



RMAS

**UCISA CISG
Research Management
Systems Seminar**

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What will I cover?

- What is the project?
- Why was it set up?
- What did we do?
- What did we find?
- Current position



What is the project?

HEFCE Shared Services Project

‘To investigate the demand and potential development of a ‘cradle to grave’ research Management and Administration system (RMAS) which would embody the best processes for research management and administration, whilst maintaining the capability (through open systems architecture) to interface with the universities’ existing corporate and other administrative systems’

Why was the project set up?

- Specific problems at Exeter
- Potential for improved efficiencies
- No obvious solution on the market
- Not the only institution investigating options

What were the activities?

Academic Expertise

Pre-application funding source identification and dissemination

Costing of grant applications

Internal peer review

Status tracking of applications and awards

Workflow management of applications and awards

Contract management including IP and Patents

Ethics Review

Post award financial management

Budget profiling

Budget/actual/commitment management

Post award report management

Alerts for milestones and reporting

Research publications management

Research Outputs



What did we do?

November 2008 – Issued on-line survey to HEIs

Asked:

- About current provision
- Software used and whether it met the need
- Other activities requiring an IT solution
- Interfaces
- Rekeying and other inefficiencies



What did we do?

January 2009 – Issued questionnaire to suppliers

Asked:

- Could they provide the required functionality?
- What developments were planned?
- What would be the costs to deliver the solution?
- A suggested business model



What else did we do?

Spoke to other bodies

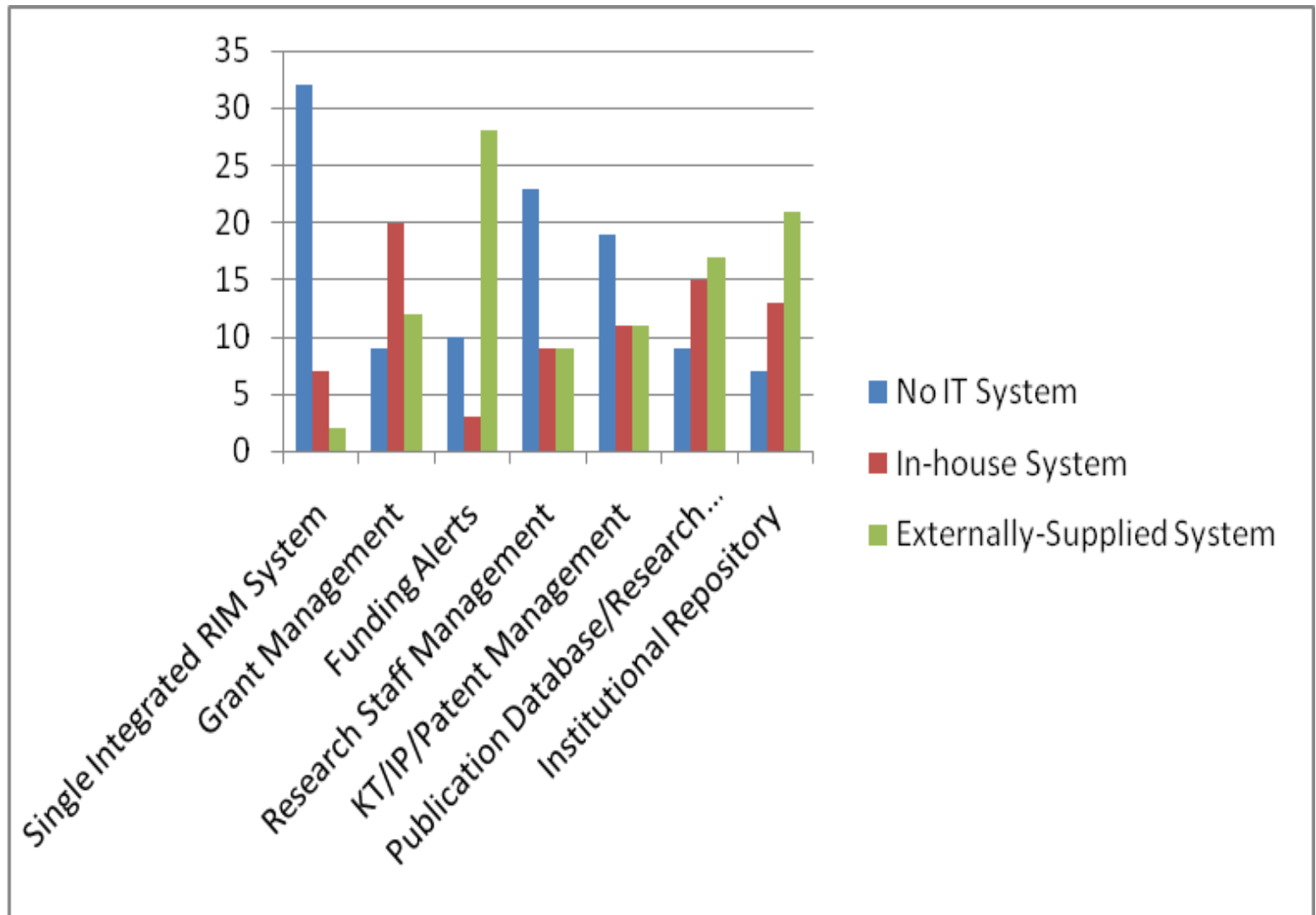
- British Library
- RCUK re Je-S and Outputs and Outcomes project
- HEFCE Bibliographics Team re REF
- JISC



What did we find out?

- 60 responses from 58 institutions;
- Support varied widely between central and departmental;
- Varying use of commercial packages;
- On average 45% of respondents relied on Access databases and spreadsheets for core activity;
- Performance of commercial products varied widely;
- Complex interface requirements;
- Bespoke developments for specific activities were common;
- Some complete bespoke developments;
- 57 out of 58 institutions rekeyed data

JISC RIM Project Findings



<http://www.jiscinfonet.ac.uk/research/ref>

What did we find out?

Academic Expertise - to include esteem indicators	I
Pre-application funding source identification and dissemination	C
Costing of grant applications	C
Internal peer review	C
Status tracking of applications and awards	C
Workflow management of applications and awards	C
Contract management including IP and Patents	C
Ethics Review	D
Post award financial management	C
Budget profiling	C
Budget/actual/commitment management	C
Post award report management	C
Alerts for milestones and reporting	C
Research publications management + links to other outputs	I
Research Outputs	I



And...

Electronic submission to GABs	C
Electronic document management	C
Insurance review	D
Governance of clinical trials	D
Management of complex grants	D
PGR management	D



What were the benefits?

- Cashable benefits but difficult to quantify
- Free up research active staff
- Allow for growth of research support
- Better integration of data = cleaner data
- Improved information = better decision making
- Procurement savings potential
- Improved staff retention
- More streamlined data exchange with GABs





What did the suppliers say?

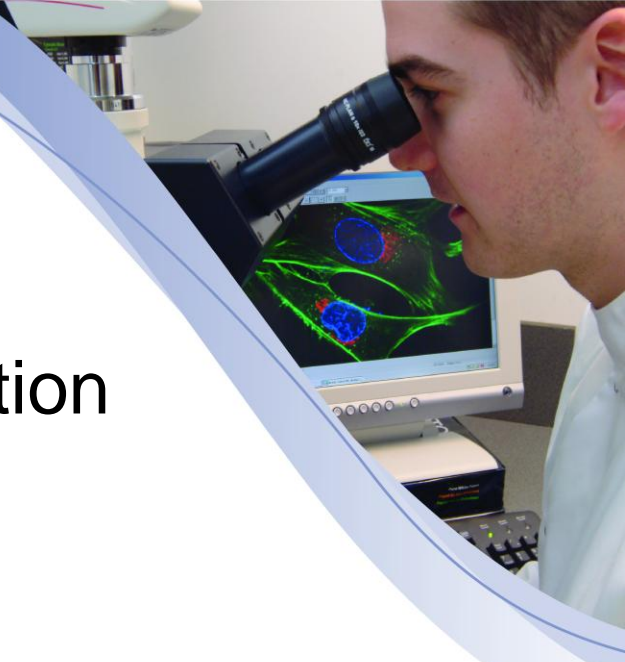
- Low response rate
- Few companies covering more than a very limited area
- Difficult to identify the costs for delivering a solution

Conclusions

- Clear business case for an RMAS
- Piecemeal development across the sector was not cost effective
- Many HEIs wished to retain some current software
- Most HEIs were looking for additional functionality from systems

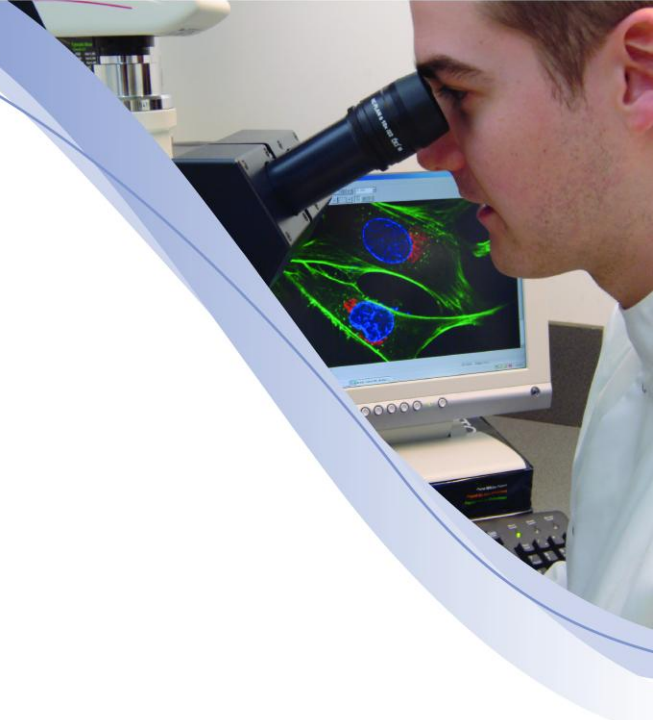
Part 1 Recommendations

- Develop a shared services solution
- Establish a pathfinder group
- Expand SOUR to a full ITT
- Seek to take advantage of SOA
- Explore options for delivery via SaaS
- Identify full costs and funding options
- Use a framework purchasing consortium
- Progress to Phase 2



Phase 2

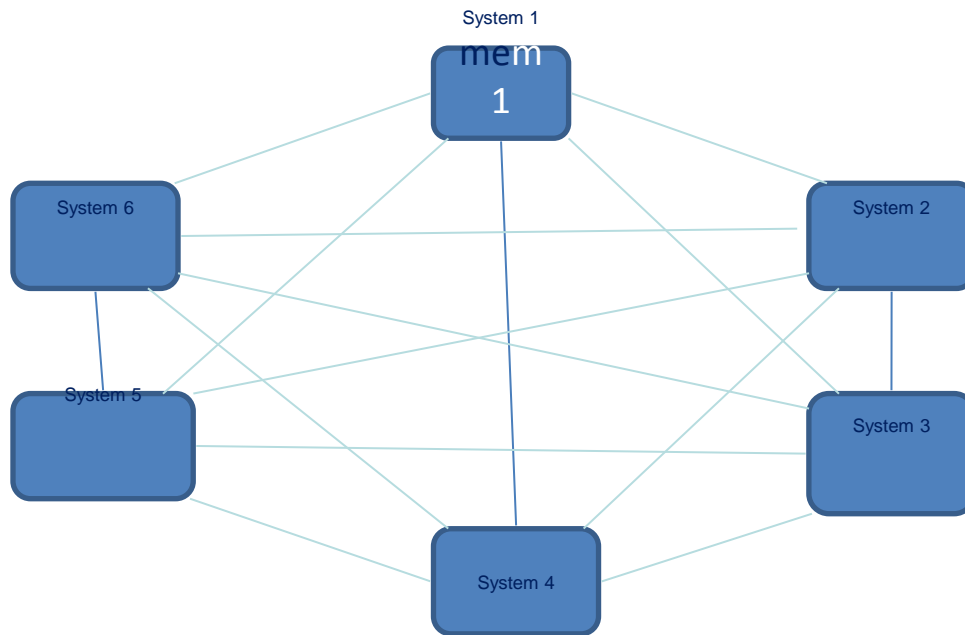
- To develop the SOUR further
- Invite suppliers to tender
- Identify costs to progress
- Then move to Phase 3 – build and implementation



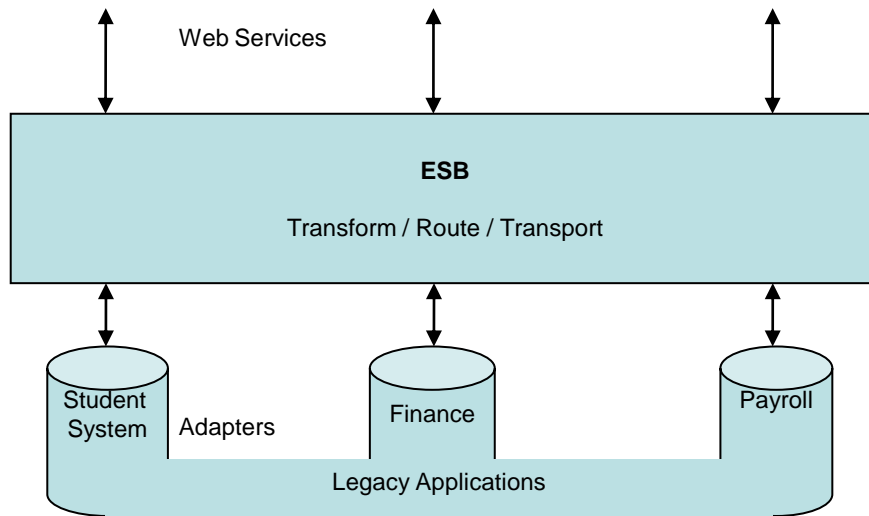
What happened in Phase 2?

- July – Sept 2009 started to develop ITT
- Concerned about the formal requirements of an ITT
- Decided to downgrade to market research
- Undertook more detailed work with a range of suppliers
- Clarified the fundamental requirements:
 - Specific functional processes
 - Pick and mix to meet institutional need
 - Workflow to link, track and provide alerts
 - Address complex interface requirements
 - Manage direct data transfer to and from sponsor

The interface problem



Solution centred around middleware



What business model?

- Bespoke
- Open source delivered under governance of a non for profit organisation
- Commercial off the shelf deployed in-house
- Commercial solution delivered in multiple models
- Supplier working with an HEI to bring an institution solution to the market



Part 2 Recommendations

- 3 pathfinders to develop and pilot an RMAS
- Commercial or HEI/commercial solution to be selected
- Chosen supplier to have part solution in use
- System to be capable of integrating with an ESB
- System to be delivered in modular form
- Funding support was necessary



Timeline

ID		Task Name	Duration	Start	Finish	2009				2010				2011				2012				2013				2014							
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1	✓	Phase 1 - Demand and Supplier Survey	73 days	Mon 06/04/09	Wed 15/07/09	[Gantt bar spanning Q2-Q3 2009]																											
2	✓	ITT Pre Issue	73 days	Mon 06/04/09	Wed 15/07/09	[Gantt bar spanning Q2-Q3 2009]																											
13	📄	Submit the Part 1 Report	0 days	Wed 03/06/09	Wed 03/06/09	[Milestone diamond at 03/06]																											
14	✓	Phase 2 - Market Research	100 days	Thu 11/06/09	Thu 29/10/09	[Gantt bar spanning Q3 2009 to Q4 2009]																											
15	✓	Market Research	45 days	Thu 11/06/09	Wed 12/08/09	[Gantt bar spanning Q3 2009]																											
20	✓	Review Market research questionnaire responses	18.5 days	Thu 13/08/09	Wed 09/09/09	[Gantt bar spanning Q3 2009]																											
25	✓	Market Research Supplier Conference	36.5 days	Wed 09/09/09	Thu 29/10/09	[Gantt bar spanning Q3 2009 to Q4 2009]																											
29		Part 2 Report	65 days	Fri 30/10/09	Fri 29/01/10	[Gantt bar spanning Q4 2009 to Q1 2010]																											
35		Phase 3	417 days	Fri 08/01/10	Mon 15/08/11	[Gantt bar spanning Q1 2010 to Q3 2011]																											
36		Pre-Procurement activities	65 days	Fri 08/01/10	Thu 08/04/10	[Gantt bar spanning Q1 2010]																											
41		Set up Framework Agreement	221 days	Mon 18/01/10	Mon 22/11/10	[Gantt bar spanning Q1 2010 to Q4 2010]																											
66		Pathfinder HEIs Call off from Framework	21 days	Tue 23/11/10	Tue 21/12/10	[Gantt bar spanning Q4 2010]																											
69		Implementation In Pathfinder Institutions	169 days	Wed 22/12/10	Mon 15/08/11	[Gantt bar spanning Q4 2010 to Q3 2011]																											
70		Project Set up with Pathfinder Institutions	20 days	Wed 22/12/10	Tue 18/01/11	[Gantt bar spanning Q4 2010]																											
74		Implementation	169 days	Wed 22/12/10	Mon 15/08/11	[Gantt bar spanning Q4 2010 to Q3 2011]																											
80		Phase 4 - Development & Roll Out To Wider Community	219 days	Tue 16/08/11	Fri 15/06/12	[Gantt bar spanning Q2 2011 to Q2 2012]																											
88		Phase 5 - ESB development & Integration	250 days	Mon 18/06/12	Fri 31/05/13	[Gantt bar spanning Q2 2012 to Q1 2013]																											



Current position

- Part 2 report submitted Jan 2010
- Well received by HEFCE and JISC
- Pathfinders identified
- Discussion about procurement co-ordination progressing
- Outline ITT produced
- Bid to JISC for baselining exercise
- We await a funding decision



The solution for the future

How can I find out more?

<http://as.exeter.ac.uk/rmas/>

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