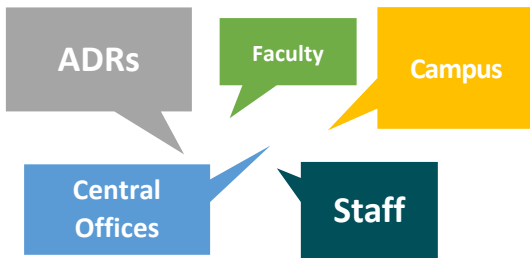


# Engagement Context

Deloitte’s assessment of research administration operations at UK included the following detailed quantitative and qualitative analyses to understand UK’s current state and identify opportunities for future growth and efficiency.

**110**

**Stakeholders interviewed through interviews & 15 focus groups**



**142**

**Administrative Activities Survey Responses Received**

- **174 individuals** across the research enterprise invited
- Goal: to **better understand current staffing** and support across research administration

**4**

**Business Process Maturity Workshops**

- 20 Processes Assessed
- 8-Hours of Workshops
- Input from Central Offices and Campus

**290+**

**Documents and Data Sources Reviewed**



**Across all key functional areas and levels of the research enterprise,** University of Kentucky stakeholders participated in focus groups, interviews, workshops, and surveys to provide the Deloitte team with a **holistic understanding** of the University’s current state. Representatives included:

- Office of the Vice President for Research
- Sponsored Research Administrative Services (SRAS)
- Department Administrators
- Local Research Administration Staff
- Associate Deans for Research
- Research Faculty
- Office of Sponsored Projects Administration
- Research Financial Services
- Proposal Development Office

# Focus Groups

Deloitte conducted focus group sessions with stakeholders across the following offices and units:

OSPA	RFS	SRAS	ADRs / Faculty	Department Admins
<ul style="list-style-type: none"> <li>✓ Mary Hickman</li> <li>✓ Rhonda Hagan</li> <li>✓ David Erem</li> <li>✓ Veronica Taylor</li> <li>✓ Honey Elder</li> <li>✓ Jeffrey Kurz</li> <li>✓ Katie Riley</li> <li>✓ Sean Scott</li> <li>✓ Roger Kirk</li> <li>✓ Emily Bradford</li> <li>✓ Thodore Waler</li> <li>☐ Richard Mullins</li> <li>✓ Clair Abney</li> <li>✓ Angela Knapp</li> <li>☐ Kelley Davis</li> <li>✓ Kimberly Stroth</li> <li>✓ Michael Gabbard</li> <li>✓ Britt Ingram</li> <li>✓ Krys Lynam</li> <li>✓ Nora Whitehead</li> <li>✓ Sara Poll</li> <li>✓ Dylan Merrill</li> <li>✓ Steven Adkins</li> <li>✓ Bretlyn Hinchcliffe</li> <li>✓ Katie Palmer</li> <li>✓ Eldridge Williams</li> <li>☐ Kim Blair</li> <li>✓ Rita Booth</li> <li>✓ Courtney Chafin</li> <li>✓ Emily Beggs</li> <li>✓ Mary Otis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Paige Goodlett Brown</li> <li>✓ Erin Wallett</li> <li>✓ Blair Robinson</li> <li>✓ Andrei Shliakhau</li> <li>✓ Louis Thomas</li> <li>☐ Christy Maddox</li> <li>✓ Katherine Husted</li> <li>✓ Jacob Tarrence</li> <li>✓ Jeremy Rogers</li> <li>✓ Sunee Tyson-Tuax</li> <li>✓ Tina Reynolds</li> <li>✓ Michelle Schardein</li> <li>✓ Jessica Milner</li> <li>✓ Samantha Montgomery</li> <li>☐ Michelle Jacobs</li> <li>✓ Misty Atchison</li> <li>✓ Travis Montgomery</li> <li>☐ Ryan House</li> <li>✓ Sandra Morgan</li> <li>✓ Sara Rodrigues</li> <li>✓ Cherri Wallace</li> </ul>	<ul style="list-style-type: none"> <li>✓ Mary Gay Whitmer</li> <li>✓ Julie Combs</li> <li>☐ Stacey Carter</li> <li>✓ Lindsey Capps</li> <li>✓ Tyler Bentley</li> <li>✓ Lauren Brown</li> <li>✓ Jane Burno</li> <li>☐ Rutika Patil</li> </ul>	<ul style="list-style-type: none"> <li>✓ Elizabeth Arnold</li> <li>✓ Elizabeth Lorch</li> <li>✓ Donna Arnett</li> <li>✓ Margaret Bausch</li> <li>✓ Nancy Harrington</li> <li>✓ Michael Healy</li> <li>✓ Thomas Kelly</li> <li>✓ James Matthews</li> <li>✓ Luciana Shaddox</li> <li>✓ Jon Thorson</li> <li>✓ Deirdre Scaggs</li> <li>✓ Martha Peterson</li> <li>✓ Steven Van Lanen</li> <li>✓ Mitzi Vernon</li> <li>✓ Daniela Moga</li> <li>✓ Matthew Gentry</li> <li>✓ Jennifer Grisham</li> <li>✓ Todd Hastings</li> <li>✓ Lisa Vaillancourt</li> <li>☐ F. Badurdeen</li> <li>☐ Gabe Harris</li> <li>☐ David Thomas</li> <li>☐ Scott Bauries</li> <li>☐ Doris Castellanso</li> <li>☐ Julie Cerel</li> <li>☐ James Peal</li> <li>☐ Robert Houtz</li> <li>☐ Brian Noehren</li> <li>☐ John Peloza</li> </ul>	<ul style="list-style-type: none"> <li>✓ Alla Arnold</li> <li>✓ Beverly Baesler</li> <li>✓ Darin Cecil</li> <li>✓ Kyna Estes</li> <li>✓ Zelneva Madison</li> <li>✓ Brett McCourt</li> </ul>
				<b>PDO</b>
				<ul style="list-style-type: none"> <li>✓ Barbara Duncan</li> <li>✓ Shana Herron</li> <li>✓ Erik Davidshofer</li> <li>✓ Diana Sama</li> <li>✓ Louetta Hurst</li> <li>✓ Krystle Sweda</li> <li>✓ Rachel Noble</li> <li>✓ Robert Brown</li> </ul>
<b>Key:</b> ✓ Attended focus group    ☐ Invited, did not attend				

## Stakeholder Interviews

Deloitte conducted 1:1 interviews with the following stakeholders:

Name	Role / Title	Name	Role / Title
<b>Dr. Lisa Cassis</b>	Vice President for Research	<b>Dr. Sharon Walsh</b>	Professor, Behavioral Science (College of Medicine) Director, UK Center on Drug and Alcohol Research
<b>Penny Cox</b>	Treasurer	<b>Billy Clark</b>	Director, Research Information Services
<b>Dr. Baron Wolf</b>	Director, Research Analytics and Chief of Staff	<b>Jack Supplee</b>	Director, Research Administration Fiscal Affairs (retired)
<b>Dr. Rodney Andrews</b>	AVP for Research Development Director, Center for Applied Energy Research	<b>Kim Carter</b>	Director, Office of Sponsored Projects Administration
<b>Shanhong Wang</b>	Controller	<b>Dr. Becky Dutch</b>	Vice Dean for Research, College of Medicine
<b>Dr. Jim Geddes</b>	Vice Dean for Research, College of Medicine (retired)	<b>Susan Stark</b>	Director, Sponsored Research Administrative Services
<b>Judy Duncan</b>	Director, Research Administration Fiscal Affairs	<b>Dr. Alan Daugherty</b>	AVPR, Research Core Facilities
<b>Kathleen Grzech</b>	Director, Proposal Development Office	<b>Jeff Sullivan</b>	HR Business Partner Senior
<b>Dr. John Balk</b>	Associate Dean for Research, College of Engineering	<b>Bill Stoops</b>	Director, Clinical Research Support Office