INTRODUCTION

Research Administration Services (RAS) is committed to increasing communication and transparency with our partners. Each month we release the RAS Short STORI (STrategic OutReach Initiative).

The RAS Short STORI includes cumulative FY sponsored project activity metrics and staffing data specific to your local RAS unit.

SPONSORED PROJECT ACTIVITY

- Sponsored Project Activity by RAS Unit (Proposal and Award Volume)
- Workload Insights (Proposals Submitted/FTE and Projects Managed/FTE with Comparisons to the RAS Average and the School of Medicine Average, if applicable)

LOCAL RAS UNIT STAFFING AS OF 10/2020

- Organizational Chart (Including Vacancies)
- FTE Summary

Each quarter we release the RAS STORI. The RAS STORI includes the cumulative sponsored project activity metrics, staffing data specific to your local RAS unit as well as a RAS-wide project and process improvement scorecard.

FY21 HIGHLIGHTS: RAS-WIDE PROJECT AND PROCESS IMPROVEMENTS SCORECARD

- Building a Robust and Resilient Infrastructure
- Pursuing and Reaching Operational Efficiency
- Recruiting and Developing a Strong and Supported Workforce

Stakeholders can access current and archived versions of the RAS Short STORIs and RAS STORIs online at http://ras.emory.edu/. We will continue to add information and data to the RAS STORI as ORA metrics evolve. You can access ORA Mission Metrics online at http://www.or.emory.edu/reporting/mission_metrics/index.html.

We welcome input and suggestions to improve RAS communication. Contact Denise Ehlen, RAS Associate Vice President (denise.ehlen@emory.edu) to share your ideas. You can always share input on your RAS experience and suggestions for process improvements using our online feedback form available at https://form.jotform.com/201185591014044.
## FY21 RAS HIGHLIGHTS: SEPTEMBER - OCTOBER 2020

**SPONSORED PROJECT ACTIVITY SUPPORTED BY ALL RAS UNITS**

### SPONSORED PROJECT ACTIVITY BY RAS UNIT

*Proposal Volume¹ Cumulative FY20 and FY21 September - October Proposal Submissions by RAS Unit²*

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$29,508,838 111</td>
<td>$35,349,265 128</td>
<td>19.79%</td>
<td>15.32%</td>
</tr>
<tr>
<td>BSCI</td>
<td>$20,305,445 99</td>
<td>$23,068,202 97</td>
<td>13.61%</td>
<td>-2.02%</td>
</tr>
<tr>
<td>CAPS</td>
<td>$9,855,654 67</td>
<td>$11,739,501 74</td>
<td>19.11%</td>
<td>10.45%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$22,909,601 93</td>
<td>$24,201,005 100</td>
<td>5.64%</td>
<td>7.53%</td>
</tr>
<tr>
<td>DOM</td>
<td>$30,725,746 102</td>
<td>$41,550,918 121</td>
<td>35.23%</td>
<td>18.63%</td>
</tr>
<tr>
<td>HSS</td>
<td>$10,180,873 55</td>
<td>$6,625,026 40</td>
<td>-34.93%</td>
<td>-27.27%</td>
</tr>
<tr>
<td>PEDS</td>
<td>$18,595,411 100</td>
<td>$37,100,955 102</td>
<td>99.52%</td>
<td>2.00%</td>
</tr>
<tr>
<td>PHN</td>
<td>$27,158,652 114</td>
<td>$29,284,985 126</td>
<td>7.83%</td>
<td>10.53%</td>
</tr>
<tr>
<td>YRK</td>
<td>$12,820,431 24</td>
<td>$22,671,563 31</td>
<td>76.84%</td>
<td>29.17%</td>
</tr>
</tbody>
</table>

¹ Unclassified proposals (not assigned to a RAS Unit) are not included.

² Data Source: EBI
Award Volume\(^3\) Cumulative FY20 and FY21 September - October Awards by RAS Unit\(^2\)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$31,962,869</td>
<td>$12,648,887</td>
<td>-60.43%</td>
<td>-3.33%</td>
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<tr>
<td>BSCI</td>
<td>$12,964,391</td>
<td>$20,137,937</td>
<td>55.33%</td>
<td>4.62%</td>
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<tr>
<td>CAPS</td>
<td>$3,004,810</td>
<td>$3,558,717</td>
<td>18.43%</td>
<td>17.86%</td>
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<tr>
<td>C&amp;I</td>
<td>$8,933,736</td>
<td>$5,990,925</td>
<td>-32.94%</td>
<td>-34.94%</td>
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<td>DOM</td>
<td>$8,276,155</td>
<td>$34,410,436</td>
<td>315.78%</td>
<td>1.19%</td>
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<tr>
<td>HSS</td>
<td>$4,075,832</td>
<td>$3,623,654</td>
<td>11.09%</td>
<td>-32.35%</td>
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<tr>
<td>Peds</td>
<td>$17,146,516</td>
<td>$11,001,809</td>
<td>-35.84%</td>
<td>-34.83%</td>
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<tr>
<td>PHN</td>
<td>$23,735,316</td>
<td>$16,697,788</td>
<td>-29.65%</td>
<td>1.37%</td>
</tr>
<tr>
<td>YRK</td>
<td>$8,525,033</td>
<td>$7,492,690</td>
<td>-12.11%</td>
<td>11.11%</td>
</tr>
</tbody>
</table>

Unclassified awards (not assigned to a RAS Unit) are not included.
FY21 RAS HIGHLIGHTS: SEPTEMBER - OCTOBER 2020
RAS-WIDE WORKLOAD

The RAS Unit Capacity data provides an overview of the key pre- and post-award data that describe the staff members’ workload.

- Pre-award workload is represented by the average number of proposals submitted per pre-award FTE/month in FY2020.
- Post-award workload is represented by the average number of sponsored projects managed per FTE/month in FY2020.

The average pre- and post-award workload across all RAS units and in the SOM RAS units is also provided for comparison purposes. Increases and/or decreases can be attributed to increases in changes in proposals submission per month, changes in volume of sponsored project activities per month, prolonged RAS staff vacancies, RAS staff turnover, and/or the addition of McKinsey hires. These data simply provide a snapshot of RAS staff workload.

NOTE: Although RAS leadership may be required to handle proposal submissions and/or award management, this data does not reflect those incidences.

<table>
<thead>
<tr>
<th>KEY</th>
<th>FY21 Proposals Submitted/FTE GREATER than RAS Average/Month</th>
<th>FY21 Projects Managed/FTE GREATER than RAS Average/Month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AVERAGE PROPOSALS SUBMITTED PER FTE PER MONTH [SEPT - OCT 2020]</td>
<td>AVERAGE PROJECTS MANAGED PER FTE PER MONTH [SEPT - OCT 2020]</td>
</tr>
<tr>
<td>ABOSS</td>
<td>8.0</td>
<td>50.2</td>
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<tr>
<td>BSCI</td>
<td>6.1</td>
<td>55.1</td>
</tr>
<tr>
<td>CAPS</td>
<td>6.2</td>
<td>50.5</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>8.3</td>
<td>98.3</td>
</tr>
<tr>
<td>DOM</td>
<td>9.6</td>
<td>69.8</td>
</tr>
<tr>
<td>HSS</td>
<td>4.7</td>
<td>28.3</td>
</tr>
<tr>
<td>PEDS</td>
<td>7.3</td>
<td>48.9</td>
</tr>
<tr>
<td>PHN</td>
<td><strong>7.9</strong></td>
<td><strong>50.9</strong></td>
</tr>
<tr>
<td>YRK</td>
<td>3.9</td>
<td>48.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>RAS AVG</th>
<th>91.00</th>
<th>6.88</th>
<th>458.67</th>
<th>55.63</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SOM AVG</td>
<td>98.00</td>
<td>7.33</td>
<td>481.50</td>
<td>58.40</td>
</tr>
</tbody>
</table>

NOTE: FY20 to FY21 comparisons will be included in the annual FY21 issue (September 2020 - August 2021).
## Organizational Chart [Including Vacancies as of 10/2020]

### Senior Director
Supervises Assistant Director, Managers, Team Leads and Administrators

*Beatriz Ibanez-Alvarez*
beatriz.ibanez-alvarez@emory.edu | 404-712-8429

### Assistant Director
Supervises Team Leads and Post-Award Administrators

*Eric Strait* | estrait@emory.edu | 470-259-9503

### Pre-Award Manager
Supervises Pre-Award Administrators

- **Jamila Edwards**
jedwa28@emory.edu
470-259-1872

- **Tamaira Lyons**
tdyons@emory.edu
470-698-0223

### Pre-Award Manager
Supervises Pre-Award Administrators

- **Samantha Almozara**
salmoza@emory.edu
470-259-1533

- **Victor Zamora**
vzamora@emory.edu
470-825-9071

### Pre-Award Manager
Supervises Pre-Award Administrators

- **Yevgeniy Kovalenkov**
ykova28@emory.edu
470-371-1550

- **Tammy Babitz**
tbabitz@emory.edu
470-259-0317

### Pre II Pre-Award Manager
Supervises Pre-Award Administrators

- **Courtney Tucker**
catuck4@emory.edu
470-259-3407

- **Nina Almozara**
nalmoza@emory.edu
470-259-0134

### Pre II Pre-Award Manager
Supervises Pre-Award Administrators

- **Rachael Miller**
miller6@emory.edu
470-698-0187

- **Diana Gutseva**
gutsae@emory.edu
470-698-3473

- **Samantha Almozara**
salmoza@emory.edu
470-259-1533

### Pre II Pre-Award Manager
Supervises Pre-Award Administrators

- **Post II Pre-Award Team Lead**
Supervises Post-Award Administrators

- **Robert Laverock**
rlavero@emory.edu
470-259-0134

- **Galina Terbova**
gterbov@emory.edu
470-259-1491

### Pre II Pre-Award Manager
Supervises Pre-Award Administrators

- **Sanchez Almozara**
salmoza@emory.edu
470-259-0134

- **Pre II Pre-Award Manager**
Supervises Pre-Award Administrators

- **Pre II Pre-Award Manager**
Supervises Pre-Award Administrators

- **Pre II Pre-Award Manager**
Supervises Pre-Award Administrators

- **Pre II Pre-Award Manager**
Supervises Pre-Award Administrators

- **Pre II Pre-Award Manager**
Supervises Pre-Award Administrators

### Pre II Pre-Award Manager
Supervises Pre-Award Administrators

<table>
<thead>
<tr>
<th>Pre Award FTE</th>
<th>Post Award FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.0</td>
<td>16.1</td>
</tr>
</tbody>
</table>

*2.49 PHN FTE is grant funded. Totals exclude 0.5 FTE reports to SPH department, Pre/Post Award.*
NOTE: FTE totals include managers. Director is not included.

<table>
<thead>
<tr>
<th>FY20 FTE [Pre + Post + Dir]</th>
<th>FY20 PWC Range</th>
</tr>
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<tbody>
<tr>
<td>27.1</td>
<td>27.1 to 30.7</td>
</tr>
</tbody>
</table>

NOTE: Prior to the launch of the RAS shared services model, Emory’s Business Process Improvement unit and external consultants Price Waterhouse Cooper developed a methodology to recommend staffing ranges for the RAS units. The model is based on activity time estimates and volume multipliers for 58 pre- and post-award tasks. The ranges are updated annually to include volume multipliers based on the previous year’s activity. These salary ranges combined with other metrics (including, but not limited to, proposals submitted / FTE, projects managed / FTE, faculty feedback, and turnover) provide indicators to inform staffing decisions in the RAS units. The FY20 recommended staffing range, based on the PWC model, is included in the table above.