

## Who Ya' Gonna' Call?

A case study in post award  
organization



## Your Hosts

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## Post Award Structures

- Grant Specialists assigned by Agency

– Pros

- Expertise
- Relationship with agency staffs

– Cons

- Different contacts for PIs
- Workload peaks could be difficult to manage
- Limited knowledge of other agencies

## Post Award Structures

- Grant Specialist assigned by University Departments
  - Pros
    - More diverse experience
    - Consistent contact for PIs
    - Coverage in case of absences
    - Ability to relationship build with key customers
  - Cons
    - Sponsor specific “experts” have to work harder to maintain that knowledge due to diversified portfolio



## KU's Story



- Past
  - Organized Post Award staff by sponsor
- Present
  - KU departments assigned to 2-3 member teams. Implemented 6 months ago. Still adjusting assignments.











## MU's Story









- Past
  - Organized Post Award staff by sponsor
  - Preaward Organized by Departments, in satellite offices with departmental staff
- Present
  - Closing in on second year of integration by departments with team leads
  - Preaward joined the integration one year later






## Why the change?

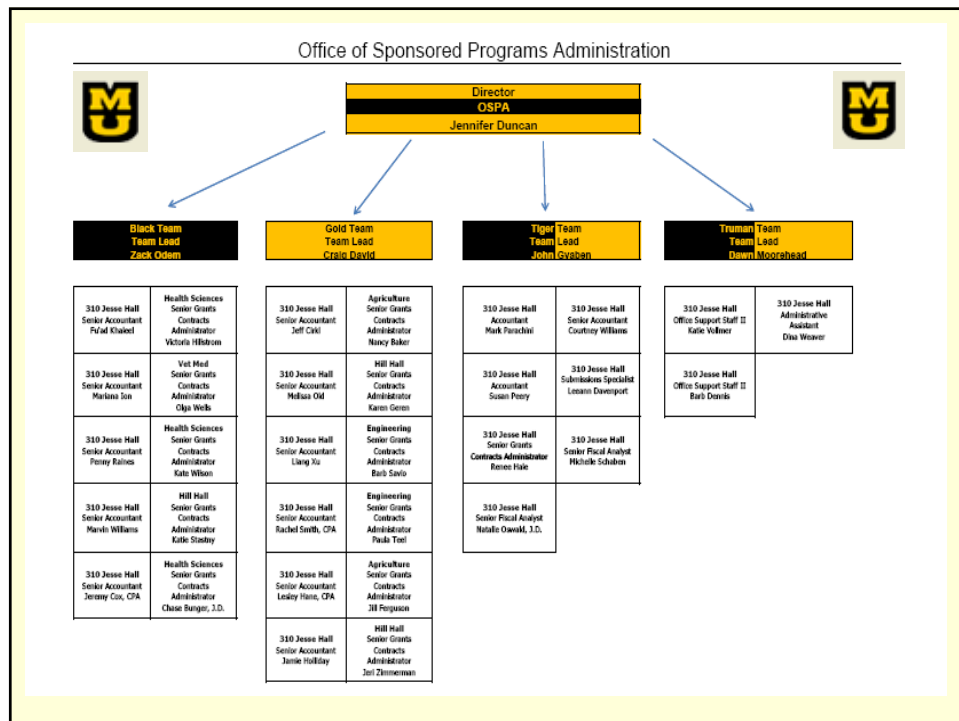
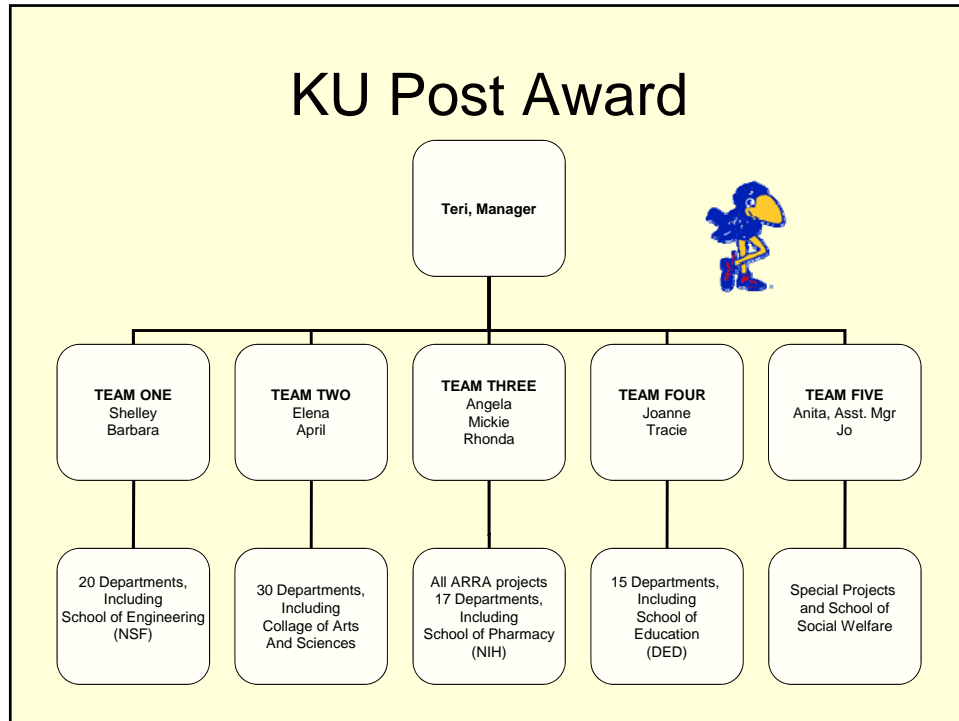
- KU
  -  System seemed to be working
  -  No audit findings
  -  2009 Customer Survey
  -  NCURA Peer Review
- MU
  -  Negative audits (adverse/qualified)
  -  Significant understaffing
  -  Consultants' recommendations
  -  Administration wanted change

## Implementation






- Missouri
  -  Timing of events
  -  Considerations for change
  -  Emphasis on A-133 “audit recovery”
  -  Communication & Relationship building
  -  Workload per FTE (portfolio management)
  -  Sccrrrr! Backtracking when mistakes are made or assignments don’t go well

## Implementation






- Kansas
  -  1300 active projects, \$126 million
    - (Lawrence campus only)
  -  8 specialists at time of change-Increased to 9
  -  Team Leadership
  -  ARRA
  -  What about pre-award?







## Difficulties

-  Every specialist felt like new person
-  Who makes up the team?
-  What departments?
-  Complex Change is highly stressful in our dynamic grants environment
-  Personalities – how much weight is given?

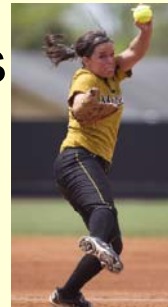
## Difficulties

-  Standardization among teams?
-  What about changes in assignments?
-  Communication to customers
-  Confidence levels of campus community
-  Growing internal teams while highly accountable to external community

## KU's Successes

-  Other units within research administration moving to team structure
-  Positive feedback from departmental staff and researchers
-  More opportunity for professional development
-  Increased collaboration among specialists

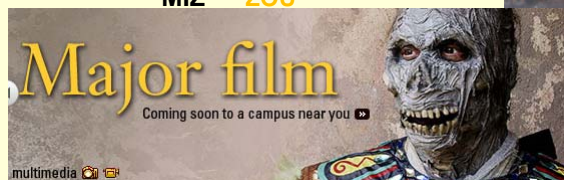
## Mizzou's Successes



MIZ ZOU







MIZ ZOU














## Mizzou's Successes

-  Financial investment in staffing, equipment, and professional development
-  Movement to incorporate pre-award into teams indicative of successful structure
-  Departmental response has been positive; some departments now identify with whether they are served by Black or Gold Teams
-  Average portfolios under management are now at a level where staff can be successful and grow their knowledge and customer service outreach efforts

## Mizzou's Successes

-  We build strong relationships with our customers
-  Teams are accountable to each other
-  Internal Team Pride and desire to improve
-  Internal controls and compliance have moved to the forefront
-  Pilot projects are underway (Clinical Trials are now cradle to grave)
-  Our expertise is growing
-  Administrative Support for each team
-  We deliver training to our campus
-  NCURA active participation

## Oh, Yeah, More KU Successes



## Which style is right for you?



Number of awards?



Staff size?



Ability to adjust staff size?



Administrative Buy-in?

# Thanks for Coming!

- Any Questions?

