noted that Shandra White presented this information to the RAAC Executive Committee last week but that she was unable to attend today's meeting. As a bit of background, ORSP started working with Huron Consulting on August 28, 2023 to look at the organizational structure to improve future growth. We realized a need to get feedback from campus units, and that is what Huron is doing. There will be an internal assessment by U-M Internal Audit, information from strategic research reviews (in process). Shandra has also conducted ORSP staff one-one-ones.

Huron Consulting is conducting individual and group interviews, and will meet with the Faculty Advisory Board, RAAC Executive Committee, and Sponsored Programs to determine how best to implement a realignment. Under ORSP's current workflow, a PR is responsible for handling all aspects of a proposal, contract, or agreement. This workflow makes it difficult to prioritize work, an increase in failed hand-offs, delays in communications with faculty and sponsors, and deadlines that make it difficult to juggle.

The workload volume for ORSP is unmanageable. We have previously added staff to try to alleviate the burden, but we are still not where we need to be to handle the current workload. Based on benchmarking to our peers, our current workflow is able to handle 3,600 proposals with 5,000 active awards. Currently, we handle 7,500 proposals and 9,000 active awards, and also review/negotiate 5,500 other agreements (clinical trials, DUAs, NDAs, etc.). Our volumes continue to increase and the staffing arrangement is insufficient to react to the increase.

The desired outcome is to redesign the workflow to streamline business functions to align with current and anticipated needs and growth. This will provide:

- the ability to prioritize similar work using same criteria;
- improved responsiveness and communication (internal and external);
- tools to better manage and monitor workloads and set expectations;
- reduction of unqualified internal delays
- focused training to develop proficiencies, refine expertise, and proactive work

management;
- creating an environment that supports employee development and retention.

The new plan is to separate work based upon proposals, awards, and contracts & agreements. Jennifer L. asked about whether there was benchmarking done at the unit level or just the central office level; Andrea responded that it was only at the central office level. Kathy D. asked if the new hires were replacing existing positions or new hires; Andrea answered that they are successors for existing positions. Jennifer L. asked if that means there will be more positions posted or will it be the current team, just realigned. Andrea noted that those details are still to be worked out but that likely it will be augmenting the current team.

Maggie asked if there is a timeline for implementing the changes that have been outlined. Andrea answered that it's hard to say exactly; Huron's engagement was supposed to be 12 weeks and they started in August, so we should be getting their report shortly after the engagement is complete. Kathy asked if there are plans to reach out to units asking for feedback and Andrea let the group know that she has already alerted RAAC Process that a lot of the business process questions will be presented to them for feedback. Patrick had a question about what a triage system might look like in terms of who is handling a proposal or agreement. Andrea is not sure yet and a lot of this will be worked out by RAAC Process. Kathy asked if there will still be government and non-government teams; Andrea responded that they are not sure yet and more will be forthcoming. Lori asked if there is consideration of involving the compliance offices and Andrea noted that to the extent those offices are impacted, they will be part of the discussion.

7. **Matters Arising** (*All, if needed*)
   For October RAN Chris mentioned we have a rotating slide giving kudos to people and to pass along people in your units you would like to include. Send to RAN-plans@umich.edu.

   Debbie reminded us that Monday, September 25, 2023 is Research Administrator's Day and kudos to all for all you do!

8. **Closing and Future Meetings** (*Debbie Talley*)

   The next meeting is October 17 with Anne Thomson giving an RAAC Process update.

RAAC Committee-At-Large Meeting Dates (*all meetings 3:00-4:30 p.m., unless otherwise noted*)
- Tuesday, October 17, 2023 (*Anne Thomson*, RAAC Process Subcommittee Update)
- Tuesday, November 21, 2023 (*Nick Prieur*, RAAC Training Subcommittee Update)
- *No December 2023 meeting*

Executive Committee Meetings (*all meetings 3:30-5:00 p.m., unless otherwise noted*)
- Tuesday, October 10, 2023
- Tuesday, November 14, 2023
- Tuesday, December 12, 2023

RAAC Metrics Subcommittee Update

RAAC Committee-at-Large
September 19, 2023

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Agenda

Today's agenda

- RAAC Metrics membership
- Recent Work
- Upcoming Work
- Questions/Discussion

RAAC Metrics membership

Members

- Chris Allan (ISR)
- Steve Beach (LSA)
- John Cristiano (Dearborn)
- Chris DeVries (RAAC)
- Laura Dickey (ORSP)
- Stephanie Hensel (School of Education)
- Jennifer Huntington, chair (ISR)
- Adam Mall (Sponsored Programs)

- **Reynaldo Martell** (ORSP)
- Melissa Milligan (LSA)
- Susan Powell (Engineering)
- Vasu Ramani (ITS)
- Mike Randolph (ITS)
- Rachael Ristau (Engineering)
- Susan Sica (Medical School)
- Polly Simms (ORSP)
- Beth Wenner (ORSP)

Recent Work

What we've been up to

- <u>May 2023 RAN Meeting</u>
  - Jennifer emceed the meeting and featured a few of the tools that RAs might find useful.
  - We had **288 attendees** and **203 poll responses**.
  - The subcommittee will analyze the poll results further and see how we can enhance and expand the tools that we have, including working with other RAAC subcommittees.

RAN Meeting Poll Results

Topic (n = 203)	Running BusinessObjects Reports	Editing BusinessObjects Reports	M-Reports - uses, tips, and tricks	Tableau - uses, tips, and tricks
Mode (n = 203)				
Virtual Networking Session	63	70	60	54
Navigate Training Course	65	79	64	62
Demonstration Videos	90	115	93	87
Step-by-step Document	93	115	95	101

Topic: Which of the following topics would you like more information about? (Select all that apply.)
Mode: What modes of learning would be helpful for you to learn more about these topics? (Select all that apply.)

Recent Work

What we've been up to

Business Objects Report

- ○ Working with HR Data and Analytics on a report of Department Budget Earnings by month.
- ○ A Draft Report was recently added to business objects for feedback.

Where we're going

Upcoming Work

- <u>M-Reports Upgrade Project (ITS)</u>
  - Many of the RAAC Metrics members are part of the RAAC workgroup that was established for this project.
  - We will work with the RAAC workgroup as needed to assist ITS in their work.

Q&A

Questions/Discussion

RAAC CAL

September 19, 2023
3:00 p.m.
Via Zoom

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AND SPONSORED PROJECTS
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AVPR Priorities

- Modernization and Streamlining of ORSP Operations
    - Human Assets
    - Business Processes
    - Organizational Structure
    - Technology
    - Capacity and Capability to manage future growth

- Tools and Methods
    - External Assessment by Huron Consulting Group
    - Internal Assessment by UM Internal Audit
    - Information from strategic research reviews currently in process
    - Staff one-on-ones
    - Stakeholder one-on-ones

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Huron Update

- The Huron Consulting Group work began August 28

- They are conducting individual and group interviews:
    - Current-state ORSP pre-award / post-award non-financial
    - Staffing and human resources
    - Administrative efficiencies/inefficiencies
    - Technology and Tools
- We will also leverage input from stakeholders and partners (e.g., RAAC EC and FAC, OGC, Sponsored Programs)

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Current Workflow Design & Impact

Each staff member in ORSP is responsible for managing actions for each business line concurrently and there are numerous hand-offs within ORSP to complete actions for a single transaction.

PROPOSALS

AWARDED PROJECTS

AGREEMENTS CONTRACTS

Impact: Inability to effectively prioritize work (proposals over contracts everyday); failed hand-offs; delayed responsiveness and communication; delays experienced by faculty and sponsors, employee burnout.

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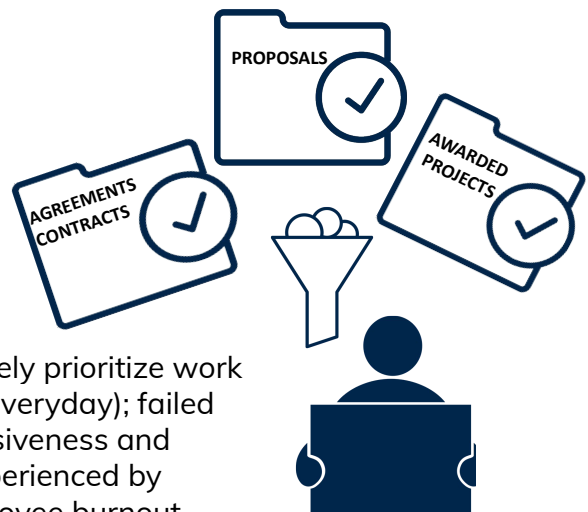
Gap in Resources and Workflow Design vs. Volume

Current workflow design and resources can effectively support:

3,600 Proposals / $3.5B

Submitted proposals for research and sponsored projects:

7,500 Proposals / $6B

Current workflow design and resources can effectively support:

5,000+ Active Awards / $1B

Number of awards and sponsored research activity managed:

9,000+ Active Awards / $1.8B

U-M ORSP reviews and negotiates:

5,500 Agreements, Clinical Trials, DUAs, NDAs

Increased volume in count and dollar amounts of proposals.

Volume ↑

Expanded diversity and increased complexity of contracts (vs. federal funders with unilateral awards that required little or no negotiation).

Diversity and Complexity ↑

Intended and Desired Outcomes

A redesigned workflow will streamline business functions to align with current and anticipated needs and growth. This will provide:

- the ability to prioritize similar work using same criteria;
- improved responsiveness and communication (internally and externally);
- tools to better manage and monitor workloads and set expectations
- reduction of unqualified internal delays;
- focused training to develop proficiencies, refine expertise, proactive work management
- Creating an environment that supports employee development and retention.

Reimagine

PROPOSALS

AWARDS

CONTRACTS & AGREEMENTS

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Questions?