

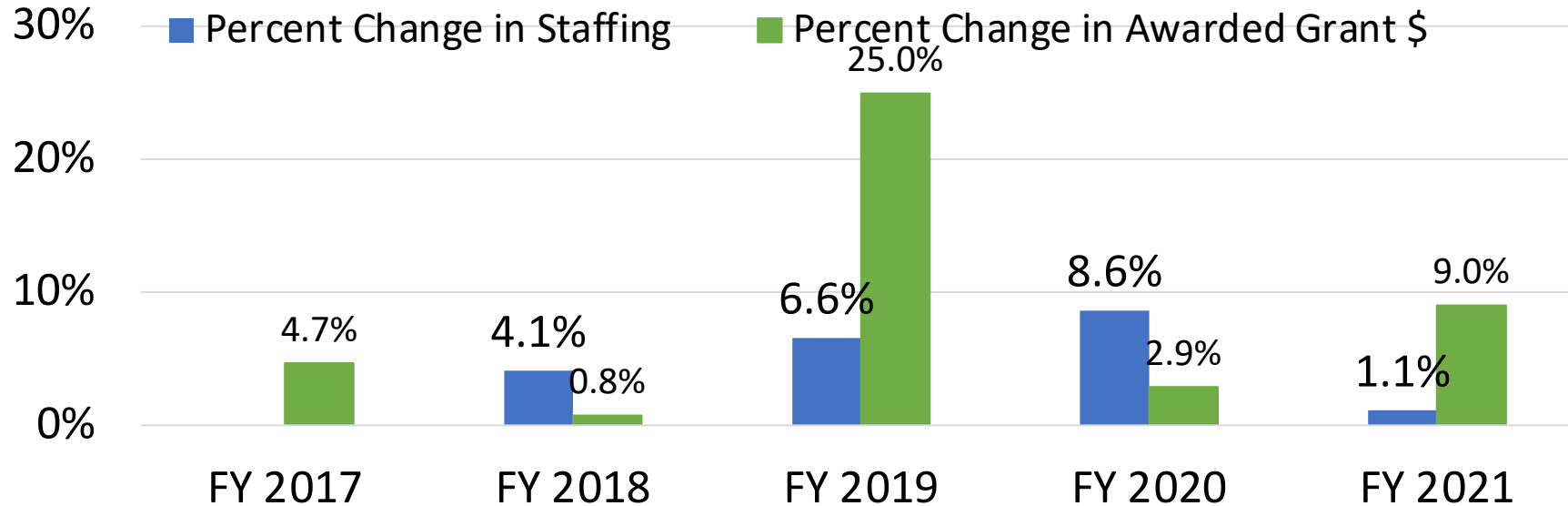
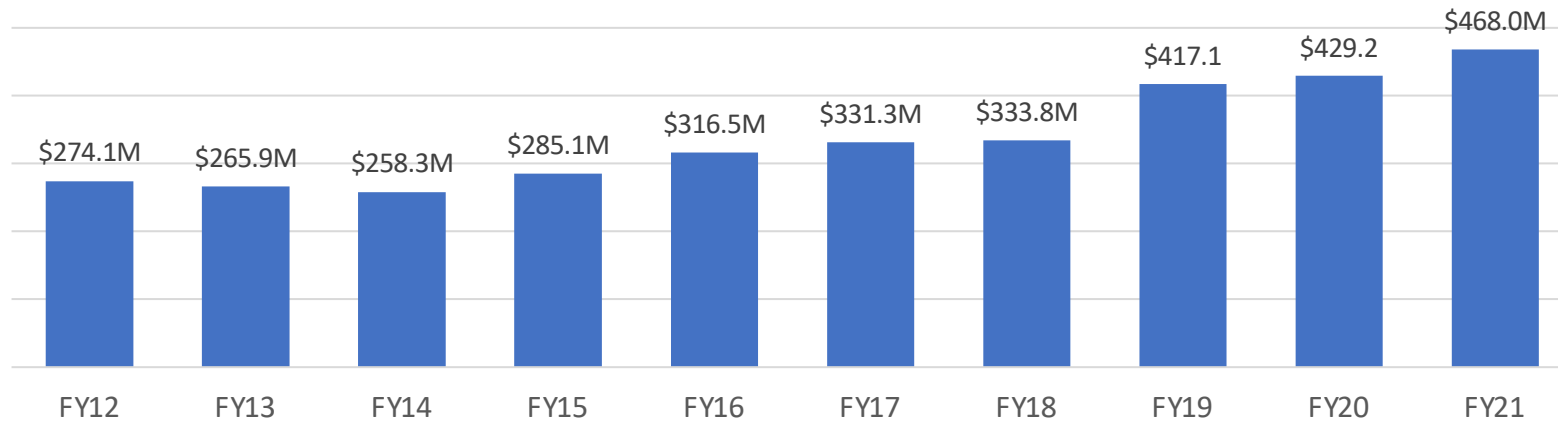
Grants Administration Transformation: Project Gateway Update

Progress and Next Steps

UK Has Experienced Significant Growth in Sponsored Research

Over the last decade, the University of Kentucky has nearly doubled its sponsored research and continues to grow.

Total Awards (\$M) FY12 – FY21



The University of Kentucky has a flourishing research portfolio – with more than **50 research centers and institutes**.

In the past 5 years, **sponsored research has grown more than 40%**.

Grants administrative staff have not kept pace of that growth.

Against this background, research administration is challenged by a competitive job market and current tools and processes

As the institution continues to grow its research portfolio, challenges across hiring, staffing, technology, and business process within research administration may impact UK's ability to meet its mission and future research aspirations.

Competitive Higher Education Job Market



Across higher education and research administration, institutions are facing challenges in recruiting staff due to competitive salaries, opportunities for remote work, and changing workforce demands.

Increased Turnover in Research Administration



In addition to facing a tight job market, UK experiences turnover in its central offices and campus units. Possible contributing factors include salary, culture, workloads, remote work policies, opportunities internally or externally for career advancement.

Lack of Research Administration System Integration



Research administration at UK is supported by 30+ research administration systems and shadow systems across the institution. Systems often lack integration and given age and capabilities, impact quality of data and reporting for research administrators and research faculty.

Duplicative and Manual Processes



Pre- and post-award research administration processes are often duplicative and require significant manual data entry for administrators, limiting overall efficiency and ability to effectively meet strategic goals and missions.

- UK Project GATeWAY

UK Project GATeWAY: GRANTS ADMINISTRATION TRANSFORMATION AS THE WAY FORWARD

The implementation's priorities are intrinsically tied to the University's Strategic Plan.

UK PROJECT GATeWAY OPPORTUNITIES



Opportunity 1: Structure

Develop an organizational structure with new job architectures, business processes, appropriate staffing and compensation levels which support growth while providing pathways for career advancement.



Opportunity 2: Services

Create a collaborative shared service model for local grants administration, using successful grants administration structures developed in large colleges as a road map. Includes development of a funding strategy for collaboratives.



Opportunity 3: Technology

Prepare and implement a research technology and systems roadmap for research administration. Explore Robotic Process Automation (RPA) Opportunities.

UNIVERSITY OF KENTUCKY'S STRATEGIC OBJECTIVES

Putting Students First

Taking Care of our People

Inspiring Ingenuity

Ensuring Greater Trust, Transparency and Accountability

Bringing Together Many People; One Community

Opportunity 1: Structure

Develop an organizational structure with new job architectures, business processes, appropriate staffing and compensation levels which support growth while providing pathways for career advancement.

1a	Realign Central Research Administration Functions and Responsibilities	Realign certain research administration responsibilities within central research administration organizations (i.e., Office of Sponsored Projects Administration and Research Financial Services).
1b	Implement a Formal Job Architecture for All Key Research Administration Positions	Consider implementing a new job design approach for research administration, which includes the development of a new job architecture framework, defining job leveling and job titling standards, and the process of standardizing and harmonizing jobs across the research administration enterprise.
1c	Reevaluate Staffing Levels Across Research Administration Functions	Implement a new research administration staffing plan in order to provide adequate staffing levels in support of all key research administration functions.
1e	Implement Highlighted Business Process Improvements	Implement highlighted improvement opportunities and initiatives stemming from the Business Process Maturity Workshops across targeted research administration sub-processes to increase standardization, efficiency, and use of technology.

Opportunity 2: Services

Create a collaborative shared service model for local grants administration, using successful grants administration structures developed in large colleges as a road map. Includes development of a funding strategy for collaborative stand up.

2 Reimagine Local Research Administration Support¹

The University of Kentucky should build on its foundational local research administration support structure and further develop roles to provide standardized and consistent support for research faculty in all colleges.

SHARED SERVICES IS THE GATEWAY TO:

- Uniform and standardized services to researchers across the institution
- Sufficient support of research growth across the enterprise
- Embedded local research administration support to assure compliance, allow for career growth opportunities
- Equitable competition between units for staff
- Transparent resourcing and cost savings
- Exceptional research administration support (standardized assistance, improved access to subject matter experts) to increase grant activity
- Improved interactions between central and local grants administration units, increased access to training, sharing of information, continuing education opportunities, and coverage to allow for greater work life balance of staff

1. Includes defining a strategy for equitably funding collaboratives

- UK Project GATeWAY

Opportunity 3: Technology

Prepare and implement a research technology and systems roadmap for research administration. Explore Robotic Process Automation (RPA) Opportunities.

3a Prepare and Implement a Research Technology and Systems Roadmap

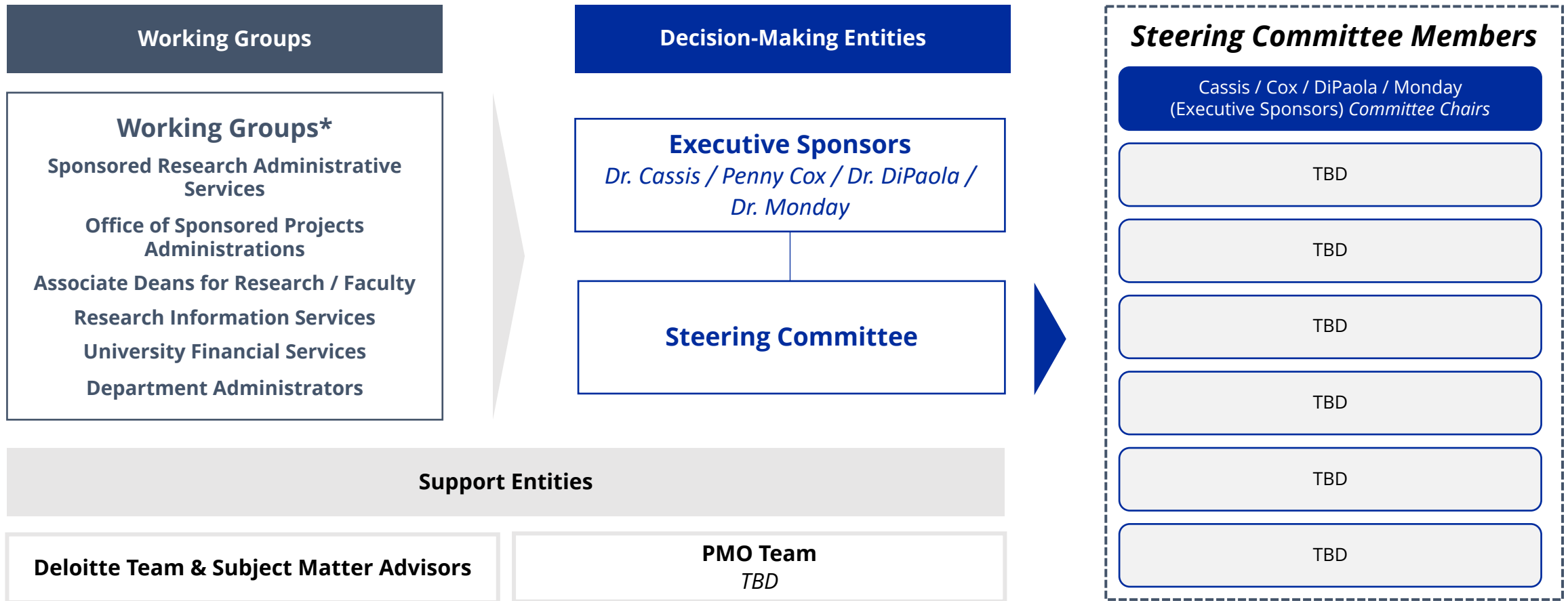
Prepare a research technology and systems roadmap to plan for efficient and scalable technology-enabled research administration that automates processes and increases information transparency for the research enterprise.

3b Explore Robotic and Intelligent Automation (RIA) Opportunities

Explore Robotic Process Automation (RPA) opportunities for highlighted research administration processes to enable increased service to research faculty and more efficient data capture, reducing human error resulting from manual and time-consuming data entry.

Governance Structure

The program proposes the following governance structure to streamline decision-making and engage the appropriate stakeholders.



*Note: The Working Group Members will primarily participate in Program Working Groups and will be comprised of multiple representatives from each listed office, selected and approved by the Steering Committee members.

• UK Project GATeWAY

Proposed Governance Structure

Establishment of strong project governance is critical to drive toward a future state that aligns with the culture and mission of UK.

Working Groups *(sample representatives)*

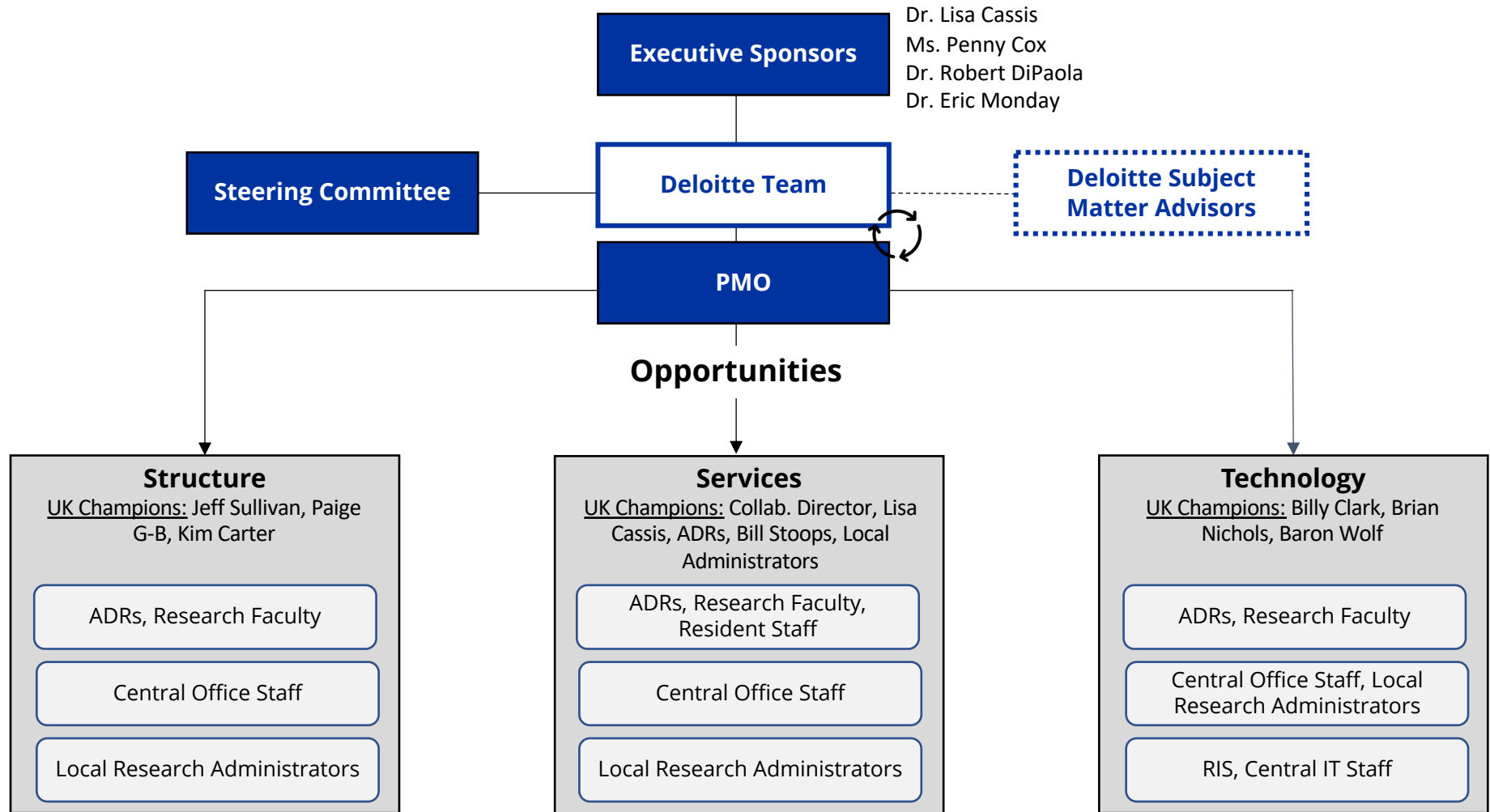
SRAS

OSPA

ADRs

Local Research Administration

Others



Program Timeline

The activities covered in the following section are to be delivered by the Deloitte and UK teams over a 14-month engagement.



Description:

As a part of the Design Phase, the Deloitte team will work through transforming the current state into an optimized future state by analyzing business processes and redesigning organizational structures for efficiency.

Key Deliverables:

1. Business Process Redesign
2. Organizational Design
3. Governance Framework(s)

Description:

As a part of the Build and Test phase, the Deloitte team will work to design an optimal Collaborative organizational structure, staffing the organization, and developing training for workforce and organizational efficiencies.

Key Deliverables:

1. Build and Implement Governance
2. Develop Operating Policies and Procedures
3. Knowledge Base Complete with Knowledge Articles

Description:

As a part of the Implement phase, the Deloitte team will Go-Live with the Collaborative organization in three different waves. The Deloitte team will support stabilization and incorporate lessons learned based on prior go-lives.

Key Deliverables:

1. Training
2. Assess Readiness
3. Launch

- **Project GATEWAY**

Additional Efforts:

Deloitte will also assist with:

Service metrics and service level agreement establishment

Communication Strategy-weekly or biweekly mass communication of efforts

Change Management Strategy

Learning and Training Strategy for ongoing professional development of staff and career pathing

- **Project GATEWAY**

Next Steps:

Final contract negotiations and contract approval from Frankfort

Visits to/meetings with two other universities who have implemented shared services in Grants Administration for lessons learned

Steering Committee and work group participant identification and kick off.

We need College involvement, support, guidance, and patience as we embark on this transformational opportunity that will support our researchers and enable growth for many years!