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 1/2021

- Organizational Chart (Including Vacancies)
- FTE Summary

Each quarter we release the RAS STORI. The RAS STORI includes the cumulative sponsored project activity metrics, proposal submission timeline data, 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.
SPONSORED PROJECT ACTIVITY BY RAS UNIT

Proposal Volume\(^1\) Cumulative FY20 and FY21 September - January Proposal Submissions by RAS Unit\(^2\)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$58,819,844</td>
<td>$60,909,262</td>
<td>3.43%</td>
<td>-0.78%</td>
</tr>
<tr>
<td>BSCI</td>
<td>$60,174,096</td>
<td>$57,705,318</td>
<td>-4.28%</td>
<td>-7.98%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$55,428,697</td>
<td>$52,379,861</td>
<td>-5.82%</td>
<td>4.17%</td>
</tr>
<tr>
<td>CAPS</td>
<td>$25,620,768</td>
<td>$22,863,191</td>
<td>-12.06%</td>
<td>1.83%</td>
</tr>
<tr>
<td>DOM</td>
<td>$75,712,690</td>
<td>$79,801,231</td>
<td>5.12%</td>
<td>6.90%</td>
</tr>
<tr>
<td>HSS</td>
<td>$21,172,829</td>
<td>$22,295,854</td>
<td>5.04%</td>
<td>-5.26%</td>
</tr>
<tr>
<td>PEDS</td>
<td>$40,295,655</td>
<td>$64,800,746</td>
<td>37.82%</td>
<td>9.43%</td>
</tr>
<tr>
<td>PHN</td>
<td>$60,673,816</td>
<td>$72,147,442</td>
<td>15.90%</td>
<td>12.80%</td>
</tr>
<tr>
<td>YRK</td>
<td>$47,229,548</td>
<td>$52,285,882</td>
<td>9.67%</td>
<td>9.20%</td>
</tr>
</tbody>
</table>

Proposal Volume Comparisons [Dollars]
September 2019 - January 2020 compared to September 2020 - January 2021

Proposal Volume Comparisons [Count]
September 2019 - January 2020 compared to September 2020 - January 2021

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

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

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$43,457,093</td>
<td>217</td>
<td>$20,202,252</td>
<td>192</td>
</tr>
<tr>
<td>BSCI</td>
<td>$30,072,481</td>
<td>144</td>
<td>$34,353,034</td>
<td>127</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$23,250,893</td>
<td>184</td>
<td>$16,926,850</td>
<td>157</td>
</tr>
<tr>
<td>CAPS</td>
<td>$8,174,782</td>
<td>71</td>
<td>$10,998,016</td>
<td>67</td>
</tr>
<tr>
<td>DOM</td>
<td>$28,198,256</td>
<td>208</td>
<td>$55,595,375</td>
<td>220</td>
</tr>
<tr>
<td>HSS</td>
<td>$7,974,644</td>
<td>76</td>
<td>$9,320,346</td>
<td>62</td>
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<tr>
<td>PEDS</td>
<td>$27,195,859</td>
<td>168</td>
<td>$40,192,847</td>
<td>156</td>
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<tr>
<td>PHN</td>
<td>$33,704,210</td>
<td>174</td>
<td>$63,797,117</td>
<td>160</td>
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<tr>
<td>YRK</td>
<td>$11,429,596</td>
<td>32</td>
<td>$16,576,560</td>
<td>48</td>
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</table>

\textsuperscript{3} Unclassified awards (not assigned to a RAS Unit) are not included.
FY21 RAS HIGHLIGHTS: SEPTEMBER 2020 - JANUARY 2021

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.
- Post-award workload is represented by the average number of sponsored projects managed per FTE/month.

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>RAS UNIT</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>ABOSS</td>
<td>6.5</td>
<td>50.9</td>
</tr>
<tr>
<td>BSCI</td>
<td><strong>6.0</strong></td>
<td><strong>50.8</strong></td>
</tr>
<tr>
<td>C&amp;I</td>
<td>7.2</td>
<td>121.4</td>
</tr>
<tr>
<td>CAPS</td>
<td>5.5</td>
<td>58.8</td>
</tr>
<tr>
<td>DOM</td>
<td>9.8</td>
<td>63.3</td>
</tr>
<tr>
<td>HSS</td>
<td>5.8</td>
<td>32.3</td>
</tr>
<tr>
<td>PEDS</td>
<td>6.1</td>
<td>50.8</td>
</tr>
<tr>
<td>PHN</td>
<td>7.2</td>
<td>80.8</td>
</tr>
<tr>
<td>YRK</td>
<td>4.4</td>
<td>50.4</td>
</tr>
</tbody>
</table>

| RAS AVG  | 205.78 6.49 | 205.78 6.13 | 463.78 62.18 | 463.78 52.17 |
| SOM AVG  | 218.67 6.90 | 218.67 6.35 | 490.00 61.59 | 490.00 50.80 |

**NOTE:** FY20 to FY21 comparisons will be included in the annual FY21 issue (September 2020 - August 2021).
**ORGANIZATIONAL CHART [INCLUDING VACANCIES as of 1/2021]**

**DIRECTOR**  
*Supervises Pre- and Post-Award Manager*  
Becky Rogers  
becky.rogers@emory.edu | 404-695-7335

<table>
<thead>
<tr>
<th>PRE-AWARD TEAM</th>
<th>POST-AWARD TEAM</th>
</tr>
</thead>
</table>
| **PRE-AWARD MANAGER**  
*Supervises Pre-Award Staff*  
Saturday Sam  
ssam3@emory.edu  
404-727-8286 | **POST-AWARD MANAGER**  
*Supervises Post-Award Staff*  
Lihua Meng  
lmeng@emory.edu  
404-889-0964 |
| Antonine Franks  
ayfrank@emory.edu  
404-694-4287 | Pre II  
Paula Baicum-Williams  
pbaicum@emory.edu  
470-487-0530 |
| Shantell Jarrett  
srolle3@emory.edu  
404-782-6018 | Pre II  
Sherae Gillespie  
sgilie5@emory.edu  
404-783-7143 |
| Ebony Johnson  
egwilso@emory.edu  
404-782-3581 | Pre II  
Carmine Santoianni  
csantoi@emory.edu  
404-783-7143 |
| Erin Butler  
ehbutle@emory.edu  
404-561-3581 | Pre III  
Terrial Young  
tyoung@emory.edu  
404-859-1392 |
| Lymani Figueroa Capestany  
lcapest@emory.edu  
404-695-9342 | Pre III  
Kathryn Arnold  
kbuttsa@emory.edu  
404-772-7602 |
| Blake Cowing  
bcowin2@emory.edu  
404-783-4638 | Pre III  
Helen Baek  
hbaek@emory.edu  
404-695-6126 |
| Barbara Talbert  
btharr2@emory.edu  
404-695-5093 | Pre III  
Stacey Green  
sgree5@emory.edu  
404-695-2768 |
| Brenda Wilson  
bawils6@emory.edu  
404-695-4319 | Pre III  
Alexandria Rich  
arich7@emory.edu  
404-782-3131 |
| Pre-Award FTE | 9.0 | Post-Award FTE | 12.0 |

**NOTE:** FTE totals include managers. Director is not included.

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*Mckinsey funded position*
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.