

Research Administration Service Improvement Initiative

RAC Forum
June 15, 2016

Agenda

- Project Overview & Objectives
- Project Team/Governance Structure
- High-Level Project Scope
- Project Approach
- Progress to Date & Next Steps
- Appendix
 - Listening Tour Feedback

Project Overview & Objectives

This project is designed to enhance research support services through improvements to structure, process and ways of working together.

High-level goals include:

- Improve the current operating model for enhanced service delivery
- Creating an efficient operation through simplifying and streamlining the sponsored projects end to end business process
- Simplify policies and controls while also maintaining compliance with our federal, state and private funders
- Design an end-to-end process which is clearly understood by our campus community with clearly defined roles and responsibilities
- Design a sustainable framework to manage end-to-end processes with clearly defined roles and responsibilities including the establishment of process owner (s) accountable for process performance and maintenance
- Improve hand-offs & collaboration between units and optimize and minimize the time that faculty spend on administration

Project Team & Governance

Role	Members	Responsibilities
Project Sponsors	Paul Alivisatos, Rosemarie Rae	Decision making body; set vision and direction and champion project throughout organization, define project scope, resolve project issues and conflict, balances conflicting priorities and resources
Advisory Group	Various	Advising body; provides input and makes recommendations; monitors project progress, addresses risks and issues and controls scope, assist with prioritization, champions project across the university
Functional Owners Group (functional leaders)	Pat Schlesinger, Pam Miller, Eric Giegerich, Peggy Huston, Delphine Regalia	Provide functional expertise in their field; allocate subject matter experts to support the project from initiation to closure; incorporate the views of their customers, review and validate findings, assist in establishing performance metrics, provide feedback on recommendations developed by working group (prior to Steering Committee Review), assist with defining stakeholder engagement and implementation approach
SME Working Group	Working Group participants vary by process	Possesses a deep understanding of the current state end to end business process, assists with current state assessment and analysis, identifies issues and recommendations along with implementation approach, effort estimates, change impact, as well as performs design and implementation activities, etc.



End to End Process Scope

The research end-to-end process is defined to begin with identifying funding sources and end with close-out of the sponsored project.

- Identify funding & collaboration opportunities
- Prepare proposal
- Review/ approve/submit proposal
- Negotiate/accept award
- Set up account
- Manage project & resources (over the life of the award)
- Close out project and report to sponsor

High-Level Project Approach

(DRAFT)

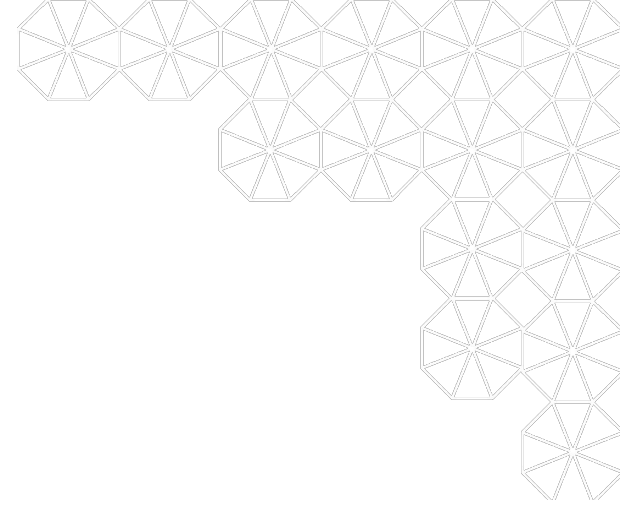
- **Project Initiation & Visioning:** Defining case for change, project goals and objectives, assemble project advisory group, establish working team, project planning
- **Listening Tour:** Conduct outreach to various campus stakeholder groups to gather feedback on the current RA process
- **E-2-E Process Inventory & Prioritization:** Develop a high level end-to-end process map and inventory; prioritize processes to focus on
- **Conduct Process Improvement (for each process):**
 - Session 1: Develop current state process map
 - Session 2: Pain Point/Waste Analysis (followed by VOC collection between session 2 & 3)
 - Session 3: Review/Discuss and Group VOC data
 - Session 4: Redesign (includes metrics identification)
 - Session 5: Change Management/Implementation Plan
- **Design & Implementation:** Design and implement solutions

Progress To Date

- Advisory Committee appointed and convened
- Feedback on pain points from faculty and staff
- Established Business Process Improvement Methodology
- Identified initial priority areas of focus and quick wins
- Began process improvement work on Conflict of Interest and the Funding/Hiring Changes Process
- Identified participants & scheduled to launch work on award set up

Next Steps

- Begin Business Process Mapping
 - Map overall process from proposal to close-out
 - Identify issues and target improvements
 - Deep dive analysis of the award set-up process
 - Evaluate and adapt business mapping process to establish a standard methodology for process improvement.
- Prioritize additional areas of focus and plan the staging of additional process mapping work



Appendix

Listening Tour Feedback

- ❖ Inconsistent advice within and between central offices
- ❖ Don't know where to start to get something done
- ❖ Training or lack thereof
- ❖ The organization is too silo-ed and no one is clear on when they are responsible
- ❖ All units are understaffed and the staff are drowning
- ❖ It's not worth running grants through Berkeley. It's easier to route grants through other institutions that have effective support & aren't so difficult to work with.