



# It's About Time:

## Gaining Insights from Turnaround Time Metrics

March 11, 2024

**Julia Zappi**

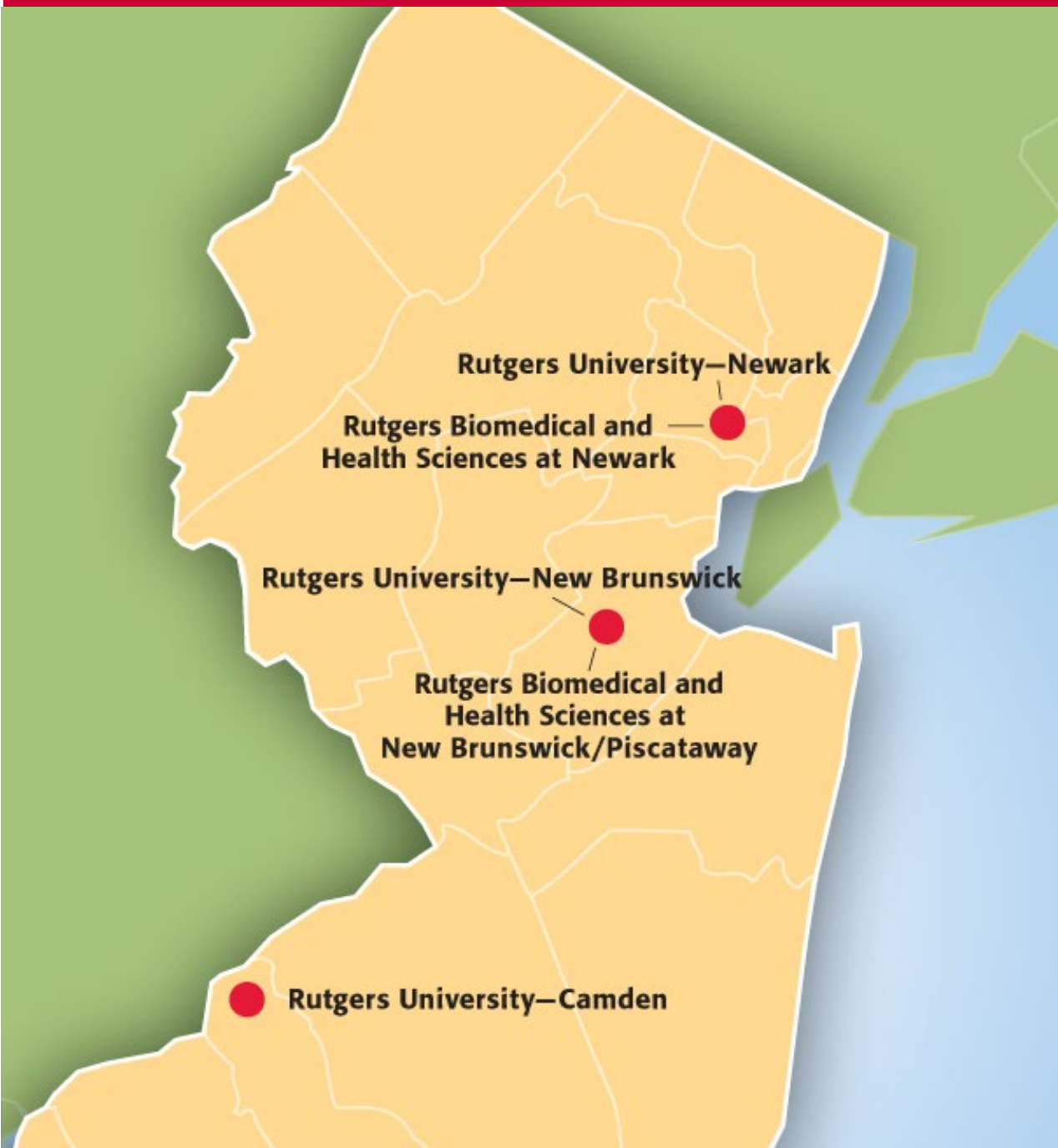
Senior Data Analyst, Data Analytics and Business Intelligence

**Christopher Perkins**

Director, Data Analytics and Business Intelligence



**RUTGERS**  
**THE STATE UNIVERSITY**  
**OF NEW JERSEY**



## LEADER IN THE STATE

- First in New Jersey and 64<sup>th</sup> nationally on *Forbes'* list of 500 best large employers in America
- 6,000+ acres across New Jersey
- 900+ buildings spanning 30 million+ square feet
- 300+ research centers and institutions
- 29 decanal units
- 40+ research cores

## INCLUSIVE AND DIVERSE

- Among the most ethnically diverse campuses in the nation and Big Ten
- 67,620 students representing all 50 states and over 120 countries
- 23,600+ full- and part-time faculty, full- and part-time staff, and international scholars

## RESEARCH UNIVERSITY

- \$900+ million in sponsored awards funding annually
- \$12M in licensing revenue annually
- ~4,000+ sponsored awards annually
- ~1,600 PIs receiving awards annually
- 1,197 active issued worldwide patents
- 100+ active startups

# Data, Analytics & Business Intelligence



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# It's About Time

Gaining insights from turnaround time metrics



A black and white photograph of a microscope, showing the objective lenses and the stage. The image is partially obscured by a red diagonal shape in the bottom left corner.

# The Challenge

Addressing Concerns about Award Setup Turnaround Times

The Data, Analytics and Business Intelligence team was tasked to find out:

- 1. Is this a common issue?**
- 2. Is this a localized issue?**
- 3. What's causing this issue?**

# The Method



## Interview Business Team

Learn about the process and what questions they're trying to answer



## Extract Data

Work with IT to extract data into a usable data source



## Build Dashboards

Create Tableau dashboard based on requirements



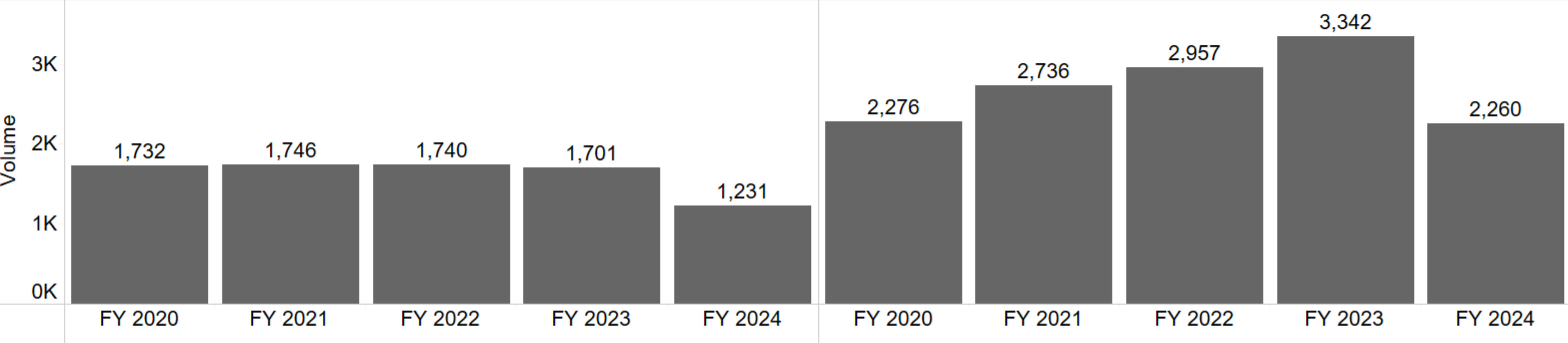
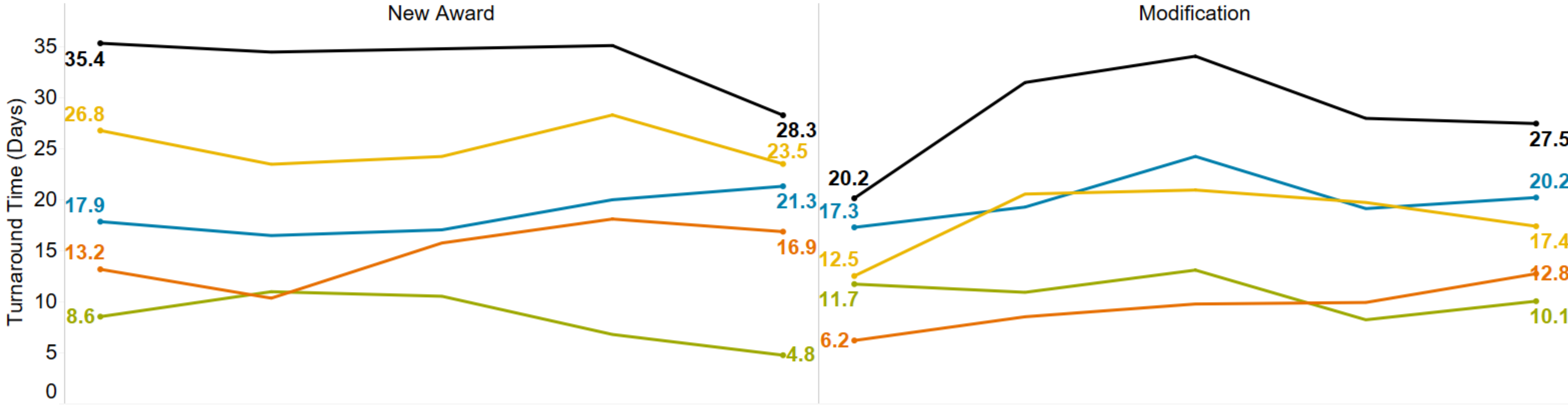


# Deliverables



# Average Award Setup Turnaround Time by Fiscal Year, Award Type and Responsible Party

■ Total Turnaround      ■ Pre-Award Turnaround      ■ Compliance Turnaround      ■ Department Turnaround      ■ Post-Award Turnaround







| Download Data              |              | Award Number<br>All | Award Setup Specialist<br>All | Campus<br>All            | Department Name<br>All   | Mod/New<br>All                                                               | PI<br>All           | School Name<br>All      | Turnaround Category<br>All |
|----------------------------|--------------|---------------------|-------------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------|---------------------|-------------------------|----------------------------|
| Year of Max<br>Report Date | Award Number | Mod/New             | Campus                        | Date Enter<br>State      | Date Exit State          | Old - New State                                                              | Turnaround Category | Full Account Turnaround | Advance Account Turnaround |
| FY 2024                    | AWD00011280  | New                 | RBHS                          | 2/10/2023<br>2:17:38 PM  | 2/10/2023<br>2:21:15 PM  | Draft - Departmental Reconciliation                                          | Pre-Award           | 0.0                     |                            |
|                            |              |                     |                               | 2/10/2023<br>2:21:15 PM  | 8/15/2023<br>10:17:25 AM | Departmental Reconciliation - Central Office Review                          | Department          | 185.8                   |                            |
|                            |              |                     |                               | 8/15/2023<br>10:17:25 AM | 8/15/2023<br>10:21:56 AM | Central Office Review - Central Office Review: Pending Changes by Department | Pre-Award           | 0.0                     |                            |
|                            |              |                     |                               | 8/15/2023<br>10:21:56 AM | 2/26/2024<br>6:13:34 PM  | Central Office Review: Pending Changes by Department - Central Office Review | Department          | 195.3                   |                            |
|                            |              |                     |                               | 2/26/2024<br>6:13:34 PM  | 2/27/2024<br>9:27:12 AM  | Central Office Review - Pending Account Setup                                | Pre-Award           | 0.6                     |                            |
|                            |              |                     |                               | 2/27/2024<br>9:27:12 AM  | 2/29/2024<br>5:16:32 PM  | Pending Account Setup - Active                                               | RFS                 | 2.3                     |                            |
|                            |              |                     |                               | Total                    |                          |                                                                              |                     |                         |                            |



|         |               |                    |                        |                    |           |                |                     |
|---------|---------------|--------------------|------------------------|--------------------|-----------|----------------|---------------------|
| Filters | Campus<br>All | School Name<br>All | Department Name<br>All | Fiscal Year<br>All | PI<br>All | New/Mod<br>All | Award Number<br>All |
|---------|---------------|--------------------|------------------------|--------------------|-----------|----------------|---------------------|

| Account Establishment Actions |                     |                      |                                        |                             |                             |                                            |                    |                                           |                                                         | Post Account Actions |                                              |                                                       |                                           |                                   |                  |                      |
|-------------------------------|---------------------|----------------------|----------------------------------------|-----------------------------|-----------------------------|--------------------------------------------|--------------------|-------------------------------------------|---------------------------------------------------------|----------------------|----------------------------------------------|-------------------------------------------------------|-------------------------------------------|-----------------------------------|------------------|----------------------|
| Award Number                  | Total Calendar Days | Award Creation (RSP) | Department Reconciliation (Department) | Central Office Review (RSP) | Change Request (Department) | Compliance Review ( Department-Compliance) | Final Review (RSP) | Retransmit of Award or Modification (RSP) | RFS Account Establishment or Account Modification (RFS) | Post Account Action  | Post Account Action (Remove Advance Account) | Post Account Action (Closure or Termination of Award) | Post Account Action (Restriction Removal) | Post Account Action (Restriction) | Record Withdrawn | Request Modification |
| AWD00000003-MOD003            | 2                   | 2                    |                                        |                             |                             |                                            |                    |                                           |                                                         |                      |                                              |                                                       |                                           |                                   |                  |                      |
| AWD00000003-MOD004            | 177                 |                      |                                        | 1                           | 176                         |                                            | 0                  |                                           | 0                                                       |                      |                                              |                                                       |                                           |                                   |                  | 0                    |
| AWD00000004-MOD003            | 4                   |                      |                                        |                             |                             |                                            | 4                  |                                           | 0                                                       |                      |                                              |                                                       |                                           |                                   |                  | 0                    |
| AWD00000005-MOD007            | 16                  | 0                    | 1                                      | 0                           |                             | 2                                          |                    |                                           | 13                                                      |                      |                                              |                                                       |                                           |                                   |                  |                      |
| AWD00000005-MOD008            | 57                  | 4                    |                                        |                             |                             | 1                                          | 2                  |                                           | 50                                                      |                      |                                              |                                                       |                                           |                                   |                  |                      |
| AWD00000006-MOD004            | 1                   |                      |                                        |                             |                             |                                            |                    |                                           | 1                                                       |                      |                                              |                                                       |                                           |                                   |                  | 0                    |
| AWD00000012-MOD002            | 2                   |                      |                                        |                             |                             |                                            | 2                  |                                           | 0                                                       |                      |                                              |                                                       |                                           |                                   |                  | 0                    |

|              |      |     |     |      |      |      |     |     |      |       |  |       |       |       |      |     |
|--------------|------|-----|-----|------|------|------|-----|-----|------|-------|--|-------|-------|-------|------|-----|
| Average Days | 26.9 | 1.9 | 3.4 | 14.2 | 12.1 | 19.4 | 3.2 | 2.7 | 10.1 | 150.9 |  | 500.7 | 221.0 | 244.9 | 49.5 | 6.7 |
|--------------|------|-----|-----|------|------|------|-----|-----|------|-------|--|-------|-------|-------|------|-----|

|             |      |     |     |     |     |     |     |     |     |      |  |       |       |       |     |     |
|-------------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|--|-------|-------|-------|-----|-----|
| Median Days | 15.0 | 0.0 | 1.0 | 4.0 | 7.0 | 4.0 | 0.5 | 0.0 | 7.0 | 90.0 |  | 456.0 | 154.5 | 175.5 | 1.0 | 0.0 |
|-------------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|--|-------|-------|-------|-----|-----|

| Award Number       | Start Date | End Date  | Old State                                            | New State                                            | Category                  | Days (Account Establishment Actions) | Days (Post Account Actions) |
|--------------------|------------|-----------|------------------------------------------------------|------------------------------------------------------|---------------------------|--------------------------------------|-----------------------------|
| AWD00000003-MOD003 | 7/17/2019  | 7/19/2019 | Draft                                                | Approved                                             | Award Creation            | 2                                    |                             |
|                    | Total      |           |                                                      |                                                      |                           | 2                                    |                             |
| AWD00000003-MOD004 | 9/23/2020  | 9/23/2020 | Draft                                                | Central Office Review                                | Request Modification      |                                      | 0                           |
|                    | 9/23/2020  | 9/24/2020 | Central Office Review                                | Central Office Review: Pending Changes by Department | Central Office Review     | 1                                    |                             |
|                    | 9/24/2020  | 3/19/2021 | Central Office Review: Pending Changes by Department | Central Office Review                                | Change Request            | 176                                  |                             |
|                    | 3/19/2021  | 3/19/2021 | Central Office Review                                | Pending Account Setup                                | Final Review              | 0                                    |                             |
|                    | 3/19/2021  | 3/19/2021 | Pending Account Setup                                | Approved                                             | RFS Account Establishment |                                      |                             |

\*Days are calendar days

# The Results

01

Assess the validity of complaints

02

Evaluate processes

03

Measure staff workload

04

Provide high level analysis to leadership

05

Replicate method across other Office for Research units

# Guiding Questions

01

**Do you have  
the data?**

02

**What can it  
teach you?**

03

**Can you  
evaluate  
progress?**

04

**Who is your  
audience?**



# Questions?

## Contact information

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