



INTEGRATING GRANTS SOFTWARE AND YOUR FINANCIAL SYSTEM: A PRACTICAL APPROACH

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TODAY'S MODERATOR



+ **MATTHEW STAMAN**

- + Managing Director
- + **Huron's Higher Education Practice**

Experience:

Matthew has been consulting with research institutions for more than 20 years, including work with Higher Education and Healthcare institutions and independent research institutes. Over that time, he has worked in pre-award, post-award and clinical research, as well as research administration technology.

Matthew's primary focus is on helping institutions deploy technology to support the research enterprise. He currently leads the implementation team for the Huron Research Suite.

TODAY'S PRESENTERS



+ **MELANIE STAPELMAN**

+ Director of Product Management

+ **Huron's Higher Education Practice**

Experience:

Melanie has more than 15 years' experience in a variety of roles within research administration, from collaborating with Higher Education and Healthcare institutions to plan for, design and execute large-scale Grants Management and Financial system implementations to performing organizational assessments and business process redesign.

For the past seven years Melanie has focused on product management for Financials Grants Management and specialized pre-award systems development.

TODAY'S PRESENTERS



- + **MIKE CHAMPA**
- + Director
- + **Huron's Higher Education Practice**

Experience:

Mike has more than 10 years' experience collaborating with Higher Education and Healthcare institutions to plan for, design and execute large scale initiatives, including the deployment of research administration, post-award grants and financial management technologies.

Mike specializes in helping institutions work through the challenges of moving to a cloud-based systems, especially in the areas of project planning/scoping, business process transformation, project management, systems design and change management.

TODAY'S PRESENTERS



+ **DOUG BAUMAN**

+ Director

+ **Huron's Higher
Education Practice**

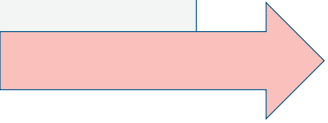
Experience:

Doug has 10 years of experience working with Higher Education and Healthcare institutions to deploy research administration systems, with a specialization in implementing Huron's research software that supports sponsored research and research compliance business processes.

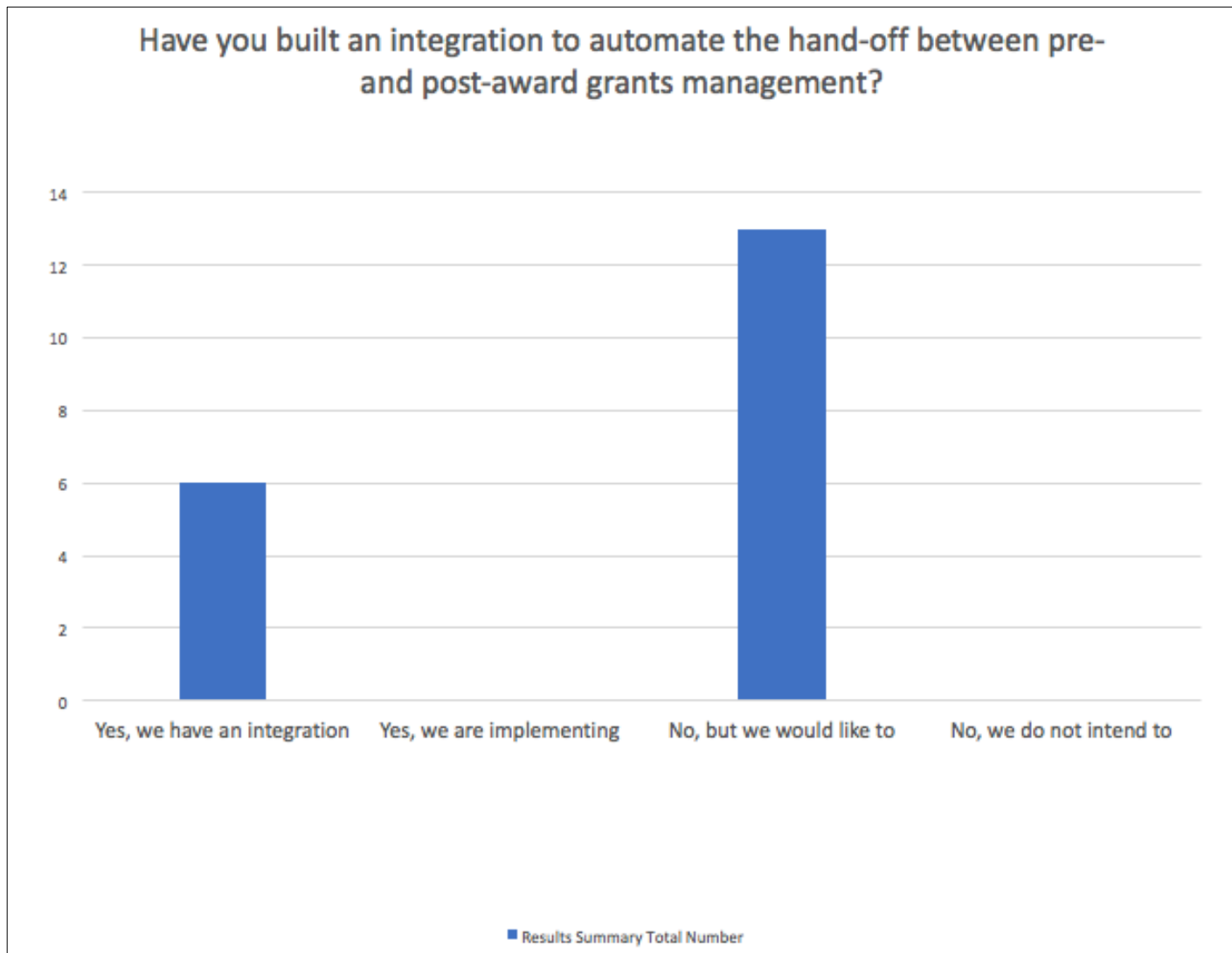
ASK US YOUR QUESTIONS: LEVEL 3 CHAT PANEL

The screenshot shows a web meeting interface. At the top left, there is a dark blue header with a back arrow and the text "Ask a Question". Below this is a large white rectangular area for chat messages. At the bottom of the chat area, there is a light blue bar with the text "Chat with presenter". Below this bar is a white input field with the placeholder text "Type your question" and a "Send" button to its right. On the right side of the interface, there is a video feed area. The top part of the video feed shows a man in a white shirt standing and pointing at a whiteboard, with several people seated around a table. Below the video feed, there is a blue overlay with the HURON logo and the text "WEB MEETING".

Enter a question in this dialog area at any time.



POLLING QUESTION ONE



INTRODUCTION

MANAGING SPONSORED RESEARCH: INTEGRATION BECOMING MORE CRITICAL



80% of the department/college level research administrators and 59% of central/university level research administrators indicated that separate, non-integrated and inadequate information systems were the **most frequent problem or obstacle in the management of sponsored research**



Highlights importance of continuity of information throughout the lifecycle of a sponsored project and the integration of information systems involved in managing sponsored research

INTEGRATION GOALS

Huron's perspective: We believe integration among research systems plays an important role in effectively supporting the research enterprise.

Our approach to Grants Management and Financial Systems integrations are designed to:

- Eliminate redundant data entry, reducing errors
- Reduce time from receipt of Notice of Award to set-up in Financials
- Allow for better management of the entire grant lifecycle
- Enable effective collaboration and a common language between pre- and post-award offices
- Support better customer service to researchers
- Improve an organization's ability to analyze and monitor awards and award modifications across systems through data continuity

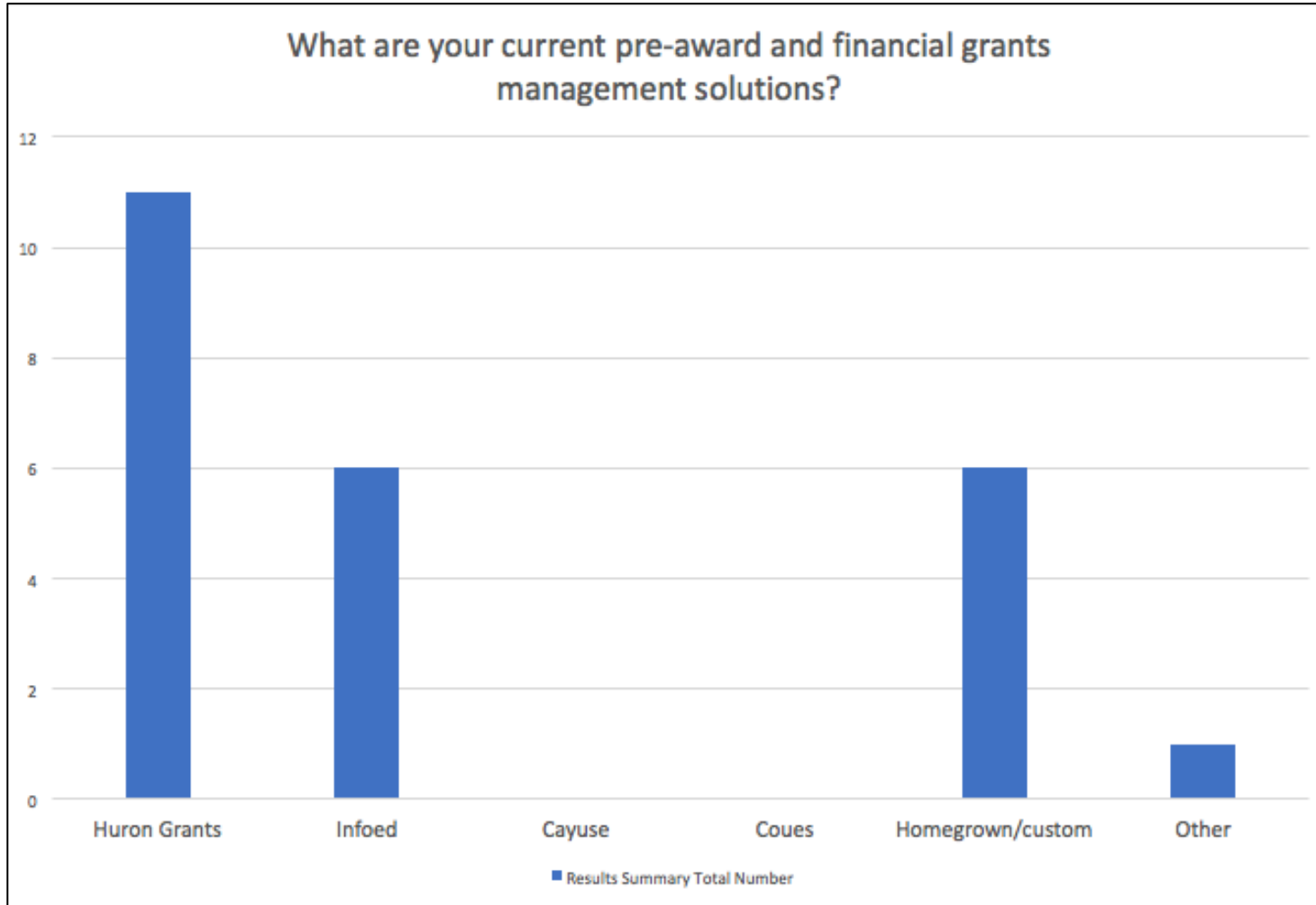


INTEGRATION PLANNING: START WITH END GOAL IN MIND

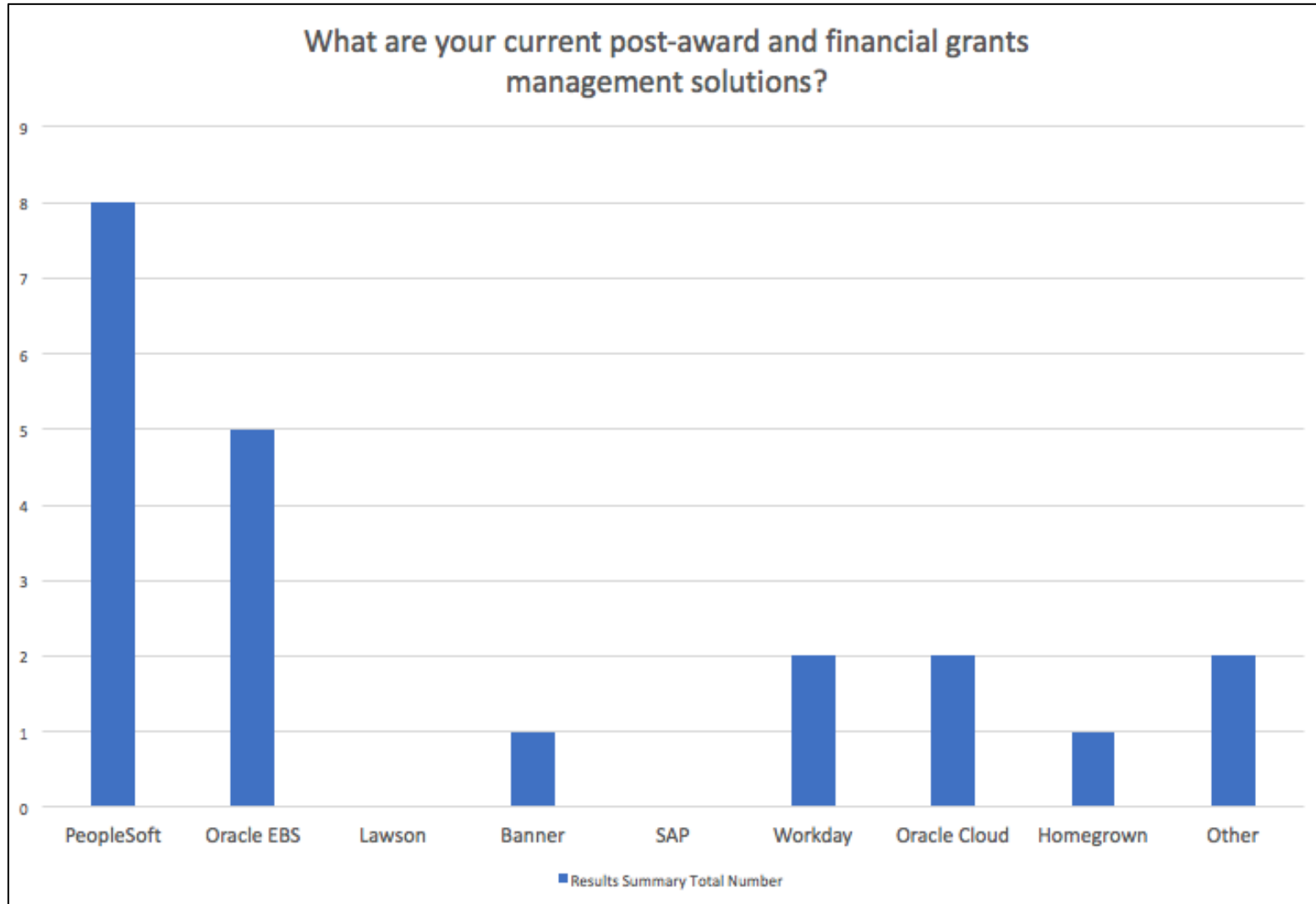
Huron's Perspective: We believe that solid business processes are the pillars for building successful integration across systems

- Research administration processes are most effective when integrated across the lifecycle of a research program
- Align data entry and maintenance with the personnel who have the necessary information
- Maintain a single "source of truth" for each business process and each data element
- Real-time data exchange enhances the timeliness and accuracy of communication and reporting
- Make back-end data ownership and exchange transparent to researchers

POLLING QUESTION 2



POLLING QUESTION 3



GUIDING PRINCIPALS TO ENSURE PROJECT SUCCESS

WHY SYSTEMS INTEGRATION PROJECTS CAN FAIL

1

*Investment is required
with no immediate benefits*

2

Level of risk involved

3

Resistance to change

ENSURE INTEGRATION PROJECT SUCCESS

Why Integration Projects Fail



Investment required with
no immediate benefits

Recommendations to Ensure Success

START WITH THE BASICS

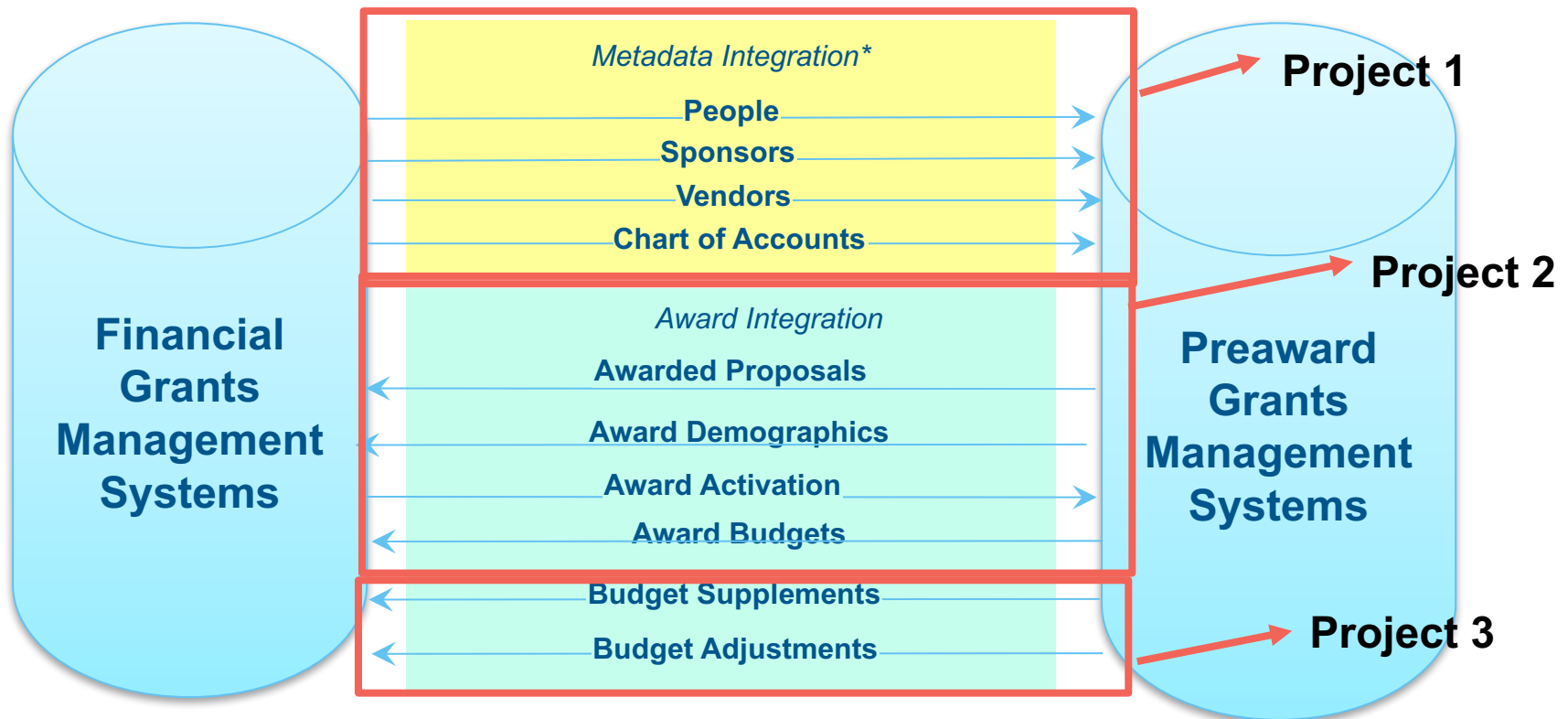
- Using a starting point of sharing foundational data between systems provides tremendous value for proposal development by eliminating manual entry and ensuring accuracy

LEVERAGE AN ITERATIVE DEVELOPMENT APPROACH TO BUILD COMPETENCIES

- Starting with the basics is a budget-friendly way for your staff to build team competencies so that you can add more complex integration features as you go

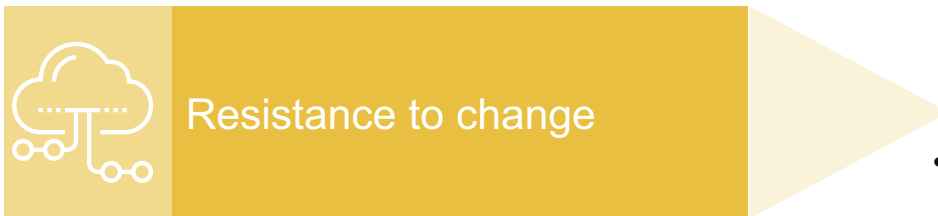
EXAMPLE: START SIMPLE AND BUILD FROM THERE

Plan iterative integration projects based on related system touchpoints.



ENSURE INTEGRATION PROJECT SUCCESS

Why Integration Projects Fail



Recommendations to Ensure Success

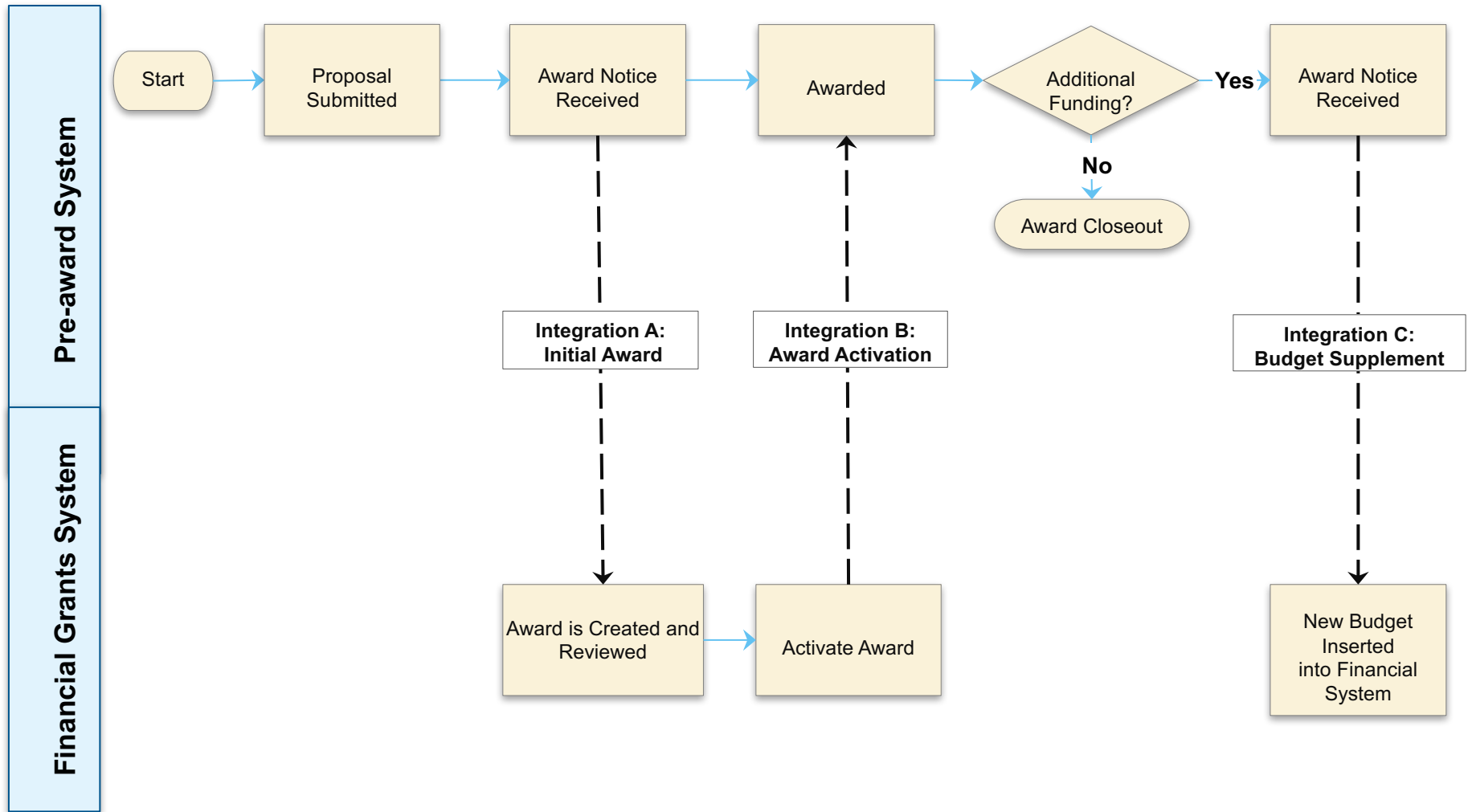
START WITH THE BUSINESS CHALLENGES YOU ARE ATTEMPTING TO SOLVE

- Match the system integration to the process and the various roles involved (handoffs between pre and post award offices) ensures the integration design appropriately addresses business challenges
- Don't forget reporting and informational needs

RECRUIT CHAMPIONS AND KEEP THEM ON BOARD

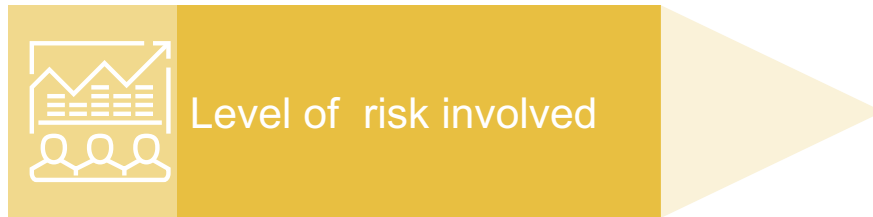
- Management needs to provide their input from the beginning and be viewed as a significant partner
- Champions inside the affected business areas can articulate the benefits to their colleagues also helps sell the project to users

MAP OUT THE BUSINESS CHALLENGE: EXAMPLE AWARD INTEGRATION FLOW



ENSURE INTEGRATION PROJECT SUCCESS

Why Integration Projects Fail



Recommendations to Ensure Success

BE THOUGHTFUL ABOUT PLANNING

- Consider your integration time and budget as part of a longer trajectory. Try not to view integration as a one-shot opportunity.
- Provide better information for making decisions about complex integrations

CHOOSE THE RIGHT TOOLS

- Not all tools are the same: making sure that you fully understand what you need today and what you might need tomorrow will help you choose the most relevant ones. Factors to include are:
 - Bilateral integration vs single sided integration
 - Error handling capabilities
 - Tools that are compatible with both systems you are integrating

MONITORING, ERROR-HANDLING AND CORRECTION IS CRITICAL

- Developing appropriate error handling system processes and supporting procedures ensures successful methods are in place for dealing with and resolving integration errors

ENSURE PROJECT SUCCESS THROUGH GUIDING PRINCIPALS

1

Start with the basics

5

Be thoughtful about planning to ensure future funding

2

Follow iterative development practices to deliver quickly, build competencies

6

Choose the right tools to align with the systems you are integrating, processes you will be supporting

3

Identify business challenges to resolve

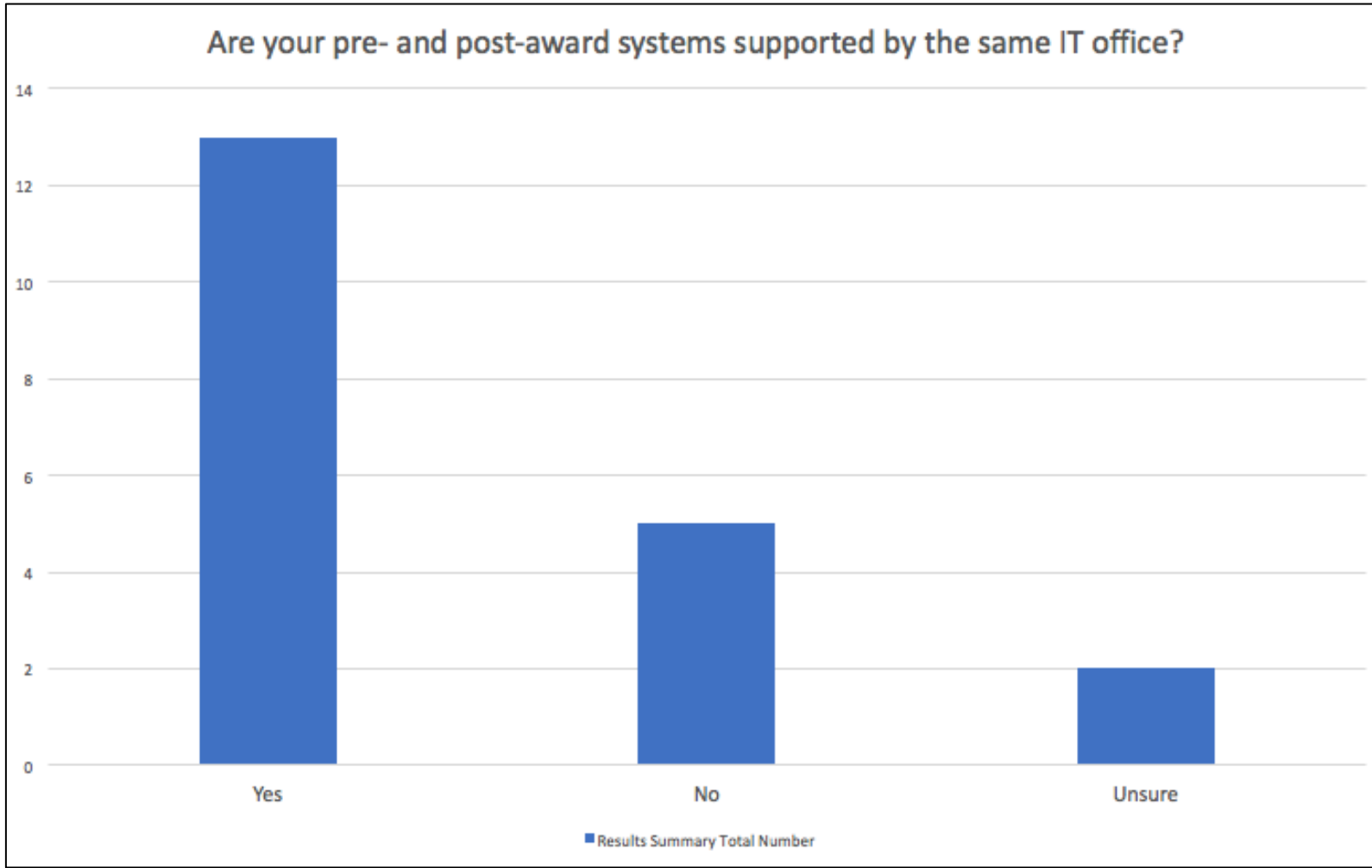
7

Monitoring, error handling and correction are critical

4

Recruit champions to provide input and ensure organizational support

POLLING QUESTION 4



GOVERNANCE AND MANAGING EFFORTS

GETTING TO WORK:

EXECUTE YOUR STRATEGY AND VISION



Identify the key players needed to design and build your integration

- Post-award process owner and subject matter experts
- Pre-award process owner and subject matter experts
- Technical team members
- Project manager
- Initiative sponsor / champion



Identify the individuals that will make decisions (process and technical) about what data will be integrated and what systems will be considered the source of truth for a given data set

SCOPING EFFORT TO INTEGRATE: WORKING SMART



Treat the effort like a system implementation, managing the project with the same vigor you would a major IT initiative



Outline key tasks and deliverables as well as the key resources who will execute those tasks



Document technical and functional, integration design. Functional design can identify areas for future integration, including rationale

DATA GOVERNANCE

WHERE DOES YOUR DATA LIVE?



Be thoughtful about where which system is best equipped to capture, maintain and report key research data:

- Validate core requirements, including priority
- Identify the source of truth



Who are individuals who will maintain that data and what is their process to do so?

- What controls can be put into place to support this?



How will data integrated between systems be managed over time?

WHAT IS AUTOMATED? CLARIFY PEOPLE, TECHNOLOGY INTERSECTION



- + Verify roles and responsibilities for administrators during key process points where data is pushed from source to target system
- + Identify the 20 percent of processes, use cases where work-arounds may be acceptable
- + Continually collaborate with technical resources

FOCUS ON SCOPE OF AUTOMATION

AVOID BOILING THE OCEAN

Numerous funding scenarios will create various setup considerations:

- Grants v. contracts
 - Federal v. industry sponsors
 - Flow-through sponsors
 - Cost share components
 - Program income
 - Cooperative agreements with multiple funders
 - Continuations, supplements, modifications
 - Detailed v. summary budget detail
 - Sub-awards
- + Establish decision-making parameters, with cost/benefit analysis when additional requirements are identified
 - + Perfection can be your enemy

PLOTTING YOUR ENDEAVOR

BUILD FOR TODAY, PREPARE FOR TOMORROW



What were your objectives for completing pre- to post-award system integration?

- Ask this question as additional components begin to creep in



Maintain a strong partnership with your software vendor to understand upgrade paths and/or feature releases

- What data/technical obstacle exists now that may not in the future



What can be done now to accomplish key goals vs. a long-term enhancement plan?

PRACTICAL APPROACH: A CASE STUDY

RANGE OF CLIENT EXPERIENCES

EVOLVING BEST PRACTICES

1

*Start simple:
"Just the basics"*

4

Get immediate wins, lengthen the learning curve, build competencies so you're better able to tackle more complex features

2

Be intentional about planning and scope: It doesn't all have to be done at once; look at time and budget over a trajectory

5

Consider how SaaS cyclical upgrades will impact your scope

3

Keep the work effort manageable

6

Build a solid foundation for continual improvement and innovation; An iterative approach keeps things manageable

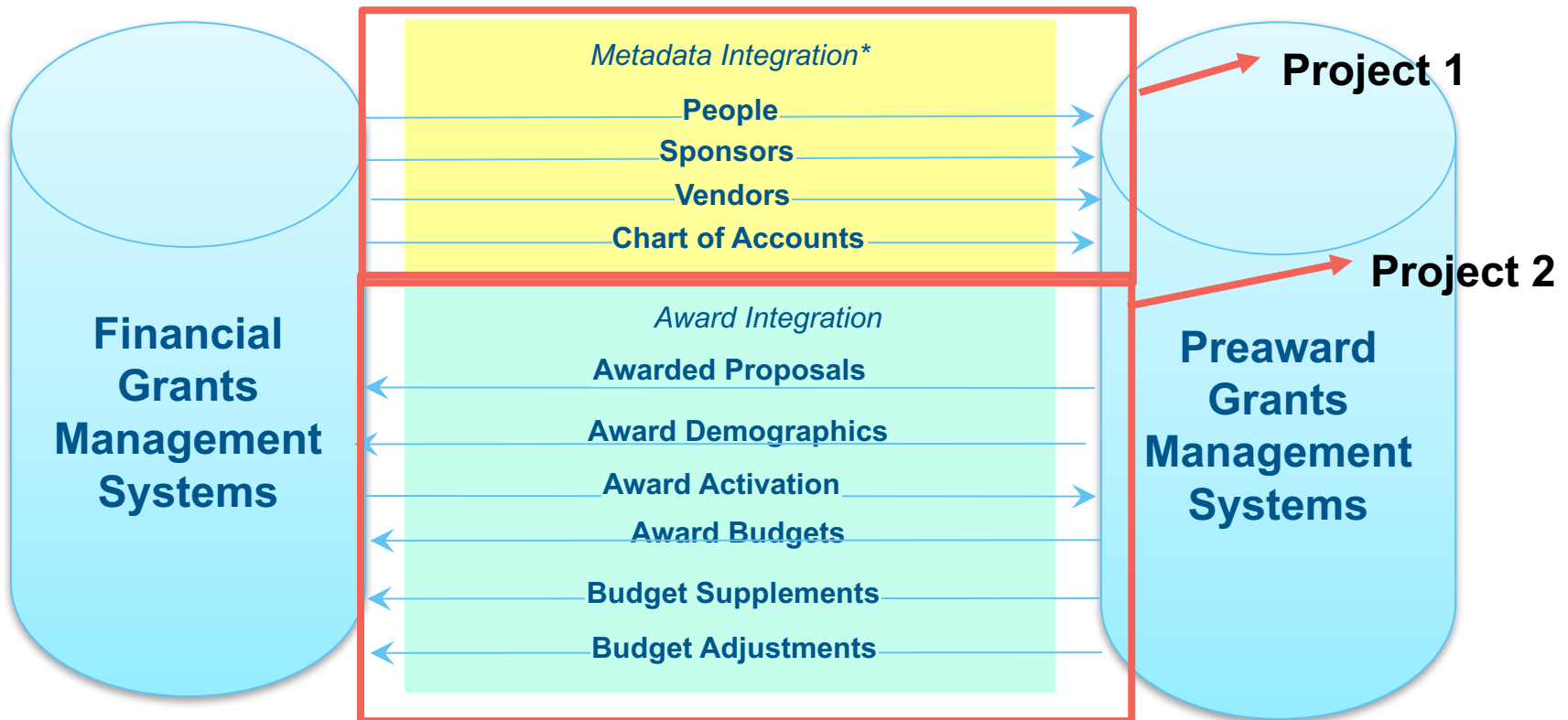
INSTITUTION PROFILE

- Land Grants University
- Multi-campus supported by centralized sponsored programs office and research accounting office
- Annual Research Revenue = \$680M
- ERP = PeopleSoft Financials and HCM
- Pre-award Grant Management System = Huron Grants
- University IT office supporting both systems



EXAMPLE: START SIMPLE AND BUILD FROM THERE

Plan iterative integration projects based on related system touchpoints.



INTEGRATION SCOPE & IMPACT

- **Phase 1**
Person, Department, and Sponsor Integration from PeopleSoft HCM and Financials to Huron Grants
- **Phase 2**
New Award Setup and Award Financial Changes from Huron Grants to PeopleSoft Financials
- **Impact**
 - Phased approach provided quick win to limit burden of profile data management in two systems
 - Large phase two scope required substantial development, testing, and change management
 - Coincided with Huron Grants phased rollout
 - Institutional leadership motivated to get as much integration in place while resources were dedicated to the pre-award system deployment

Q&A

CONNECT WITH US

- + Contact us if you would like to learn more. We're happy to have a conversation about your institution's needs.
- + Visit huronconsultinggroup.com/researchsoftware for up-to-date resources and information

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THANK YOU!