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>$58,819,844 260</td>
<td>$60,909,262 258</td>
<td>3.43%</td>
<td>-0.78%</td>
</tr>
<tr>
<td>BSCI</td>
<td>$60,174,096 257</td>
<td>$57,705,318 238</td>
<td>-4.28%</td>
<td>-7.98%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$55,428,697 207</td>
<td>$52,379,861 216</td>
<td>-5.82%</td>
<td>4.17%</td>
</tr>
<tr>
<td>CAPS</td>
<td>$25,620,768 161</td>
<td>$22,863,191 164</td>
<td>-12.06%</td>
<td>1.83%</td>
</tr>
<tr>
<td>DOM</td>
<td>$75,712,690 243</td>
<td>$79,801,231 261</td>
<td>5.12%</td>
<td>6.90%</td>
</tr>
<tr>
<td>HSS</td>
<td>$21,172,829 100</td>
<td>$22,295,854 95</td>
<td>5.04%</td>
<td>-5.26%</td>
</tr>
<tr>
<td>PEDS</td>
<td>$40,295,655 221</td>
<td>$64,800,746 244</td>
<td>37.82%</td>
<td>9.43%</td>
</tr>
<tr>
<td>PHN</td>
<td>$60,673,816 252</td>
<td>$72,147,442 289</td>
<td>15.90%</td>
<td>12.80%</td>
</tr>
<tr>
<td>YRK</td>
<td>$47,229,548 79</td>
<td>$52,285,882 87</td>
<td>9.67%</td>
<td>9.20%</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 - January 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>$43,457,093 217</td>
<td>$20,202,252 192</td>
<td>-115.11%</td>
<td>-13.02%</td>
</tr>
<tr>
<td>BSCI</td>
<td>$30,072,481 144</td>
<td>$34,353,034 127</td>
<td>12.46%</td>
<td>-13.39%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$23,250,893 184</td>
<td>$16,926,850 157</td>
<td>-37.36%</td>
<td>-17.20%</td>
</tr>
<tr>
<td>CAPS</td>
<td>$8,174,782 71</td>
<td>$10,998,016 67</td>
<td>25.67%</td>
<td>-5.97%</td>
</tr>
<tr>
<td>DOM</td>
<td>$28,198,256 208</td>
<td>$55,595,375 220</td>
<td>49.28%</td>
<td>5.45%</td>
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<tr>
<td>HSS</td>
<td>$7,974,644 76</td>
<td>$9,320,346 62</td>
<td>14.44%</td>
<td>-22.58%</td>
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<tr>
<td>PEDS</td>
<td>$27,195,859 168</td>
<td>$40,192,847 156</td>
<td>32.34%</td>
<td>-7.69%</td>
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<tr>
<td>PHN</td>
<td>$33,704,210 174</td>
<td>$63,797,117 160</td>
<td>47.17%</td>
<td>-8.75%</td>
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<tr>
<td>YRK</td>
<td>$11,429,596 32</td>
<td>$16,576,560 48</td>
<td>31.05%</td>
<td>33.33%</td>
</tr>
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</table>

\(^3\) 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>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>ABOSS</td>
<td>6.5</td>
<td>6.5</td>
</tr>
<tr>
<td>BSCI</td>
<td>6.0</td>
<td>6.0</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>7.2</td>
<td>6.2</td>
</tr>
<tr>
<td>CAPS</td>
<td>5.5</td>
<td>5.5</td>
</tr>
<tr>
<td>DOM</td>
<td>9.8</td>
<td>8.3</td>
</tr>
<tr>
<td>HSS</td>
<td>5.8</td>
<td>5.8</td>
</tr>
<tr>
<td>PEDS</td>
<td>6.1</td>
<td>5.4</td>
</tr>
<tr>
<td>PHN</td>
<td>7.2</td>
<td>7.2</td>
</tr>
<tr>
<td>YRK</td>
<td>4.4</td>
<td>4.4</td>
</tr>
<tr>
<td>RAS AVG</td>
<td>205.78</td>
<td>6.49</td>
</tr>
<tr>
<td>SOM AVG</td>
<td>218.67</td>
<td>6.90</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 1/2021]

DIRECTOR
Supervises Pre- and Post-Award Manager
Rachel Harris
rachel.marie.harris@emory.edu | 404-778-2657

POST-AWARD MANAGER / NAVIGATOR
Supervises Pre- and Post-Award Clinical Trials Staff
Toiya Jones
tajone9@emory.edu
404-778-4680

POST-AWARD MANAGER
Supervises Post-Award Staff
Tonya Foster
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404-778-5856

PRE-AWARD MANAGER
Supervises Pre-Award Staff
Lashundra Kirkland
lkirkl2@emory.edu
404-778-3026

CLINICAL TRIALS TEAM

PRE-AWARD TEAM
CLINICAL TRIALS TEAM
POST AWARD TEAM

Erin Bennett
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404-712-5453
Pre II
Cheryl Bowie
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404-778-3696
CT Pre III
Robyn Hills
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404-778-5957
Post III

Monica Hollman
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404-778-4303
Pre II
Danielle Bell
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404-778-2366
CT Post I
Amy Russell
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404-778-4978
Post III

Moniqua Holton
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404-727-3192
Pre II
Shawanda Bonneau
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CT Post III
TBD [Vacancy]
Post III

Kelly Ferguson
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404-778-5166
Pre III
Xuandoai Nguyen
xnguyen@emory.edu
404-778-6971
CT Post III

Lesia Graham
lgraht7@emory.edu
404-778-7904
Pre III
TBD [Vacancy]
CT Post III

TBD [Vacancy] 4
Pre II

Pre-Award FTE 8.0
Post-Award FTE 9.0

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

FY20 FTE [Pre + Post + Dir] 17.67
FY20 PWC Range 19.8 to 26.9

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.

4 McKinsey funded position