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

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William Merck
Joel Hartman

Project Sponsors & Steering:
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Tracy Clark
Bob Yanckello
Oscar Rodriguez
Agenda

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

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

UCF Research and Commercialization

External Consultants

External Advisors

UCF Administration and Finance

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• Outdated home-grown solution limits growth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**
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

<table>
<thead>
<tr>
<th>Phase</th>
<th>Action</th>
<th>Approach</th>
<th>University of Central Florida Exceptional Budget Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implement industry standard enterprise wide research administration business processes, policy and procedures</td>
<td>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</td>
<td>UCF Proposal Estimate 2016: $389,000  Cost Share: $0</td>
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<tr>
<td></td>
<td>Sub - Total</td>
<td>$389,000</td>
<td>$0</td>
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<tr>
<td></td>
<td>Sub - Total</td>
<td>$1,662,906</td>
<td>$787,804</td>
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<td>Sub - Total</td>
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<td>$892,006</td>
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<td>Total Costs</td>
<td>$2,851,906</td>
<td>$1,679,810</td>
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<td></td>
<td>Project Total Costs</td>
<td>$4,531,716</td>
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## Budget Request

- Exceptional Funding Request

<table>
<thead>
<tr>
<th>TYPE OF FUNDING REQUESTED</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
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<tbody>
<tr>
<td>Fiscal Year</td>
<td>FY 2016-17</td>
<td>FY 2017-18</td>
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<tr>
<td>Recurring</td>
<td>292,802</td>
<td>292,802</td>
<td>585,604</td>
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<tr>
<td>Non-recurring</td>
<td>803,000</td>
<td>1,170,500</td>
<td>1,973,500</td>
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### PROJECTED BUDGET

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<thead>
<tr>
<th>PROJECTED BUDGET</th>
<th>Year 1</th>
<th>Year 2 (incremental)</th>
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<tbody>
<tr>
<td></td>
<td>Recurring</td>
<td>Non-recurring</td>
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<tr>
<td>Faculty FTE</td>
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<td>Staff FTE</td>
<td>2.0</td>
<td>7.0</td>
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<tr>
<td>Salary and Benefits</td>
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<tr>
<td>Other</td>
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<td>$ 823,000</td>
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<tr>
<td>Total Funding Required</td>
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<td>$ 1,667,905</td>
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<td>Less: College/Unit Contribution</td>
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<td>-$ 864,905</td>
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<td>Less: Contribution from Partners</td>
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<tr>
<td>Total Amount Requested</td>
<td>$ 292,802</td>
<td>$ 803,000</td>
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</table>
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

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
<th>Duration</th>
<th>Q3 16</th>
<th>Q4 16</th>
<th>Q1 17</th>
<th>Q2 17</th>
<th>Q3 17</th>
<th>Q4 17</th>
<th>Q1 18</th>
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<tbody>
<tr>
<td>1</td>
<td>Phase I: Business Process Review Pre &amp; Post Award Accounting</td>
<td>8/1/2016</td>
<td>12/1/2016</td>
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<td>4</td>
<td>Phase II: PeopleSoft Grants: Product Demos, Initial Tool Training, Consulting, Advising to eRA effort</td>
<td>11/7/2016</td>
<td>2/1/2017</td>
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<td>Phase III: eRA Implementation</td>
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<td>4/2/2018</td>
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Thank you