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

<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>
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<tr>
<td>CAPS</td>
<td>$25,620,768</td>
<td>$22,863,191</td>
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<td>1.83%</td>
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<tr>
<td>DOM</td>
<td>$75,712,690</td>
<td>$79,801,231</td>
<td>5.12%</td>
<td>6.90%</td>
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<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>
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<tr>
<td>PHN</td>
<td>$60,673,816</td>
<td>$72,147,442</td>
<td>15.90%</td>
<td>12.80%</td>
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<tr>
<td>YRK</td>
<td>$47,229,548</td>
<td>$52,285,882</td>
<td>9.67%</td>
<td>9.20%</td>
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</tbody>
</table>

¹ Unclassified proposals (not assigned to a RAS Unit) are not included.
² Data Source: EBI
### Award Volume Cumulative FY20 and FY21 September - January Awards by RAS Unit

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>ABOSS</td>
<td>$43,457,093</td>
<td>$20,202,252</td>
<td>-115.11%</td>
<td>-13.02%</td>
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<tr>
<td>BSCI</td>
<td>$30,072,481</td>
<td>$34,353,034</td>
<td>12.46%</td>
<td>-13.39%</td>
</tr>
<tr>
<td>C&amp;I</td>
<td>$23,250,893</td>
<td>$16,926,850</td>
<td>-37.36%</td>
<td>-17.20%</td>
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<tr>
<td>CAPS</td>
<td>$8,174,782</td>
<td>$10,998,016</td>
<td>25.67%</td>
<td>-5.97%</td>
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<tr>
<td>DOM</td>
<td>$28,198,256</td>
<td>$55,595,375</td>
<td>49.28%</td>
<td>5.45%</td>
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<tr>
<td>HSS</td>
<td>$7,974,644</td>
<td>$9,320,346</td>
<td>14.44%</td>
<td>-22.58%</td>
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<tr>
<td>PEDS</td>
<td>$27,195,859</td>
<td>$40,192,847</td>
<td>32.34%</td>
<td>-7.69%</td>
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<tr>
<td>PHN</td>
<td>$33,704,210</td>
<td>$63,797,117</td>
<td>47.17%</td>
<td>-8.75%</td>
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<tr>
<td>YRK</td>
<td>$11,429,596</td>
<td>$16,576,560</td>
<td>31.05%</td>
<td>33.33%</td>
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</table>

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>
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<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><strong>7.2</strong></td>
<td><strong>7.2</strong></td>
</tr>
<tr>
<td>YRK</td>
<td>4.4</td>
<td>4.4</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]

SENIOR DIRECTOR
Supervises Assistant Director, Managers, and Administrator
Beatriz Ibanez-Alvarez | beatriz.ibanez-alvarez@emory.edu | 404-712-8429

ASSISTANT DIRECTOR
Supervises Post-Award Managers and Post-Award Administrators
Eric Strait | estrait@emory.edu | 470-259-9503

PRE-AWARD MANAGER
Supervises Pre-Award Administrators
Jamila Edwards
tedwa28@emory.edu
470-259-1872

PRE-AWARD MANAGER
Supervises Pre-Award Administrators
Tamaira Lyons
tdl Lyons@emory.edu
470-698-0223

NAVIGATOR / POST-AWARD MANAGER
Supervises Post-Award Administrators
Katherine Carey4kcarey4@emory.edu
470-259-0237

POST-AWARD MANAGER
Supervises Post-Award Administrators
Robert Laverock
rlavero@emory.edu
470-259-0134

POST-AWARD MANAGER
Supervises Post-Award Administrators
Maleika Huff
mnhuff@emory.edu
470-788-9841

Post III
Courtney Tucker
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470-259-3407

Pre II
Victor Zamora
v zamora@emory.edu
470-825-9071
Pre I
Jessica Hand
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470-825-6600
Post II
Junelle Lafayette
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470-259-9043
Post II
Samantha Almoza
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470-259-1833

Pre III
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470-698-3473

Pre III
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Pre II
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470-773-7319
Post II
Marcus Scott
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404-727-1853
Post II
Tammy Babitz
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470-259-0317

Pre III
Charlotte Harmon
charm2@emory.edu
470-217-5333

Pre III
Rachael Miller
rmillie2@emory.edu
470-698-0187

Pre II
Syed Bukhari
sbukha@emory.edu
470-829-9823
Post III
Elizabeth LaScala
elasca2@emory.edu
470-829-3501
Post III
Mariana Popa
mpopa@emory.edu
404-727-1231

Pre III
Yevgeniy Kovalenkov
y kovalenkov@emory.edu
470-371-1550

Pre III
Erica Pitts
espitts@emory.edu
470-259-3539

Post III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

Pre III
TBD [Vacancy]

*2.49 PHN FTE is grant funded. Totals exclude 0.5 FTE reports to SPH department, Pre/Post Award.

4 McKinsey funded position
5 Slack resource position deployed by RAS Operations
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>
</thead>
<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.