Georgia Institute of Technology

Office of Sponsored Projects Organizational Review

FEBRUARY 27, 2026

PURPOSE

The objective of today's meeting is to **establish guiding principles for this engagement** and **familiarize the steering committee and working groups with upcoming plans.**

EXPECTATION

Your **input on key discussion points** during this meeting is crucial as we aim to collectively shape the direction of the project and achieve the goals of this engagement.

Agenda

1. Project Overview

2. Why Now?

3. Introductions

4. Engagement Governance

5. Change Strategy

6. Engagement Approach and Timeline

7. Deliverable Summary

8. Data Analytics Highlights

9. Next Steps

Project Overview

Georgia Institute of Technology

Huron was engaged to assess the Office of Sponsored Projects to optimize its structure, performance, resource deployment, and workflows.
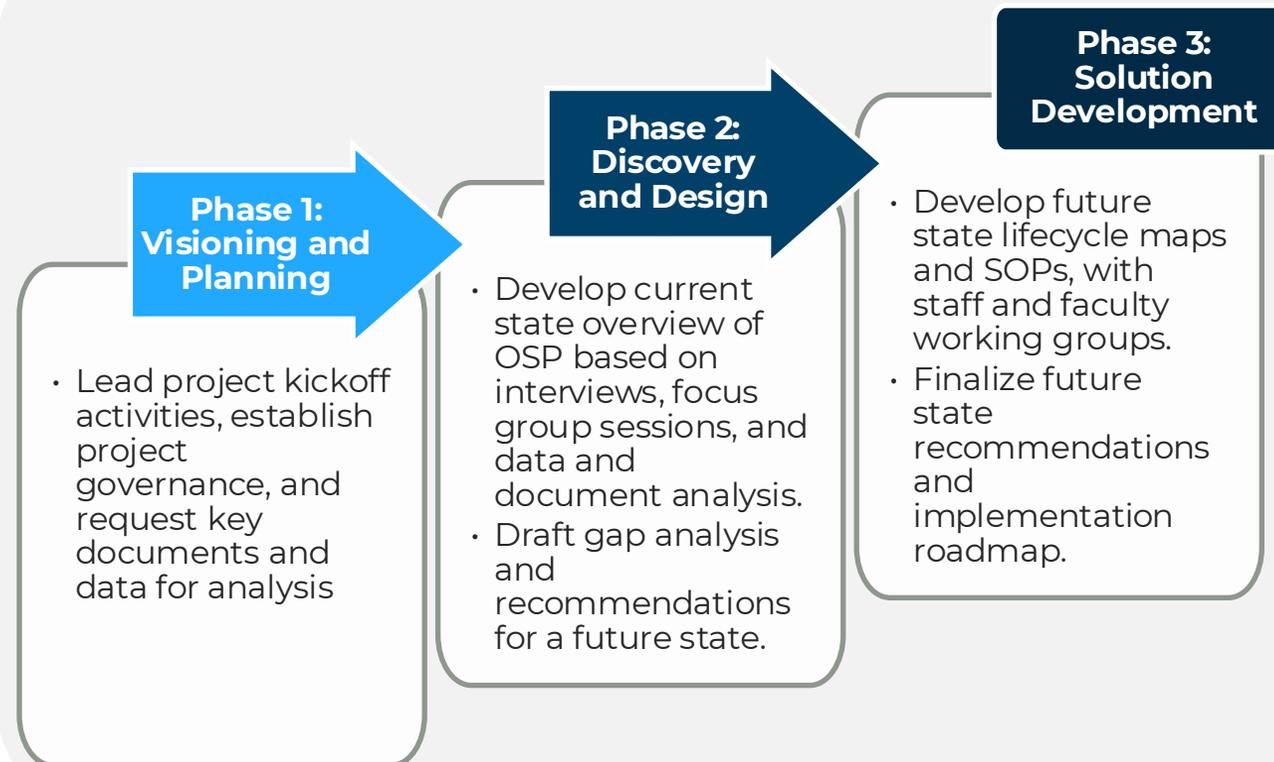
Engagement Objectives

To transform OSP to be:

- The **gold standard** in research administration
- Trusted by Georgia Tech researchers
- Admired by peer institutions
- Facilitate the **most innovative, responsive**, and impactful collaboration *in the nation*

Office of the Executive Vice President for Research, 2016 Draft Performance Goals

"Expand and enhance the research infrastructure to support a world-class research enterprise, specifically operations, space planning, administration, contracting, and compliance."

Project Scope

Phase 1: Visioning and Planning

- Lead project kickoff activities, establish project governance, and request key documents and data for analysis

Phase 2: Discovery and Design

- Develop current state overview of OSP based on interviews, focus group sessions, and data and document analysis.
- Draft gap analysis and recommendations for a future state.

Phase 3: Solution Development

- Develop future state lifecycle maps and SOPs, with staff and faculty working groups.
- Finalize future state recommendations and implementation roadmap.

Why now?

Georgia Tech's objectives and the scope of this project (to transform its Office of Sponsored Projects) are informed by its strategic goals.
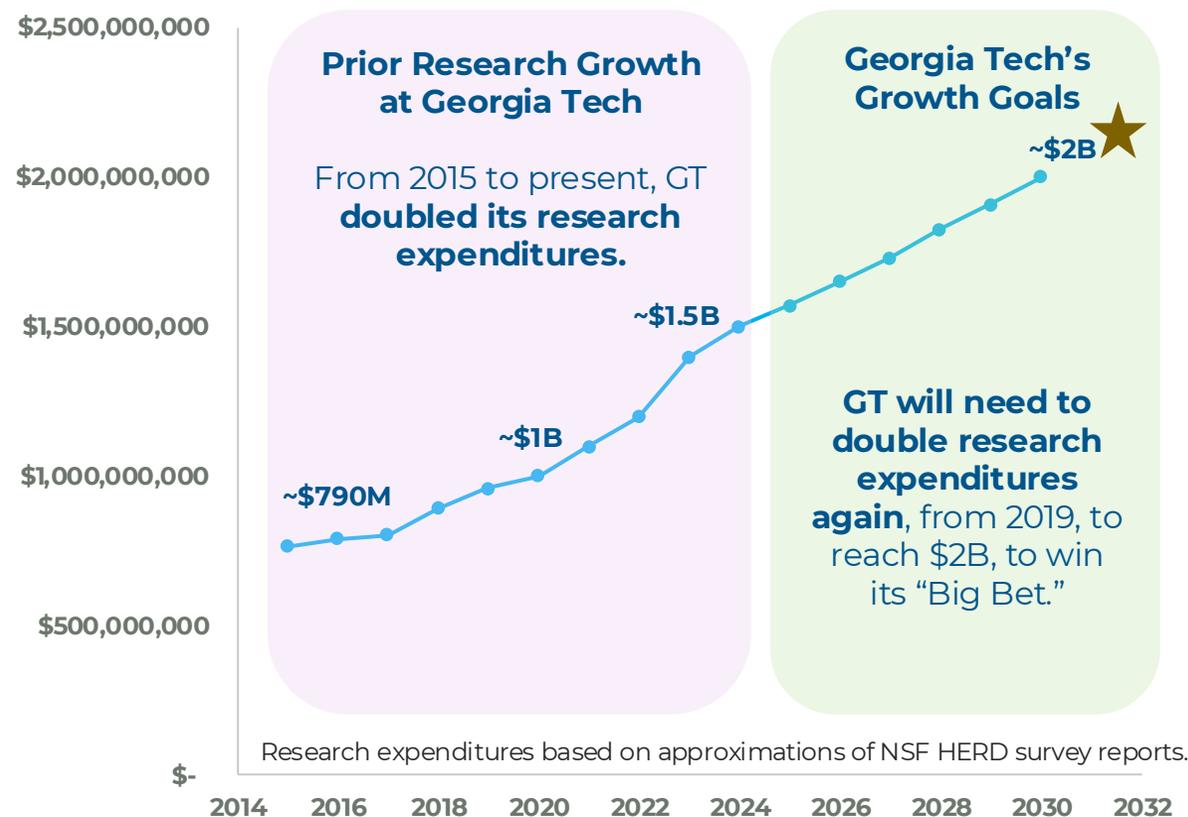
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Big Bet No. 3: Double the Scale and Amplify the Impact of Our Research.*

"Double research expenditures from 2019. Expand and enhance research infrastructure for research and creative activity (especially medical innovation, aerospace, AI, sustainability, energy, art, and national security)." ★

Continuing to achieve success means maturing and transforming the Office of Sponsored Projects such that it can adequately serve Georgia Tech's mission and its stakeholders, in times of great disruption.

*Strategic Plan 2020-2030 | Strategic Plan

Double Down on Scale & Impact

Prior Research Growth at Georgia Tech

From 2015 to present, GT **doubled its research expenditures.**

~$790M

~$1B

~$1.5B

Georgia Tech's Growth Goals

~$2B ★

GT will need to double research expenditures again, from 2019, to reach $2B, to win its "Big Bet."

Research expenditures based on approximations of NSF HERD survey reports.

$2,500,000,000
$2,000,000,000
$1,500,000,000
$1,000,000,000
$500,000,000
$-

2014 2016 2018 2020 2022 2024 2026 2028 2030 2032

Huron Team

Georgia Institute of Technology

Rick Rohrbach
Managing Director

Marisa Zuskar
Managing Director

Chris Steele
Senior Director

Greg Smith
Director

Ally Bielawski
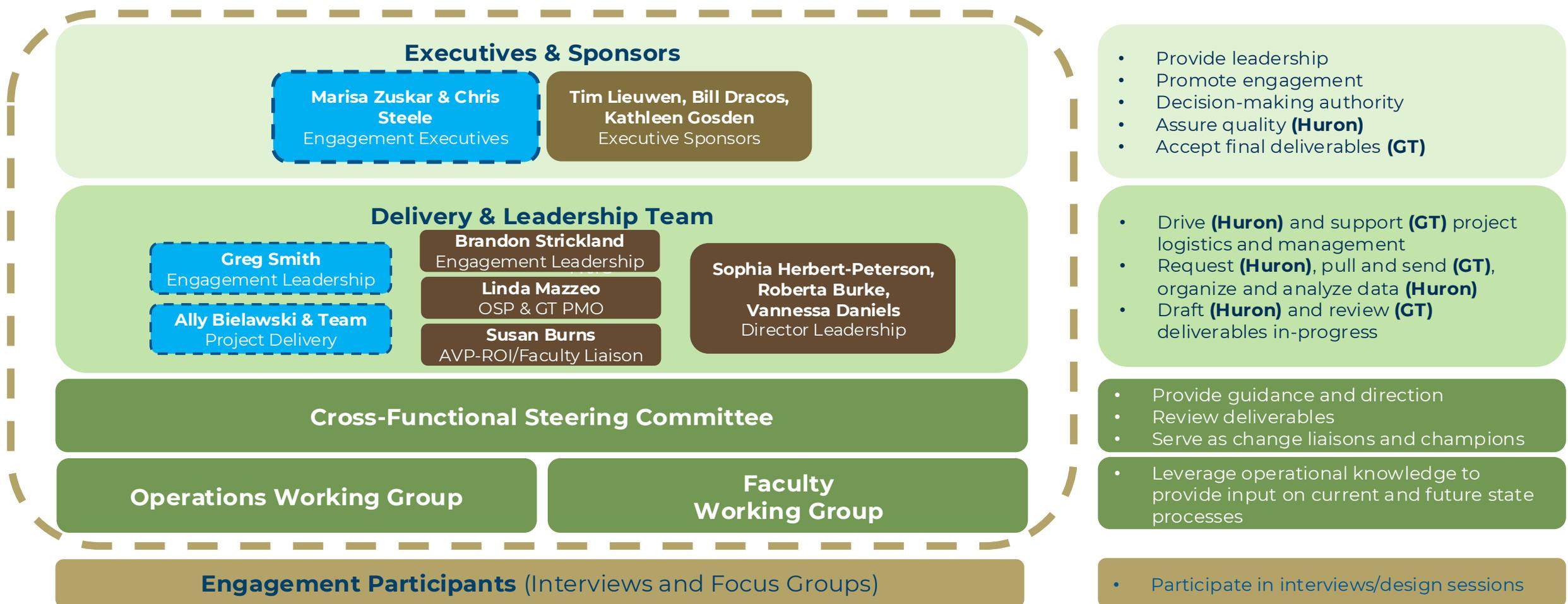Manager

Christopher Crookston
Senior Associate

Abla Samrhouni
Senior Analyst

Engagement Governance

Strong governance will ensure smooth project timelines and progress, as well as promote buy-in and outcomes aligned with guiding principles and goals.

Executives & Sponsors

Marisa Zuskar & Chris Steele
Engagement Executives

Tim Lieuwen, Bill Dracos, Kathleen Gosden
Executive Sponsors

- Provide leadership
- Promote engagement
- Decision-making authority
- Assure quality **(Huron)**
- Accept final deliverables **(GT)**

Delivery & Leadership Team

Greg Smith
Engagement Leadership

Brandon Strickland
Engagement Leadership

Sophia Herbert-Peterson, Roberta Burke, Vannessa Daniels
Director Leadership

Ally Bielawski & Team
Project Delivery

Linda Mazzeo
OSP & GT PMO

Susan Burns
AVP-ROI/Faculty Liaison

- Drive **(Huron)** and support **(GT)** project logistics and management
- Request **(Huron)**, pull and send **(GT)**, organize and analyze data **(Huron)**
- Draft **(Huron)** and review **(GT)** deliverables in-progress

Cross-Functional Steering Committee

- Provide guidance and direction
- Review deliverables
- Serve as change liaisons and champions

Operations Working Group

Faculty Working Group

- Leverage operational knowledge to provide input on current and future state processes

Engagement Participants (Interviews and Focus Groups)

- Participate in interviews/design sessions

Governance Roles

Steering Committee

Steering Committee Representation
Chair: Brandon Strickland | Support: Huron

Office of the Chief Research Operations Officer
OSP Directors (Sophia Herbert-Peterson, Vannessa Daniels, Roberta Burke), **Research Operations** (Susan Burns), **Research Integrity Assurance** (Tanta Myles)

Academic and Research Units
Ivan Allen College of Liberal Arts (Aaron Levine), **College of Engineering** (Adam Steinberg), **College of Design** (Alexander Lerch), **College of Sciences** (Jake Soper), **Rob Kadel** (IRI), **Steven Ferguson & Thomas Kurfess** (GTMI)

| Office of Information Technology
Greg Philips, Courtney Hill* | GTRI
Bo Rotoloni, Raj Vuchatu, Ira Bragg* | Finance & OGC
Joshua Rosenberg, Macy Fennell |

Responsibilities

- Meet with Huron team ~monthly (March, April, May, June)
  - In person, when possible
- Provide input and feedback on project direction
- Preview draft recommendations and deliverables
- Serve as change champions

*Ad hoc representative

Governance Roles

Operations Working Group

Operations Working Group

Office of the Chief Research Operations Officer
OSP (Ashley Smith, Brian Dyson, Bruce Henry, Chase McCallum, Jarrett Ellis, Kadean Khan, Kendall Crosby, Lakita Brooks, Lauren Beebe, Lea Encalade Brooks, Leland Butisbauch, Roberta Burke, Rochelle Barry, Scott Niles, Sophia Herbert-Peterson, Teri Hansen, Victoria Custodio), **Research Operations** (Matt Sanders), **Research Education and Outreach** (Deanna Hendrickson), **Office of Research Integrity Assurance** (Jennifer Keller), **Office of Research Development** (Erin Bryant)

Academic and Research Units
College of Engineering Quinny Ou), **College of Sciences** (Faith Taylor), **Interdisciplinary Research Institutes** (Brian McGlade)

GTRI
Sudagar Sundaram, Tamika Griffin, Janaki Tambe, Sumathi Harihar*

Finance & OGC
Glenn Campopiano, Romy Smith

Responsibilities

- Meet with Huron team ~weekly (April, May)
- In person, when possible
- Participate in process based working sessions, to capture current state and future state alignment sessions to design future state processes
- Collaborate with Huron team on draft deliverables (process flows & SOPs)
- Serve as change champions

*Ad hoc representative

Governance Roles

Faculty Working Group

Faculty Working Group

College of Engineering
Chris Muhlstein, Karen Feigh, Muhannad Bakir, Siri Melkote

GTRI
TBD

College of Computing
Josiah Hester, Tom Conte

Ivan Allen College of Liberal Arts
Laura Taylor, Michael Best

College of Sciences
Laura Cadonati, Vicki Wysocki

College of Design
Alexander Lerch

Responsibilities

- Meet with Huron team ~monthly (April, May, June)
  - In person, when possible
- Provide faculty perspective on current state processes
- Preview draft future state recommendations to ensure that they align with faculty goals
- Serve as change champions

Change Strategy

Huron will work with Georgia Tech to ensure strong change management underpins all engagement activities.
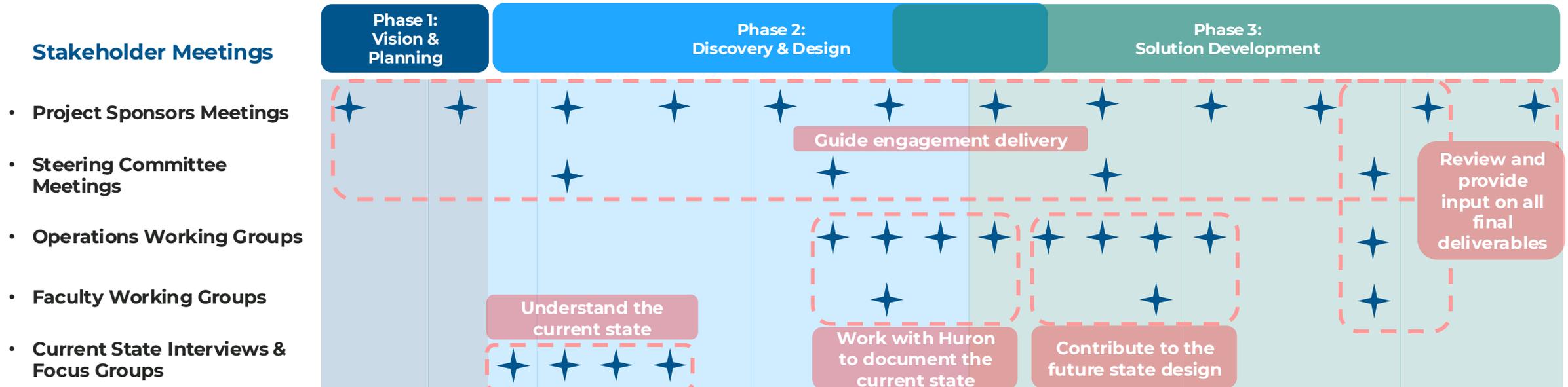
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Strategic Pillars

Active Sponsorship	Effective Governance	Case for Change and Guiding Principles	Consistent Stakeholder Communication

Key Change Management Components

Stakeholder Meetings	Phase 1: Vision & Planning	Phase 2: Discovery & Design		Phase 3: Solution Development
• Project Sponsors Meetings	✦ ✦	✦ ✦	✦ ✦	✦ ✦ ✦ ✦ ✦
• Steering Committee Meetings		✦	✦	✦
• Operations Working Groups			✦ ✦ ✦ ✦	✦ ✦ ✦ ✦ ✦
• Faculty Working Groups			✦	✦ ✦
• Current State Interviews & Focus Groups		✦ ✦ ✦ ✦		

Guide engagement delivery

Review and provide input on all final deliverables

Understand the current state

Work with Huron to document the current state

Contribute to the future state design

*Detailed Communication Plan with weekly breakdown of activities is in progress

Engagement Approach

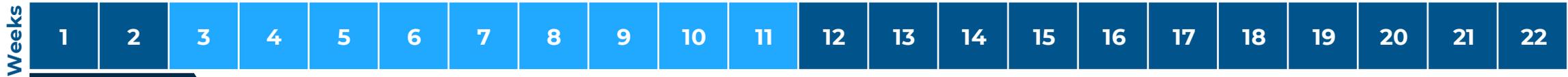| Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

**Phase I
Vision &
Plan**

1. Project initiation, governance, & planning

2. Submit document request

3. Initiate RADIUS survey

Engagement Approach

Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

**Phase I
Vision & Plan**

Phase 1: Vision and Plan *(Week 1-2)*

1. Project initiation, governance, & planning
2. Submit document request
3. Initiate RADIUS survey

Anticipated Deliverables:

Kickoff materials, document and data request, participant / interview list.

Engagement Approach

Weeks																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

Phase I Vision & Plan

1. Project initiation, governance, & planning

2. Submit document request

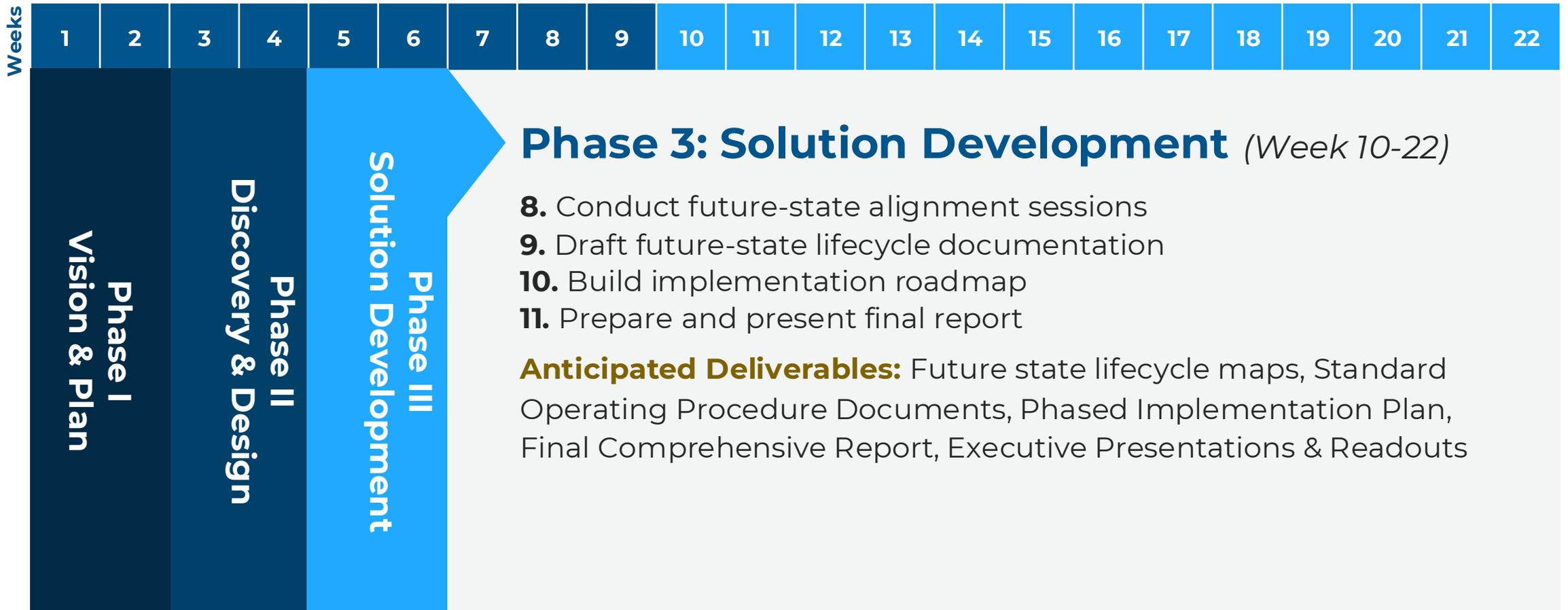**3.** Initiate RADIUS survey

Phase II Discovery & Design

4. Conduct interviews & focus groups

5. Conduct benchmarking analysis

6. Facilitate process-based working sessions

7. Develop current state gap analysis

14

Engagement Approach

Weeks																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

Phase I
Vision & Plan

Phase II
Discovery & Design

Phase 2: Discovery & Design *(Week 3-11)*

4. Conduct interviews & focus groups
5. Conduct benchmarking analysis
6. Facilitate process-based working sessions
7. Develop current state gap analysis

Anticipated Deliverables:

Benchmark findings and interpretation, Current state lifecycle maps, Gap analysis and initial recommendations (Organizational structure, workload volume and distribution, efficiency, customer satisfaction).

Engagement Approach

Weeks																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

Phase I Vision & Plan

1. Project initiation, governance, & planning

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Phase II Discovery & Design

4. Conduct interviews & focus groups

5. Conduct benchmarking analysis

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Phase III Solution Development

8. Conduct future-state alignment sessions

9. Draft future-state lifecycle documentation

10. Build implementation roadmap

11. Prepare and present final report

Engagement Approach

Weeks

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |

Phase I
Vision & Plan

Phase II
Discovery & Design

Phase III
Solution Development

Phase 3: Solution Development *(Week 10-22)*

8. Conduct future-state alignment sessions
9. Draft future-state lifecycle documentation
10. Build implementation roadmap
11. Prepare and present final report

Anticipated Deliverables: Future state lifecycle maps, Standard Operating Procedure Documents, Phased Implementation Plan, Final Comprehensive Report, Executive Presentations & Readouts

Timeline Overview

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Project Phases & Activity	Timeline																						
Month		**Feb.**			**March**				**April**				**May**				**June**				**July**	
Week		**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**
Phase One: Vision and Planning																							
1. Project Initiation, governance, & planning		★																					
2. Submit document request		■																					
3. Initiate RADIUS survey			■																				
Phase Two: Discovery & Design																							
4. Conduct interviews & focus groups				■	■	■	■																
5. Conduct benchmarking analysis				■	■	■	■	■	■	■	■												
6. Facilitate process-based working sessions							■	■	■														
7. Develop current state gap analysis									■	■	■												
Phase Three: Solution Development																							
8. Conduct future-state alignment sessions													■	■	■	■							
9. Draft future-state lifecycle documentation														■	■	■	■	■					
10. Build implementation roadmap																	■	■					
11. Prepare and present final report																			■	■	■	■	■

Anticipated Outputs

Below are the expected outputs to be produced across each phase of this engagement.

Benchmark Findings and Analysis

Outputs from the RADIUS Survey and Portfolio Weighting exercise

Current State Lifecycle Maps

High level current state process maps for key OSP functions

Gap Analysis and Initial Recommendations

Summary of current state findings from interviews, focus groups, and data and document analysis

Future State Lifecycle Maps

High level future state process maps, developed with staff and faculty working groups

Standard Operating Procedure Documentation

Future state SOPs and training documentation for selected OSP functions

Phased Implementation Plan

Roadmap for implementing future state recommendations, including suggested sequencing and potential quick wins

Final Comprehensive Report

Final report of observations, recommendations, and implementation plan, with feedback from Georgia Tech stakeholders incorporated

RADIUS Benchmarking

Huron will work with Georgia Tech to complete our proprietary research administration benchmarking survey, RADIUS to benchmark against your peers.

Sample metrics captured include:

- **Organizational Alignment** for pre- and post-award offices

- **Staffing and salary information** for central pre- and post-award roles

- **Business performance metrics and KPIs**

  - Cycle times

  - Workload volumes

  - Financial risk

**Sample Benchmark
R&D by Funding Source across GT Peer Group
2020-2023**

Legend: Federal, Institution, Nonprofit, Business, State/Local, Other
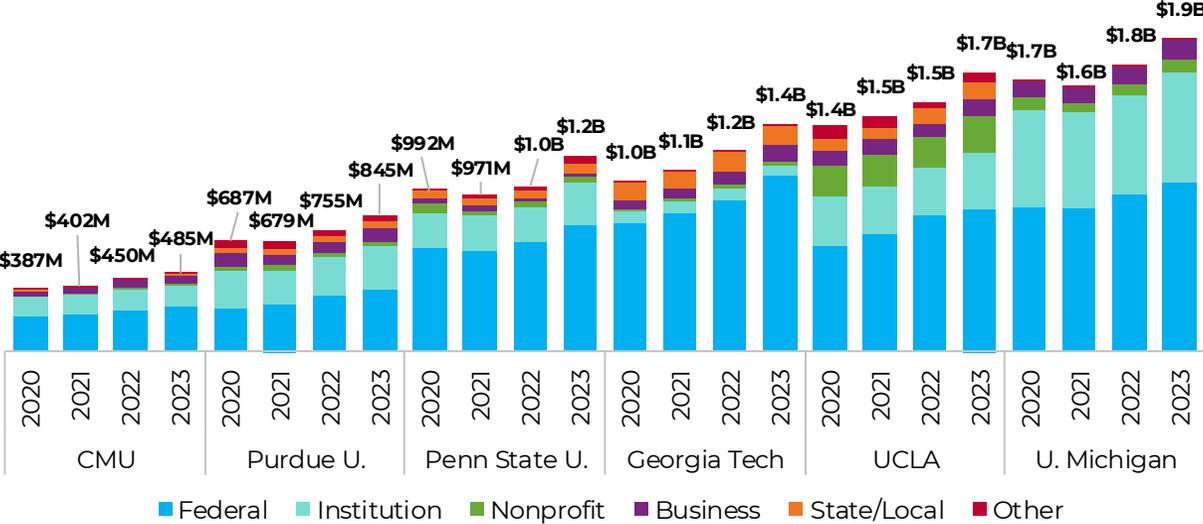
While Georgia Tech did not report the highest total R&D-financed expenditures, it did report the largest total Federal component and the smallest total institutional one.

Peer RADIUS Cohort

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Huron will partner with Georgia Tech and peer institutions to develop a new custom peer cohort to benchmark Georgia Tech against using Huron's RADIUS survey.

FY2024 Rank	Institution	FY2022 ($Ms)	FY2023 ($Ms)	FY2024 ($Ms)	RADIUS Participant
1	Johns Hopkins Univ. APL[1]	2,056	2,333	2,550	N
4	Univ. of Michigan, Ann Arbor	1,771	1,926	2,111	Y
5	Univ. Wisconsin-Madison	1,524	1,732	1,933	Y
6	Univ. California, Los Angeles	1,536	1,722	1,896	Y
8	Univ. Washington, Seattle	1,560	1,734	1,691	Y
9	Stanford Univ.	1,385	1,538	1,642	N
10	Cornell Univ.	1,300	1,452	1,614	N
15	Georgia Institute of Technology[2]	1,231	1,405	1,529	N
22	Texas A&M Univ.	1,153	1,278	1,394	N
25	Pennsylvania State Univ.	1,020	1,207	1,303	Y
31	Univ. Texas, Austin	846	1,036	1,144	N
32	Univ. California, Berkeley	981	1,077	1,127	N
33	Massachusetts Institute of Technology	989	1,000	1,066	N
39	Purdue Univ., West Lafayette	755	845	932	Y
40	Univ. Illinois, Urbana-Champaign	766	821	907	Y
71	Carnegie Mellon Univ.	450	485	505	Y
81	California Institute of Technology	478	491	445	N

Peer Cohort

To provide Georgia Tech with the sharpest benchmarking insights, Huron will facilitate the creation of a custom, curated cohort.
- Huron will work with Georgia Tech to reach out to peers.
- Outreach will be focused on schools that have not taken part in RADIUS.
- Huron would facilitate the administration of the RADIUS survey.
- Huron will use this data to provide Georgia Tech benchmarking and comparisons to true peers.

[1]These totals are for the Johns Hopkins Applied Physics Laboratory, JHU Ranks #1 overall for FY2024 research expenditures.
[2]Georgia Tech ranked #2 overall for federally funded research expenditures in FY2024.
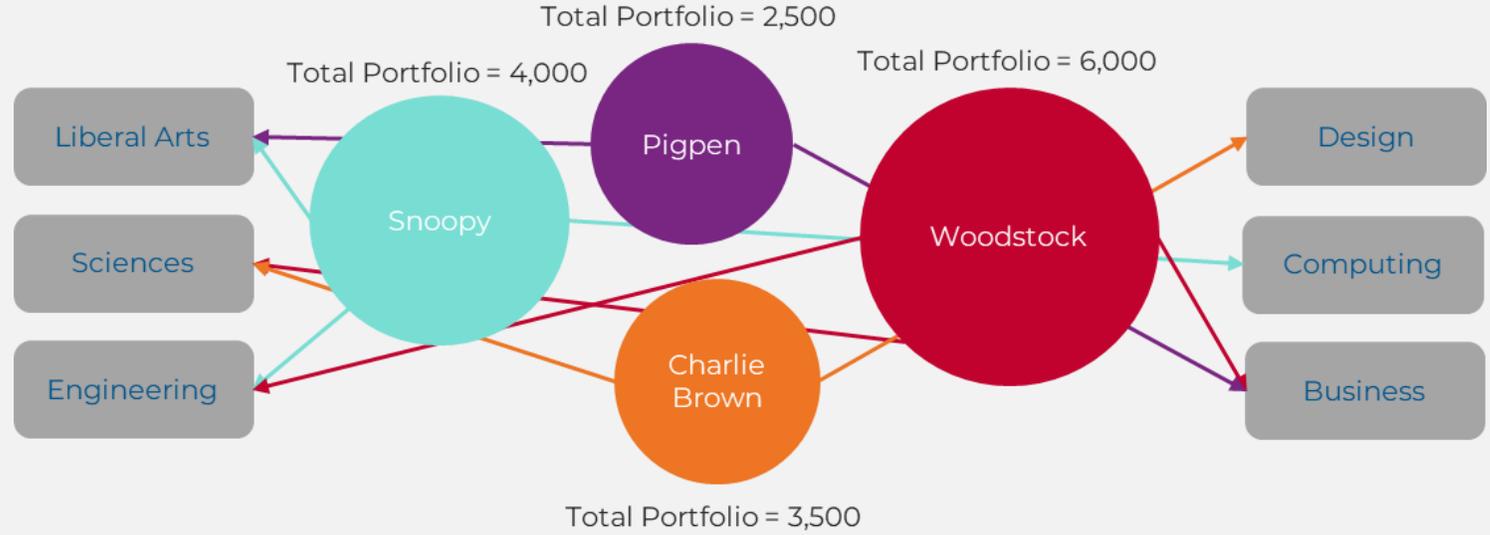
Portfolio Weighting

Huron will assess and effectively balance portfolios across OSP to achieve equitable workloads that are balanced and account for varying levels of staff experience.

The Portfolio Weighting analysis will help Georgia Tech to:

- ✓ **Rebalance and redistribute tasks equitably across staff**

- ✓ **Compare current workloads against the recommended distribution**

- ✓ **Improve staff efficiency and morale**

Distribution Before

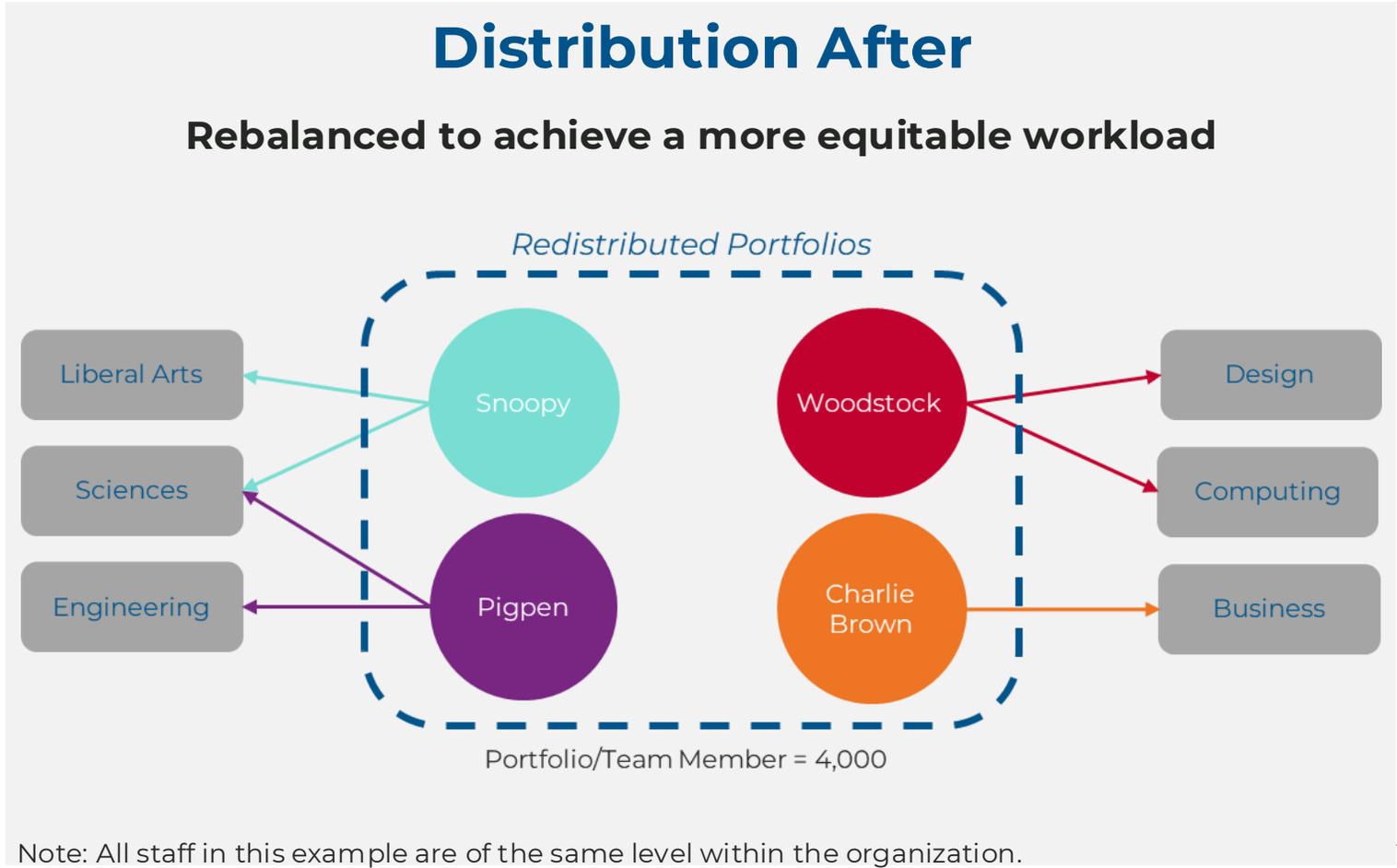Illustrative current state portfolio weights

Note: All staff in this example are of the same level within the organization.

Portfolio Weighting

Huron will assess and effectively balance portfolios across OSP to achieve equitable workloads that are balanced and account for varying levels of staff experience.

The Portfolio Weighting analysis will help Georgia Tech to:

✓ **Rebalance and redistribute tasks equitably across staff**

✓ **Compare current workloads against the recommended distribution**

✓ **Improve staff efficiency and morale**

Distribution After

Rebalanced to achieve a more equitable workload

Redistributed Portfolios

Liberal Arts

Sciences

Engineering

Snoopy

Pigpen

Woodstock

Charlie Brown

Design

Computing

Business

Portfolio/Team Member = 4,000

Note: All staff in this example are of the same level within the organization.

Immediate Next Steps

Engagement Leaders will:
- Send out a formal kick off communication
- Continue to provide the Georgia Tech community with project updates and information

Engagement Team will:
- Schedule interviews and focus group sessions (3/2-3/30)
- Collect and review documents and data provided
- Initiate RADIUS and portfolio weighting
- Schedule SC and WG meetings

Steering Committee and Working Group Representatives will:
- Serve as change champions! Start communicating engagement updates to teams
- Participate in upcoming meetings

Call to Action

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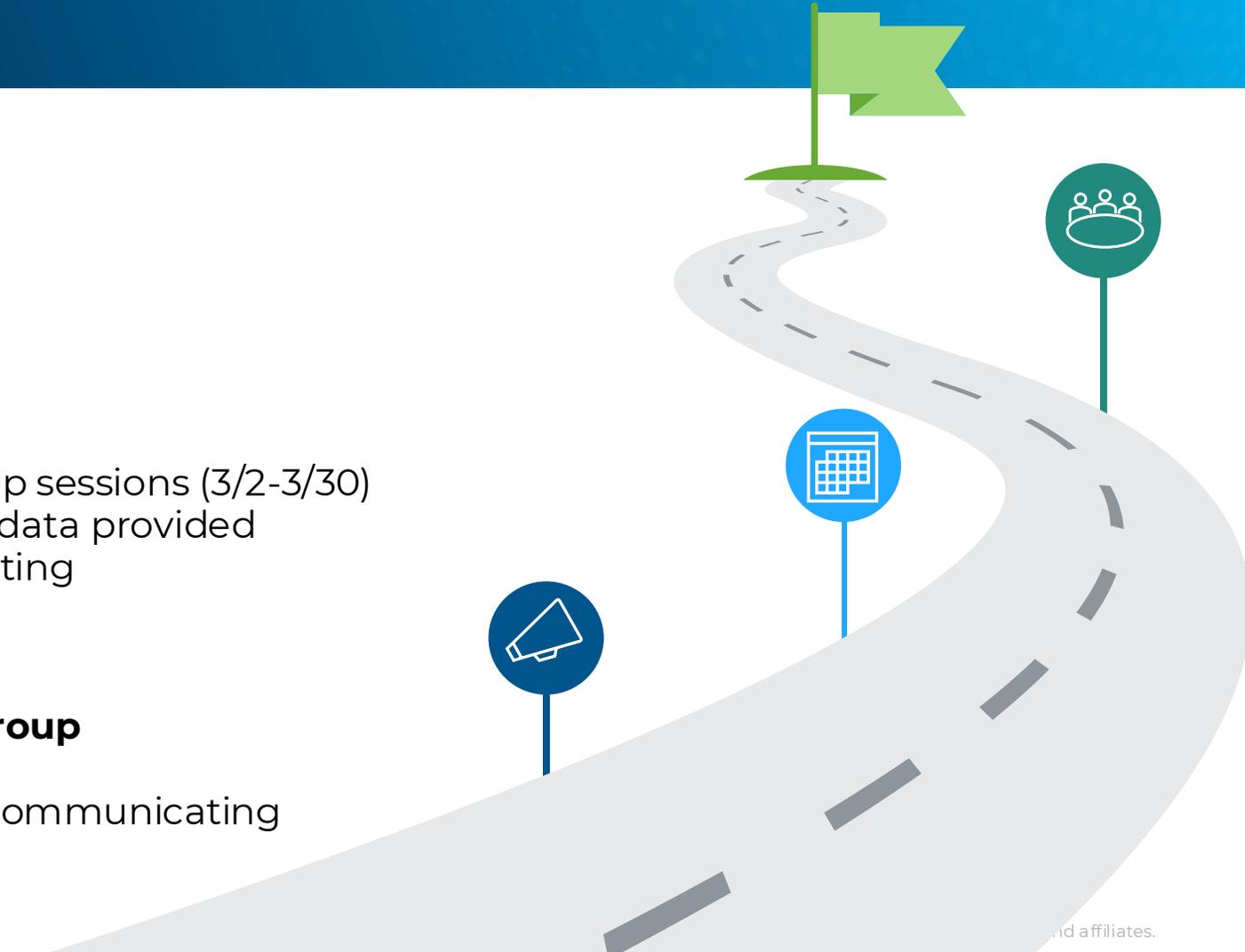
Thank you for your participation in this initiative! This engagement's success depends on our shared commitment.

Champion Change

Engage teams transparently and advocate for improvements to maintain momentum

Be Candid

Share experiences and examples, focused on strengthening OSP

Stay Committed

Embrace your role as a future state designer, participate actively, and encourage others to share your commitment

Questions?