Research Administration Business Processes and Technology Restructuring

A streamlined, sustainable and cost-effective administrative and technology model for the UCF research enterprise

Presented to the University Budget Committee, April 20, 2016

Executive Sponsors:
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Project Sponsors & Steering:
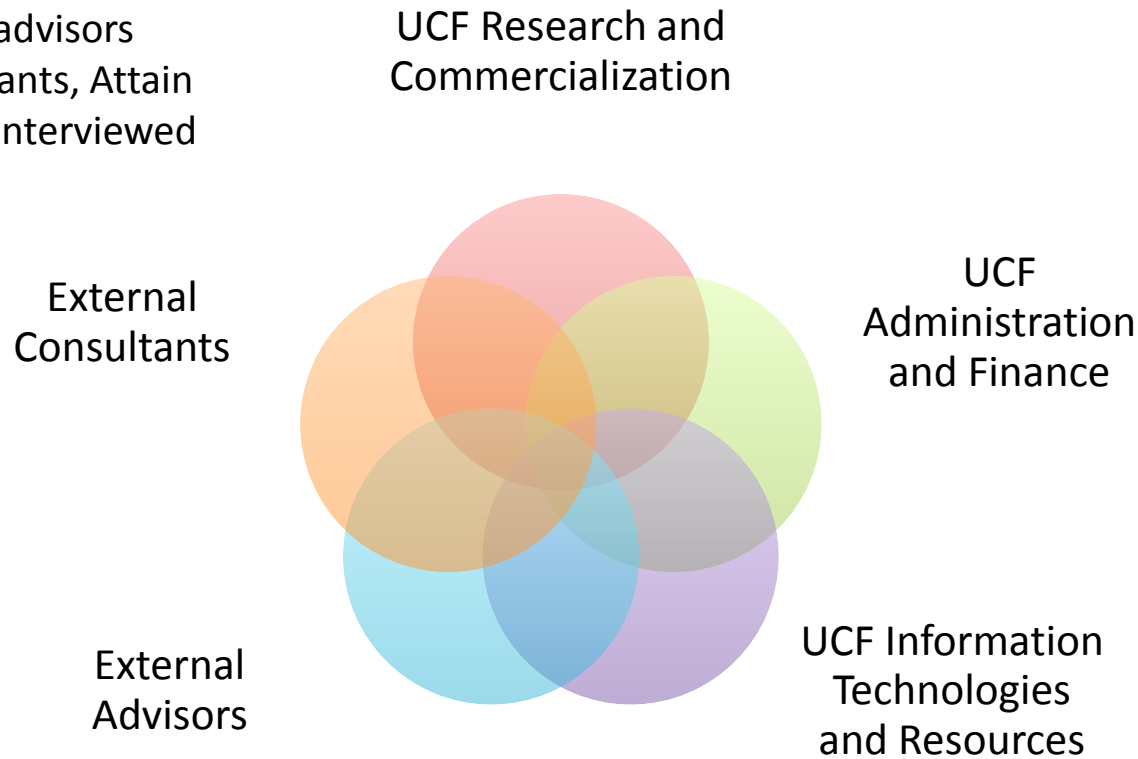Ivan Garibay
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UCF
Stands For Opportunity

Agenda

- Team
- Challenge
- Vision
- Attain Study
- Working Group (Team) Recommendations
- Risks
- Return on Investment
- Timeline

UCF
Stands For Opportunity

Team

23 working group members
3 external expert advisors
4 external consultants, Attain
+50 stakeholders interviewed

UCF Research and Commercialization

UCF Administration and Finance

External Consultants

External Advisors

UCF Information Technologies and Resources

Tom O'Neal, Joel Hartman, William F. Merck II, Tracy Clark, Bob Yanckello, Ivan Garibay, Doug Backman, Jennifer Shambrook, Kim Smith, Ozlem Garibay, Chad Macuszonok, Charlie Smith, Christine Silver, Shafaq Chaudhry, Becky Vilsack, Michelle Greco, Phillip Henson, Kristina Benoit, David Canova, Amanda Wilcox, Celeste Rivera, Oscar Rodriguez, Depak Mohan, Mark C. Davis, Theo Bosniak, Martin Smith, others.

Challenge: *"in shoes two sizes too small"*

- Fragmented business processes
  - Growing pains, no long term University strategy for Research Administration
- Lacking crucial component in the PeopleSoft Suite
  - No support for Grants in UCF PeopleSoft
  - Produces inefficiencies and manual input
- Outdated home-grown solution limits growth
  - Expensive to support and to maintain
  - No System to System integration with Grants.gov, NSF, NIH
  - No access to best practices
  - No community of users to leverage best of breed solutions
  - Build for smaller institutions ($30M/year extramural funds)
  - Not longer sustainable for UCF size ($145M/year extramural)

Project Vision

- University wide restructuring of research administration business processes in support of UCF's research enterprise

- UCF Divisions working together to create efficiencies and streamline processes

- Focus on best practices used by peer and aspirational institutions

- Implement enabling technology infrastructure

- **Raise up to the challenge: enable and support the goal of $300 million of external funding by 2020**

University of Central Florida
Research Information Systems Assessment

Mark C. Davis
Vice President and Partner, Higher Education and Academic Medical Centers, Attain, LLC

Theo Bosnak
Director, Higher Education and Academic Medical Centers, Attain, LLC

Martin Smith
Manager, Higher Education and Academic Medical Centers, Attain, LLC

June 11, 2015

Attain Analysis

Strengths

- **Flourishing Research Portfolio**
- RIS In-house capabilities
- Leadership in Director Positions (functional areas)

Weaknesses

- **Manual Workarounds**
- Incomplete Requirements
- Analytical and Technical Skills of Functional Staff

Opportunities

- **Optimize PeopleSoft Grants Suite**
- **Deploy Integrated Proposal Development System with S2S Capabilities**
- Point PARIS to authoritative systems
- Adopt functional best practices for Tier 1 Research Institution

Threats

- **Capacity once Medical School grows Research**
- Audit COSO standards for documentation by FYE 2016
- **Technology obsolescence**
- Staff retention

Workgroup Recommendations

Phase	Action	Approach	UCF Proposal Estimate 2016	Cost Share
		University of Central Florida Exceptional Budget Request		
1	Implement industry standard enterprise wide research administration business processes, policy and procedures	1. Perform business process review and gap/fit of research administration business processes, policies and procedures, technology and reporting 2. Adopt and update revised processes and polices - Change Management 3. Electronic Research Administration (eRA) Software Implementation Consulting Services	$389,000	$0
		Sub - Total	$389,000	$0
2	PeopleSoft Finance Grants Module should replace ARGIS, and point PARIS to PeopleSoft for pre and post award accounting and reporting	Consultant Services for PeopleSoft Grants Implementation	$392,000	$0
		New & Existing UCF F&A/ORC Resources for PeopleSoft Implementation.	$818,406	$787,804
		PeopleSoft Grants Software License	$252,500	$0
		PeopleSoft Grants Software Maintenance	$100,000	$0
		CS&T Consulting Database environments set up for PeopleSoft. To include Dev, Test and QA	$100,000	$0
		Sub - Total	$1,662,906	$787,804
3	Replace and implement an electronic research administration (ERA) system with vendor offered solution	1. Perform ERA vendor selection process 2. Proposal solicitation and selection	$0	$0
		Implement eRA system	$750,000	$0
		New & Existing UCF F&A/ORC Resources for eRA Implementation.	$0	$892,006
		eRA Maintenance Fee estimate	$50,000	$0
		Sub - Total	$800,000	$892,006
		Total Costs	$2,851,906	$1,679,810
		Project Total Costs	$4,531,716	

Budget Request

- Exceptional Funding Request

TYPE OF FUNDING REQUESTED	Year 1	Year 2	Total
Fiscal Year	FY 2016-17	FY 2017-18	
Recurring	292,802	292,802	585,604
Non-recurring	803,000	1,170,500	1,973,500

| PROJECTED BUDGET	Year 1		Year 2 (incremental)	
	Recurring	Non-recurring	Recurring	Non-recurring
Faculty FTE				
Staff FTE	2.0	7.0	2.0	7.0
Salary and Benefits	$ 242,802	$ 844,905	$ 242,802	$ 874,905
Other	$ 50,000	$ 823,000	$ 50,000	$ 1,110,500
Total Funding Required	$ 292,802	$ 1,667,905	$ 292,802	$ 1,985,405
Less: College/Unit Contribution	$ 0	-$ 864,905	$ 0	-$ 814,905
Less: Contribution from Partners				
Total Amount Requested	$ 292,802	$ 803,000	$ 292,802	$ 1,170,500

Risks

If no action is taken

- Current model will not enable projected research growth to $300 million/year without great cost to UCF. Our current model is appropriate for a $30 million/year research enterprise, at our current processing level of $145 million/year this model is operating at its limits and it is not cost effective or sustainable.

- Current model does not support clinical trials based research. Clinical trials research is a large component of UCF projected research enterprise growth.

- The use of vendor-provided electronic research administration solutions paired with industry best practices will significantly reduce the compliance with federal regulations risk

Return on Investment: 157% over 5 years
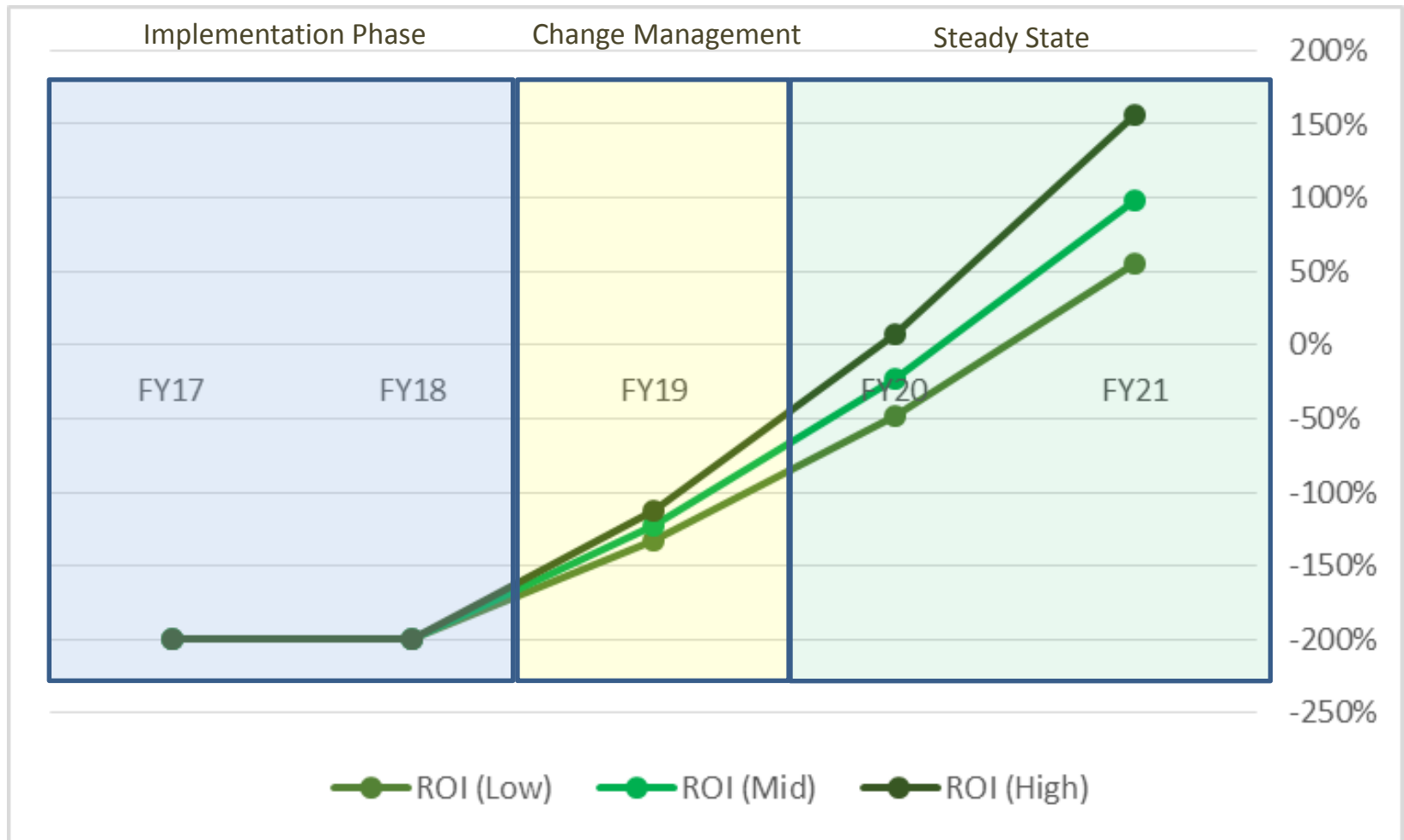
- For ROI (High) after 5 years estimated ROI is 157% and Total Return $12.1M

Project Timeline

Notional High -level timeline

ID	Task Name	Start	Finish	Duration	Q3 16			Q4 16			Q1 17			Q2 17			Q3 17			Q4 17			Q1 18		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	Phase I: Business Process Review Pre & Post Award Accounting	8/1/2016	12/1/2016	89d																					
2	Phase I: Business Process Pre & Post Accounting Change Management Implementation	12/1/2016	4/2/2018	348d																					
3	Phase I: eRA Proposal Development- eRA selection Consulting Services	9/5/2016	3/8/2017	133d																					
4	Phase II: PeopleSoft Grants: Product Demos, Initial Tool Training, Consulting, Advising to eRA effort	11/7/2016	2/1/2017	63d																					
5	Phase II: PeopleSoft Grants Implementation, Gap, Best Practices & Consulting	2/1/2017	2/2/2018	263d																					
6	Phase III: eRA Software Implementation Consulting Services	4/3/2017	4/2/2018	261d																					
7	Phase III: eRA Implementation	4/3/2017	4/2/2018	261d																					

Thank you