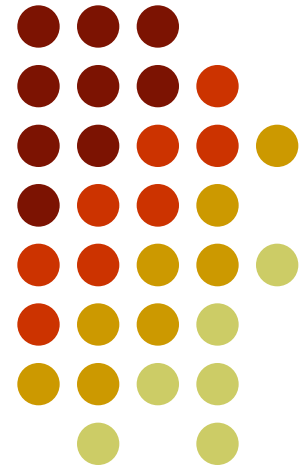


Implementing Coeus

A Collaboration Involving Pre-award,
Post-award, Information Systems and
Campus End Users

Marjorie Forster, University of Maryland
Baltimore

Ed Castagna, University of Medicine and
Dentistry of New Jersey





Introductions

- Marjorie Forster
 - Assistant Vice President, Research
 - Office of Research and Development
 - University of Maryland, Baltimore
- Edward Castagna
 - Programmer/Analyst
 - Information Services and Technology
 - University of Medicine and Dentistry of New Jersey

Session Topics



- Stakeholders
- Product Selection Process
- UMB's Goal for Coeus
- UMB Proposal Development Implementation
- Resource Identification, Planning Implementation, Critical Decision Points
- Testing, Training
- Roll-Out to Campuses, Where UMB is Today
- Lessons Learned

Stakeholders



- All faculty researchers
- Department administrators
- Central offices including
 - Research Administration
 - Center for Information Technology Services
 - Financial Affairs
 - Trainer
- To a lesser extent
 - IRB, IACUC, EHS

Product Selection Process



- Established Steering Committee – June 2005
 - Vice Presidents, Deans, Senior Administrators
 - Decision Makers
 - Provided Final Approval for Coeus

Product Selection Process



- Established Functional Working Group – June 2005
 - Faculty, Department Administrators
 - Central Administrators --
 - Center for Information Technology Services (CITS)
 - Office of Research and Development (ORD)
 - Restricted Funds/Financial Services (RF)
 - Four Responsibilities
 - Identified System “Must Haves”
 - Business Process Analysis
 - Identified Product and
 - Made Recommendation to Steering Committee - December 2005

Product Selection Process



- Functional Working Group (continued)
 - UMB “Must Haves” and “Critical Success Factors”
 - Access to System “any time”, anywhere
 - Proposal preparation and development using System
 - Electronic routing for internal approvals
 - System-to-system proposal transmission
 - Security and data integrity
 - Ability to track status of application approval and submission
 - Support faculty, eliminate administrative hassles

Product Selection Process



- Functional Working Group (continued)
 - Business Process Analysis
 - Identified required functionality for:
 - Proposal preparation
 - Routing
 - Submission to sponsor
 - Award process
 - Compliance/Closeout
 - Reporting
 - Global/Technical

Product Selection Process



- Functional Working Group (continued)
 - Identified four vendors
 - Participated in demonstrations of each product
 - Using the “must haves” and business process criteria, selected Coeus
 - Unanimous decision made by campus Functional Working Group
 - ORD recused itself from voting and decision
- Recommended Product to Steering Committee for Approval

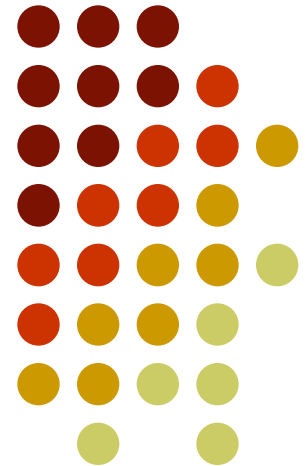


UMB's Goal for Coeus

- Effective October 1, 2008, all external proposals will be routed using Coeus
 - Regardless of sponsor
 - Regardless of whether electronic copy versus hard copy is required
- Recommendation -- set a goal, set a date and stick with it

UMB Proposal Development Implementation

UMB's Priority in Product
Selection and Implementation



UMB Proposal Development Implementation



UMB's priority in product selection and implementation:

The selection of a system which would benefit not only central administration but provide benefits to the end users including faculty and department administrators

UMB Proposal Development Implementation



- Support of the project provided by top administration including:
 - President
 - Vice President for Information Technology
 - Vice President for Research and Development
 - Senior Vice Dean, School of Medicine
 - Associate Dean, Information Services, SOM
 - Research Deans from SOD, SOL, SOM, SON, SOP, SSW

UMB Proposal Development Implementation



- Implementation Teams
 - Steering Committee
 - Representatives from all levels of campus units
 - Representing campus units' requirements
 - Provide information/communication to campus constituents
 - Policy decision makers

UMB Proposal Development Implementation



- Implementation Teams (continued)
 - Executive Committee
 - Senior Administrators
 - Decision makers on scope, timelines and resources

UMB Proposal Development Implementation



- Implementation Teams (continued)
 - Working Group
 - Representatives from
 - Office of Research and Development
 - Center for Information Technology Services
 - School of Medicine
 - School of Nursing (SON)
 - Responsible for
 - Implementation
 - Testing
 - Fit/gap analysis
 - Training
 - Communication and Reporting Strategies

UMB Proposal Development Implementation



- Implementation Teams (continued)
 - Small Working Group
 - Replaced Executive Committee
 - Comprised of key representatives from
 - Office of Research and Development
 - Center for Information Technology Services
 - School of Medicine
 - Responsible for day-to-day oversight of the remainder of the project

UMB Proposal Development Implementation



- Why UMB Implemented Coeus Proposal Development Module First
 - Comply with Federal mandate for electronic proposal submission
 - Difficulty with PureEdge and Coeus benefits/advantages
 - School of Medicine (SOM) requested Coeus Proposal Development module be implemented first
 - SOM represents 85% of ORD's client base

UMB Proposal Development Implementation



- **Aside: Why UMDNJ Implemented Coeus Proposals and Awards Tracking First**
 - Improve Grants Management System Supportability
 - Improve correlation between Office of Research Reporting and Financial System Reporting
 - Comply with Federal mandate for electronic proposal submission through a centralized system.
 - Minimize dual data entry into disparate systems.
 - Data Feeds to be created between Systems



Resource Identification

- Hired consultant as Project Manager
- Vice President, Information Technology, CITS
Committed:
 - FT Co-project director
 - FT Applications manager
 - FT Trainer
 - As needed:
 - Database services
 - Infrastructure/hardware services
 - Director, Administrative Applications
 - Information System Engineer
 - Information Technology Senior Specialist



Resource Identification

- Office of Research and Development committed:
 - FT Business/data analyst
 - PT AVP Research
 - PT Director, Grants & Contracts (Oct. 2006)
 - PT Director, Research Administration & Development
 - PT Director, Grants & Contracts Finance
 - PT Information Manager

Resource Identification



- School of Medicine committed:
 - FT Senior Database Administrator
 - PT Assistant Dean, Information Services
 - PT Director, Research Administration



Planning Implementation

- Created executive summary and project scope document
- Created project timeline/goals
- Created project tracking plan for all Coeus modules
- Established the various committees
- Established meeting schedules for each group

Critical Decision Points



- One point of entry through campus portal
- Phased in approach - Pilots 1, 2, 3
- Training would be voluntary - would now make mandatory
- UMB changed business processes rather than modify software to meet UMB's needs
- Developed communication strategy
- Recognized the need to identify and manage business process changes and provide change management
- Created a UMB Coeus Users Group

Critical Decision Points



- Implementation of Software Decisions
 - Use same department codes as those used in eUMB, UMB's financial system
 - Use same sponsor codes in Coeus as in eUMB
 - Use HR records to populate certain demographic sections of Coeus



Critical Decision Points

- Maintain Multiple Coeus Environments for distinct purposes
 - SANDBOX: Used to test MIT delivered software to validate basic functionality
 - DEVELOPMENT: Used to develop and test UMB-requested modifications to Coeus
 - TEST: Used to test UMB modifications to set-up tables, mapping, functions or programs before being moved to Production Environment

Critical Decision Points



- Maintain Multiple Coeus Environments for distinct purposes (continued)
 - PRE-PRODUCTION: Used to trouble-shoot production issues. Updated on a monthly basis (or as needed) to allow IT and project team ability to work with Production data without touching the REAL Production Environment
 - PRODUCTION: Contains UMB's system of record information. Campus users enter the proposals, route for approval, submit S2S; where all proposal and award information is stored
 - CONVERSION: Used strictly for conversion of legacy data into Coeus Production. No longer exists



Critical Decision Points

- Agreed on a phased-in approach
- Decided on NIH R01 - February 5, 2007 submission
- Pilot Phase 1 involved 5 faculty from 4 units from the School of Medicine and School of Nursing
- For February 5th deadline, UMB successfully submitted S2S 5 proposals using Coeus to route for internal approvals

Critical Decision Points



- Coeus Mapping, Roles, Responsibilities
 - SOM accepted responsibility for:
 - Determining roles and responsibilities for SOM faculty, administrators, Chairs and Dean's Office
 - Responsible for initial mapping and future new entries and modifications
 - Other Schools declined mapping, roles and responsibilities
 - Requested ORD be responsible for mapping
 - In conjunction with Schools, ORD determined roles and responsibilities for each of the other schools



Critical Decision Points

- Coeus Mapping, Roles, Responsibilities (continued)
- For benefit of the mapping designer essential to decide on mapping, roles, responsibilities early in the implementation process
- Units need early understanding of roles and responsibilities to plan training and mapping

Testing of Coeus



- Testing of Coeus was collaborative
- Testing of Coeus was across departments/schools
- Testing involved CITS, ORD, SOM and SON

Training for Coeus



- Identify trainer early in process
- Involve trainer in all project team meetings
- Make training mandatory to access Coeus
- Have in-classroom training
- Provide web “on-demand” refresher modules



Roll-Out to Campuses

- Communication to Campus about Coeus
 - Research Grand Rounds series to introduce Coeus to faculty - presentations included faculty presenters first time
 - Research administrators committee - presentations on monthly basis including progress reports
 - Created website which includes FAQ, business processes and policies and procedures implemented as part of the Coeus project

Roll-Out to Campuses



- Introduction/Recruitment and Implementation of Phase 1
 - SOM provided introduction and orientation for SOM units
 - ORD responsible for orientation for SON

Roll-Out to Campuses



- Pilot with School of Nursing
 - Orientation meeting with key personnel
 - Faculty submitting proposals
 - Administrators assisting in preparation of proposals
 - Department chair(s)
 - Deans

Roll-Out to Campuses



- Importance of Orientation
 - Important to establish user expectations, let them know what to expect
 - Explain “why Coeus” and the benefits
 - Describe Coeus Proposal Development - benefits and limitations
 - Outline application support
 - Assigned designated Coeus support person from team
 - On-line help
 - In-class training
- Meet with participating group minimum of one time, more if schedules permit

Roll-Out to Campuses



- Pilot Orientation (continued)
- Roles and Responsibilities
 - Explain the roles for
 - **Administrator**: Creates, adds pieces and adds budget (Propoal Creator, Aggregator)
 - **Principal Investigator**: Writes and attaches science, approves and hits “submit” button (Narrative Writer)
 - **Approvers**: Chairs, Deans, ORD - approve or reject
 - Meet early in process to identify mapping for each unit
 - Identify at minimum one alternate approver for each level of approvals

Where UMB is Today



- Have close to 1,000 Coeus Users mapped into Coeus
- Expect soon to increase the number by 500
- Have successfully submitted 199 S2S to NIH
- Have successfully routed 89 proposals other than NIH using Coeus
- Continue to enroll new departments from SOM
- By October 1, 2008, any proposal submitted to external sponsor will use Coeus for internal routing/approvals and, when appropriate, for external S2S submission

Lessons Learned



- After first pilot provided debrief session for faculty and administrators with consultant only
- Make training mandatory - many problems experienced would be eliminated if everyone was required to take the training
- Pre-review of proposals by ORD before hitting the “submit” button
- Adherence to timelines - because it’s electronic submission doesn’t make it faster
- Pilot - important to schedule orientations to set expectations and to agree on expectations for participants
- Training - spend more time thinking about training requirements and include department representatives to provide input on training materials

Lessons Learned

What Worked Well



- Planning for Coeus
- Implementation of Coeus
- Routing/mapping
- Providing debrief to first pilot users group
- Communication strategy to include presentations to faculty and administrators
- Coeus Users Group
- Orientation for schools

Lessons Learned



- Choose project team members well
- Make sure you have full time commitment
- Business processes - make sure that everyone fully understands them and what has changed
 - For example, if proposal has gone through approval process, needs minor changes, have ORD staff by-pass so revised proposal from PI doesn't have to go through entire approval process a second time
 - Only substantial/substantive changes would require second complete approval process
 - Notifications and approvals obtained through old routing process
 - Are questions addressed in the Y/N Questions or Special Review? Can Coeus be used to notify campus offices?
 - Should the approval be addressed with an attachment to the proposal?

UMB's Coeus Website



● <http://www.umaryland.edu/coeus>



Questions?