FY20 RAS HIGHLIGHTS: SPONSORED PROJECT ACTIVITY SUPPORTED BY ALL RAS UNITS

SPONSORED PROJECT ACTIVITY BY RAS UNIT

Proposal Volume¹ (FY19 to FY20) by RAS Unit²

<table>
<thead>
<tr>
<th>RAS UNIT</th>
<th>FY19 PROPOSALS</th>
<th>FY20 PROPOSALS</th>
<th>YEAR OVER YEAR CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$152,216,185</td>
<td>$186,882,421</td>
<td>† 22.8</td>
</tr>
<tr>
<td>BSCI</td>
<td>$166,600,942</td>
<td>$181,375,352</td>
<td>† 8.9</td>
</tr>
<tr>
<td>CAPS</td>
<td>$63,850,145</td>
<td>$65,610,931</td>
<td>† 2.8</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$126,367,578</td>
<td>$147,981,344</td>
<td>† 17.1</td>
</tr>
<tr>
<td>DOM</td>
<td>$187,146,729</td>
<td>$268,743,260</td>
<td>† 43.6</td>
</tr>
<tr>
<td>HSS</td>
<td>$59,967,388</td>
<td>$63,605,092</td>
<td>† 6.1</td>
</tr>
<tr>
<td>PEDS</td>
<td>$138,756,331</td>
<td>$154,208,783</td>
<td>† 11.1</td>
</tr>
<tr>
<td>PHN</td>
<td>$208,323,974</td>
<td>$237,378,419</td>
<td>† 13.9</td>
</tr>
<tr>
<td>YRK</td>
<td>$117,844,429</td>
<td>$143,874,105</td>
<td>† 22.1</td>
</tr>
</tbody>
</table>

¹ Unclassified proposals (not assigned to a RAS Unit) are not included.
² Data Source: EBI
## FY20 EPEX Proposal Submission Summary

<table>
<thead>
<tr>
<th>RAS Unit</th>
<th>Submitted 4 or More Days Prior to Due Date</th>
<th>Submitted within 3 Days of the Due Date [Including ON the Due Date]</th>
<th>Submitted Late</th>
<th>Total Number of Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>135</td>
<td>467</td>
<td>49</td>
<td>661</td>
</tr>
<tr>
<td>BSCI</td>
<td>153</td>
<td>463</td>
<td>11</td>
<td>627</td>
</tr>
<tr>
<td>CAPS</td>
<td>65</td>
<td>319</td>
<td>0</td>
<td>384</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>134</td>
<td>233</td>
<td>98</td>
<td>465</td>
</tr>
<tr>
<td>DOM</td>
<td>133</td>
<td>452</td>
<td>86</td>
<td>671</td>
</tr>
<tr>
<td>HSS</td>
<td>35</td>
<td>205</td>
<td>14</td>
<td>254</td>
</tr>
<tr>
<td>PEDS</td>
<td>155</td>
<td>389</td>
<td>2</td>
<td>546</td>
</tr>
<tr>
<td>PHN</td>
<td>64</td>
<td>724</td>
<td>3</td>
<td>791</td>
</tr>
<tr>
<td>YRK</td>
<td>13</td>
<td>224</td>
<td>5</td>
<td>242</td>
</tr>
<tr>
<td>Total</td>
<td>887</td>
<td>3476</td>
<td>268</td>
<td>4631</td>
</tr>
</tbody>
</table>

**Summary%**
- 19.15%
- 75.06%
- 5.79%

## FY20 EPEX Proposal Submission Detailed Summary Proposals Submitted WITHIN 3 Days of Due Date

<table>
<thead>
<tr>
<th>RAS Unit</th>
<th>Submitted 2-3 Days Prior to Due Date</th>
<th>% by Unit</th>
<th>Submitted 1 Day Prior to Due Date</th>
<th>% by Unit</th>
<th>Submitted on Due Date</th>
<th>% by Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>133</td>
<td>20.43%</td>
<td>141</td>
<td>21.66%</td>
<td>193</td>
<td>29.65%</td>
</tr>
<tr>
<td>BSCI</td>
<td>143</td>
<td>22.81%</td>
<td>130</td>
<td>20.73%</td>
<td>190</td>
<td>30.30%</td>
</tr>
<tr>
<td>CAPS</td>
<td>66</td>
<td>17.19%</td>
<td>103</td>
<td>26.82%</td>
<td>150</td>
<td>39.06%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>102</td>
<td>21.94%</td>
<td>79</td>
<td>16.99%</td>
<td>52</td>
<td>11.18%</td>
</tr>
<tr>
<td>DOM</td>
<td>143</td>
<td>21.31%</td>
<td>132</td>
<td>19.67%</td>
<td>177</td>
<td>26.38%</td>
</tr>
<tr>
<td>HSS</td>
<td>44</td>
<td>17.32%</td>
<td>70</td>
<td>27.56%</td>
<td>91</td>
<td>35.83%</td>
</tr>
<tr>
<td>PEDS</td>
<td>125</td>
<td>22.89%</td>
<td>135</td>
<td>24.73%</td>
<td>129</td>
<td>23.63%</td>
</tr>
<tr>
<td>PHN</td>
<td>104</td>
<td>13.15%</td>
<td>205</td>
<td>25.92%</td>
<td>415</td>
<td>52.47%</td>
</tr>
<tr>
<td>YRK</td>
<td>32</td>
<td>13.22%</td>
<td>54</td>
<td>22.31%</td>
<td>138</td>
<td>57.02%</td>
</tr>
<tr>
<td>Total</td>
<td>892</td>
<td>19.26%</td>
<td>1049</td>
<td>22.65%</td>
<td>1535</td>
<td>33.15%</td>
</tr>
</tbody>
</table>

**Summary %**
- 75.06%

## LIMITATIONS AND ASSUMPTIONS
1. Proposals may not be final and ready for review at the time the EPEX record reaches OSP.
2. Extreme outliers were removed as the data could not be confirmed.
3. Weekend days and holidays are not included.
### Award Volume³ (FY19 to FY20) by RAS Unit⁴

<table>
<thead>
<tr>
<th>RAS UNIT</th>
<th>FY19 AWARDS</th>
<th>FY20 AWARDS</th>
<th>YEAR OVER YEAR CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$79,706,249</td>
<td>$115,192,914</td>
<td>▲ 44.5</td>
</tr>
<tr>
<td>BSCI</td>
<td>$88,666,214</td>
<td>$96,531,169</td>
<td>▲ 8.9</td>
</tr>
<tr>
<td>CAPS</td>
<td>$47,032,684</td>
<td>$47,918,579</td>
<td>▲ 1.9</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$56,151,186</td>
<td>$65,349,735</td>
<td>▲ 16.4</td>
</tr>
<tr>
<td>DOM</td>
<td>$112,663,115</td>
<td>$138,353,550</td>
<td>▲ 22.8</td>
</tr>
<tr>
<td>HSS</td>
<td>$29,325,516</td>
<td>$31,964,692</td>
<td>▲ 9.0</td>
</tr>
<tr>
<td>PEDS</td>
<td>$69,688,636</td>
<td>$108,604,246</td>
<td>▲ 55.8</td>
</tr>
<tr>
<td>PHN</td>
<td>$120,599,089</td>
<td>$126,023,773</td>
<td>▲ 4.5</td>
</tr>
<tr>
<td>YRK</td>
<td>$73,612,434</td>
<td>$88,413,717</td>
<td>▲ 20.1</td>
</tr>
</tbody>
</table>

³ Unclassified awards (not assigned to a RAS Unit) are not included.
⁴ Data Source: EBI
FY2020 RAS HIGHLIGHTS: 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 as compared to FY2019 (with the year over year change highlighted).
- Post-award workload is represented by the average number of sponsored projects managed per FTE/month in FY2020 as compared to FY2019 (with the year over year change highlighted).

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.

<table>
<thead>
<tr>
<th>KEY</th>
<th>FY20 Proposals Submitted/FTE GREATER than RAS Average/Month</th>
<th>FY20 Projects Managed/FTE GREATER than RAS Average/Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>72.8 6.1</td>
<td>85.5 7.1</td>
</tr>
<tr>
<td>BSCI</td>
<td>77.5 6.5</td>
<td>79.9 6.7</td>
</tr>
<tr>
<td>CAPS</td>
<td>59.0 4.9</td>
<td>64.3 5.4</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>84.3 7.0</td>
<td>88.3 7.4</td>
</tr>
<tr>
<td>DOM</td>
<td>95.2 7.9</td>
<td>113.0 9.4</td>
</tr>
<tr>
<td>HSS</td>
<td>68.0 5.7</td>
<td>62.1 5.2</td>
</tr>
<tr>
<td>PEDS</td>
<td>72.3 6.0</td>
<td>72.9 6.1</td>
</tr>
<tr>
<td>PHN</td>
<td>83.1 6.9</td>
<td>90.7 7.6</td>
</tr>
<tr>
<td>YRK</td>
<td>51.3 4.3</td>
<td>60.8 5.1</td>
</tr>
<tr>
<td>RAS AVG</td>
<td>73.72 6.14</td>
<td>79.73 6.64</td>
</tr>
<tr>
<td>SOM AVG</td>
<td>78.35 6.53</td>
<td>83.62 6.97</td>
</tr>
</tbody>
</table>
## ORGANIZATIONAL CHART [INCLUDING VACANCIES as of 9/2020]

### SENIOR DIRECTOR

*Supervises Assistant Director, Pre-Award Manager, Post-Award Manager, and Administrators*

Francine Davis  
francine.davis@emory.edu | 404-727-4381

### PRE-AWARD MANAGER

*Supervises Pre-Award Staff*

Jill Allen  
jsalle3@emory.edu  
404-712-2743

<table>
<thead>
<tr>
<th>Pre-Award Team</th>
<th>Post-Award Team</th>
</tr>
</thead>
</table>
| Terence Davis  
tsdavi3@emory.edu  
404-727-5906 | Claire French  
cvfrenc@emory.edu  
404-712-8379 | Post II | Nicole Smith (.75 FTE)  
nlprice@emory.edu  
404-727-5672 | Pre I |
| Tamirah Gore  
tlgore@emory.edu  
404-712-2353 | Amanda Larkin  
alarkin@emory.edu  
404-778-4197 | Post II | Pat Davis (.75 FTE)  
pdavi03@emory.edu  
404-727-1533 | Post I |
| Vaneita Adams  
vadams2@emory.edu  
404-727-0506 | Emma Williams  
awill41@emory.edu  
404-778-3342 | Post II |  |
| Michael Davis  
mdavi22@emory.edu  
404-727-5606 | Abimbola Evans  
aaevans@emory.edu  
404-727-0880 | Post III |  |
| Michael Riordan  
mpiroid@emory.edu  
404-727-3036 | Margaret Murray  
mtmurra@emory.edu  
404-727-5156 | Post III |  |
| Fhaier Steele  
fsteene@emory.edu  
404-712-7958 | William Woflinbarger  
wwolfin@emory.edu  
678-431-0301 | Post III |  |

### POST-AWARD MANAGER

*Supervises Post-Award Staff*

Sandra Page  
sdpage@emory.edu  
404-778-2968

| Pre-Award FTE | 7.75 | Post-Award FTE | 8.75 |

*3.25 HSS RAS FTE performs SOM business office functions outside RAS scope of services*
FY2020 RAS HIGHLIGHTS: RAS-WIDE PROJECT AND PROCESS IMPROVEMENTS SCORECARD

RAS MISSION

Research Administration Services [RAS] works in partnership with the Emory research community to provide exceptional research administration services that are customer-focused, compliant, collaborative, and sustainable.

RAS CORE VALUES

- Promote Collaboration to Achieve Quality Results
- Possess and Apply Research Administration Expertise
- Deliver Excellent Customer Service with Accountability

ORA VISION AND GOALS

Vision Statement #1: Building a Robust and Resilient Infrastructure
- Research Policies and Procedures
- Research Information Technology Solutions
- Sufficient Staffing and Back-up Mechanism (Succession/Coverage)

Vision Statement #2: Pursuing and Reaching Operational Efficiency
- Publish Program and Operational Metrics
- Program Accreditation
- External Program Reviews
- Feedback Surveys and Information from Stakeholders
- Quality Improvement Projects Led by the ORA Dragon Team

Vision Statement #3: Recruiting and Developing a Strong and Supported Workforce
- Orientation and Onboarding activities
- One-ORA initiative

KEY

<table>
<thead>
<tr>
<th>GOAL</th>
<th>RAS Goal and/or Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>Start Date</td>
</tr>
<tr>
<td>END</td>
<td>End Date</td>
</tr>
<tr>
<td>STATUS</td>
<td>Reaching Target at Risk / Identify and Eliminate Barriers if Possible</td>
</tr>
<tr>
<td>UPDATES</td>
<td>Additional Project Information Including Delayed, At Risk, and/or Paused Projects Rationales and Mitigation Strategies (as appropriate)</td>
</tr>
</tbody>
</table>
## ORA PRIORITY / VISION STATEMENT #1
### Building a Robust and Resilient Infrastructure

<table>
<thead>
<tr>
<th>GOAL, DESCRIPTION, AND UPDATES</th>
<th>START</th>
<th>END</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Review and Revision of all RAS Standard Operating Procedures</td>
<td>7/19</td>
<td>8/20</td>
<td>✔️</td>
</tr>
</tbody>
</table>

Completed pilot launch of revised SOPs. Will launch revised SOPs RAS-wide in FY21. Developed project plans for future phases to include review and maintenance of RAS job aids (JAs), development of clinical trials SOPs and JAs, and development of PEDS RAS JAs (if clinical trials in the PEDS RAS continue to be handled in a manner that is different from all other RAS units).

| Develop and Launch Formal Internal RAS Communication Plan to Improve Transparency | 11/19 | 8/20 | ✔️     |

Launched “Slack” across all RAS units (All RAS Slack). Achieved a 95% adoption rate. On average 112 RAS staff are active in Slack each week (approximately 73%). 87% of activity occurs in public channels with announcements, post-award, recognize_appreciate_shout-out, and pre-award being the most active channels in the All RAS Slack workspace. Use of Slack allows us to provide staff with timely notices, troubleshoot pre- and post-award issues in “real time” by leveraging the knowledge of all RAS staff, track (and later search and identify) discussions of issues and resolutions, and escalate issues quickly to RAS AVP (for a Central solution).

| Develop RAS Mission, Values, Vision, Core Values, and Strategic Plan | 7/20  | 10/20| ✔️     |

Engaged more than 80% of RAS staff to review and revise RAS mission in alignment with ORA mission and vision. Developed RAS vision and Core Values. Engaged more than 80% of RAS staff to develop preliminary RAS Strategic Plan (in alignment with ORA priorities and planning guidance). Strategic Plan will be refined in FY21 based on input from ORA leadership and RAS stakeholders.

| Refine RAS Dual Reporting | 12/19 | 8/20 | ✔️     |

Refined RAS dual reporting for Human Resource functions and launched new model. Modified the recruitment and selection process to align with the revised RACI.

| Launch Formal RAS Communication Plan | 2/20  | 8/20 | ✔️     |

Developed plan for formal RAS communication to all stakeholders (RAS STORI). Progress delayed due to staff vacancies in RAS Central. Will officially launch RAS STORI in October 2020. Monthly communication will include local RAS unit trends data, staffing data, updates on RAS projects, information related to ORA and/or RAS process improvements, mission metrics, for example.
**ORA PRIORITY / VISION STATEMENT #2**

Pursuing and Reaching Operational Efficiency

<table>
<thead>
<tr>
<th>GOAL, DESCRIPTION, AND UPDATES</th>
<th>START</th>
<th>END</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch RAS “Navigators”</td>
<td>9/19</td>
<td>8/20</td>
<td></td>
</tr>
<tr>
<td>Initiated searches to fill all ten Navigator positions. Completed preliminary and semi-finalist interviews prior to the COVID-19 shelter in place order, when the searches were paused due to a hiring freeze. Secured approval to proceed with finalist interviews for four Navigator positions in August 2020 (PEDS, C&amp;I, Yerkes, and RAS Central). PEDS and RAS Central Navigators selected. Plan to fill all ten Navigator positions in FY21.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Develop Process Improvement Strategic Plan                          | 4/19  | 8/20|        |
| Participated in Huron Research Transformation Initiative. Participated in Global Contracts Task Force. Supported review and initiated implementation of Huron recommendations related to complex awards (initial “kick off meetings”), award setup, and award closeout. ORA response to all Huron recommendations was impacted by increased research administration activity and other exigencies associated with COVID-19. Finalize plans to launch process improvement initiatives in FY21. |

| Improve Expenditure Monitoring / Post-Award Operations              | 9/19  | 8/20|        |
| Completed Financial Outlook Reporting Tool (FORT) launch across all RAS Units. Developed comprehensive list of FORT enhancements to improve expenditure monitoring and service to faculty. Will work with ORA leadership and EBI partners in FY21 to establish timeline to complete enhancements. |

Coordinated with ORA partners, the Compass Team, the EBI Team, and the Faculty Advisory Board to prepare to relaunch the PI Financial Portal (fka Faculty Financial Summary). The pilot and launch phases were delayed due to COVID. We are working with School/Unit and Department/Division partners to complete critical non-sponsored data uploads to launch the pilot by February 2021.

Coordinated with RGC to develop and launch reports for managing over the limit transactions. Coordinated with RGC to develop and launch reports for monitoring awards with no expenditures in 90 days.

Coordinated with the Award Close Out Work Group to develop policies to improve expenditure monitoring and close out practices (FSR Submissions, Invoice Requirements, Award Overrun Policy, Small Balance Write-Off Policy, Residual Balance Transfers, and Award Close Out). Will collaborate with RAS leaders, RAS staff, and School/Unit/Department/Division partners to launch the new policies in FY21.

Collaborated with RGC, OSP, the Procurement Team, and the Compass Team to make system improvements to enhance post-award operations including, but not limited to, launch of Grant Forms, launch of the Account Administrator Tool, revisions to subcontract routing/notification/tools, modifications to the RBT form and process, exploring opportunities to leverage RPA to update the RAS closeout milestone for old/closed awards, streamlining the relinquishment form, and streamlining invoice processes and communication.
RAS STORI: FY 20 HIGHLIGHTS

ISSUE 1: SEPTEMBER 2020 [YEAR IN REVIEW]

<table>
<thead>
<tr>
<th>GOAL, DESCRIPTION, AND UPDATES</th>
<th>START</th>
<th>END</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve Pre-Award Services and Operations</td>
<td>9/19</td>
<td>8/20</td>
<td></td>
</tr>
</tbody>
</table>

Collaborated with OSP and RGC to develop specifications to create specifications for an EBI dashboard for "Other Support." Will collaborate with ORA leaders and EBI partners in FY21 to establish a timeline to develop the dashboard.

Collaborated with RGC, OSP, Cost Studies, and the Compass Team to make system and/or process improvements to enhance pre-award operations including, but not limited to, developing resources to understand and apply new physician fringe rates, developing a Facilities and Administrative Costs Guide, providing training and resources to implement new NSF biographical sketch and pending support formats, streamlining process to request and obtain salary information (needed for proposal budgets), developing standardized format and guidelines for Other Support, developing resources to support ORCID and SciENcv integration, and exploring opportunities to support a centralized resources page (for facilities, etc.).

ORA PRIORITY / VISION STATEMENT #3
Recruiting and Developing a Strong and Supported Workforce

RAS initiatives align with and/or support One ORA, which includes the following goals.

- Mandate management/leadership training for all employees in supervisory positions, dedicating time during these trainings to define role of ORA leaders as "the face of the research enterprise;" include expectations, concept that changes and culture shifts begin with leadership, basic management etiquette and clear repercussions for non-compliance.
- Develop and execute formal training plan for all ORA staff, including RAS leadership and staff. Start at an ORA-wide session, include knowledge on compliance. Require all staff to attend to ensure knowledge exists across levels.
- Develop and execute formal training plan for all ORA staff, including devising core trainings for all individual roles and responsibilities, developing associated reference guides and SOPs, establishing SMEs and process owners, and creating a proficiency matrix.
- Establish standard onboarding training process for new employees that reflects all formal training plan requirements.
- Formally assign training responsibilities, and reflect these assignments in the associated job descriptions to allow for bandwidth.
- Ensure training material is easily accessible to ORA staff (e.g. stored on shared drive or website) for post-training reference and guidance.
- Conduct periodic reviews of training materials (bi-annually) to ensure they are up-to-date with changing regulations, institutional policies, processes, and technology enhancements.
- Establish key training program for Schools (PI and research support staff), defining ORA as key stakeholder in development, management, and delivery of research administration training.
- Consider mandating training for new and junior PI's as part of onboarding; request seasoned PI's complete training to stay current on policy changes, regulations, and process improvements.
- Collaborate on efforts to update SOPs, training materials, and enhancements as an opportunity to review roles and responsibilities.
<table>
<thead>
<tr>
<th>GOAL, DESCRIPTION, AND UPDATES</th>
<th>START</th>
<th>END</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Formal RAS Orientation, Onboarding, and Training</td>
<td>6/19</td>
<td>2/20</td>
<td><img src="green" alt="status" /></td>
</tr>
<tr>
<td>Formalized and launched RAS orientation [Welcome to RAS: Discover Your Path], onboarding, and training program. Developed and launched standardized onboarding checklist, support resources and services, and onboarding plans. Implemented Clifton StrengthsFinder for new staff. Modified orientation, onboarding, and training resources to support remote orientation, onboarding, and training.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revise RAS Staff Competencies</td>
<td>8/19</td>
<td>8/20</td>
<td><img src="green" alt="status" /></td>
</tr>
<tr>
<td>Completed revision of RAS competencies to align with current and proposed job descriptions as well as new leader competencies. Mapped job description skills and responsibilities to ~50 discrete competencies. Updated competencies map to ensure promotion and progression paths are clarified (including preliminary links to training in ELMS, on RASnet, and/or in LinkedIn Learning). Implement RAS competencies RAS-wide in FY21 to support HR actions including recruitment, selection, promotion/reclassification, and performance management.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve Support for New Hires</td>
<td>5/19</td>
<td>3/20</td>
<td><img src="green" alt="status" /></td>
</tr>
<tr>
<td>Piloted standard RAS leader finalist interview model to establish consistency and rigor across RAS Units.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed and piloted RAS Master Mentor Training Program. Matched first Master Mentors with mentees.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve Support and Professional Development for RAS Leaders</td>
<td>1/18</td>
<td>12/19</td>
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<td>Launched second cohort of RAS LEADS (Leader Excellence and Development Series) to include aspiring RAS leaders to support development of the RAS leader pipeline and succession planning. The goal of RAS LEADS is to develop new leadership knowledge and skills, provide experiential learning opportunities to improve RAS leaders’ ability to manage HR responsibilities, and identify and share best practices. FY20 topics included career progression and promotion—developing yourself and others; building and sustaining a team; handling special HR Management Challenges—workers compensation, ADA, FMLA, alcohol/drug abuse/misuse, and domestic violence; supervision and discipline; coaching for commitment performance coaching and CliftonStrengths-based coaching, performance management; developing executive presence; unconscious bias and microaggressions in the workplace; and the entrepreneurial mindset.</td>
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<tr>
<td>GOAL, DESCRIPTION, AND UPDATES</td>
<td>START</td>
<td>END</td>
<td>STATUS</td>
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<tr>
<td>Improve RAS-wide Training</td>
<td>9/19</td>
<td>8/20</td>
<td>✔️</td>
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</tbody>
</table>

Identified local RAS Subject Matter Experts (SMEs) for all RAS SOPs and work. Beginning in FY21, SMEs will serve as local/RAS-wide resources to resolve issues, support onboarding of new staff, lead/support RAS-wide training, and contribute to process improvement initiatives.

Piloted RAS SOP Boot Camps focused on developing RAS knowledge of SOPs, understanding of partner roles and responsibilities, and ability to apply SOPs to job performance to increase quality control and consistency. Will offer remote boot camps for all revised RAS SOPs in FY21.

Launched monthly RAS-wide training and development on sponsor and/or Emory Policies and Procedures [Facts and Snacks]. FY20 training topics included effort reporting, over the limit transactions, FSR submission and cash draws, subrecipient monitoring, managing clinical trials, industry contracts, new Facilities and Administrative Cost rate agreement, contract types and routing, and Compass requirements.