



NC STATE
UNIVERSITY

Implementation Planning Team Update

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Implementation Planning Teams

Three specialized planning teams convened to analyze prioritized Quick Wins and map actionable paths forward for university-wide execution:

01

Process Standardization

Streamlining pre-award templates, forms, timelines and risk.

02

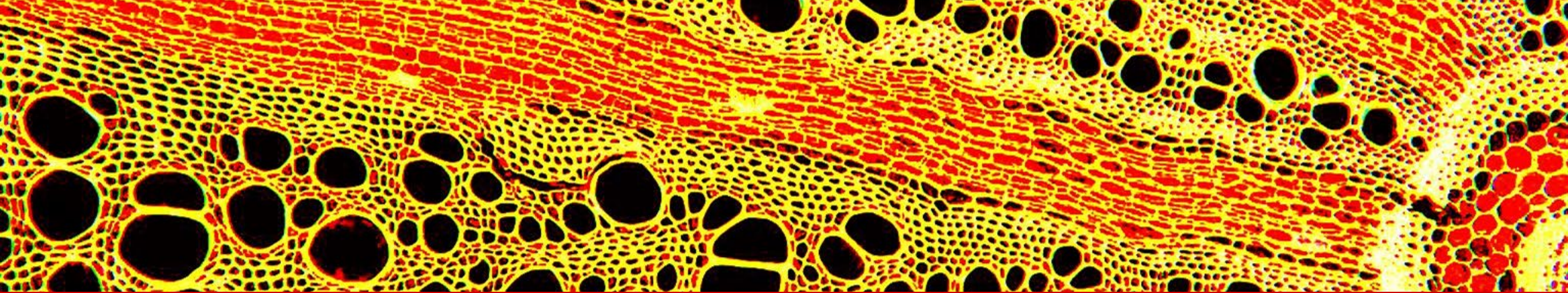
Financial Policy

Clarifying F&A waiver policies, reporting and accreditation metrics.

03

Performance Analytics and Strategy

Developing automated dashboards and transparency.



Advisory Mandate

These teams served as an advisory and input-generating body tasked with defining:

- Specific actions required to implement identified initiatives.
- Necessary stakeholders and offices to participate for successful implementation.
- Recommended timelines and sequencing of work.
- Potential barriers, dependencies and resource needs.

Implementation Governance and Support

- All outputs and recommendations are sent to the Vice Chancellor for Research and Innovation for final review, sign-off and approval.
- The Vice Chancellor retains full authority on all action items resulting from planning team discussions.

External Advisory Support: We have partnered with Huron Consulting Group on a dedicated engagement to provide ongoing implementation guidance and scale execution efforts.



Transition to Action

The advisory phase is now complete.

The larger planning teams are transitioning into smaller, highly focused activation teams to drive immediate, on-the-ground implementation.

Group 1 Transition - Process Standardization

Standardized Templates: The planning team determined that standardizing underlying policies must happen first, the template design.

- Next Step: Standing up two consecutive, 1-month activation teams
 - Group 1 to align policies
 - Group 2 to build the templates and justification crosswalks

Proposal Intake Forms: Widespread use of "shadow" forms exists because users struggle to navigate the RED system.

- Next Step: A 1-2 month activation team will standardize core intake questions using RED as a baseline, but will allow colleges to maintain their workflow tools (like Airtable or Smartsheets) to prevent bottlenecking.

Group 1 Transition - Process Standardization

Pre-Award "At-Risk" Accounts: Currently underutilized due to extreme risk-aversion, placing all financial responsibility on colleges.

- Next Step: A 1-2 month activation team will develop a centralized routing process and a standardized risk.

Proposal Submission Timelines: Previous RASS task force work must be finalized.

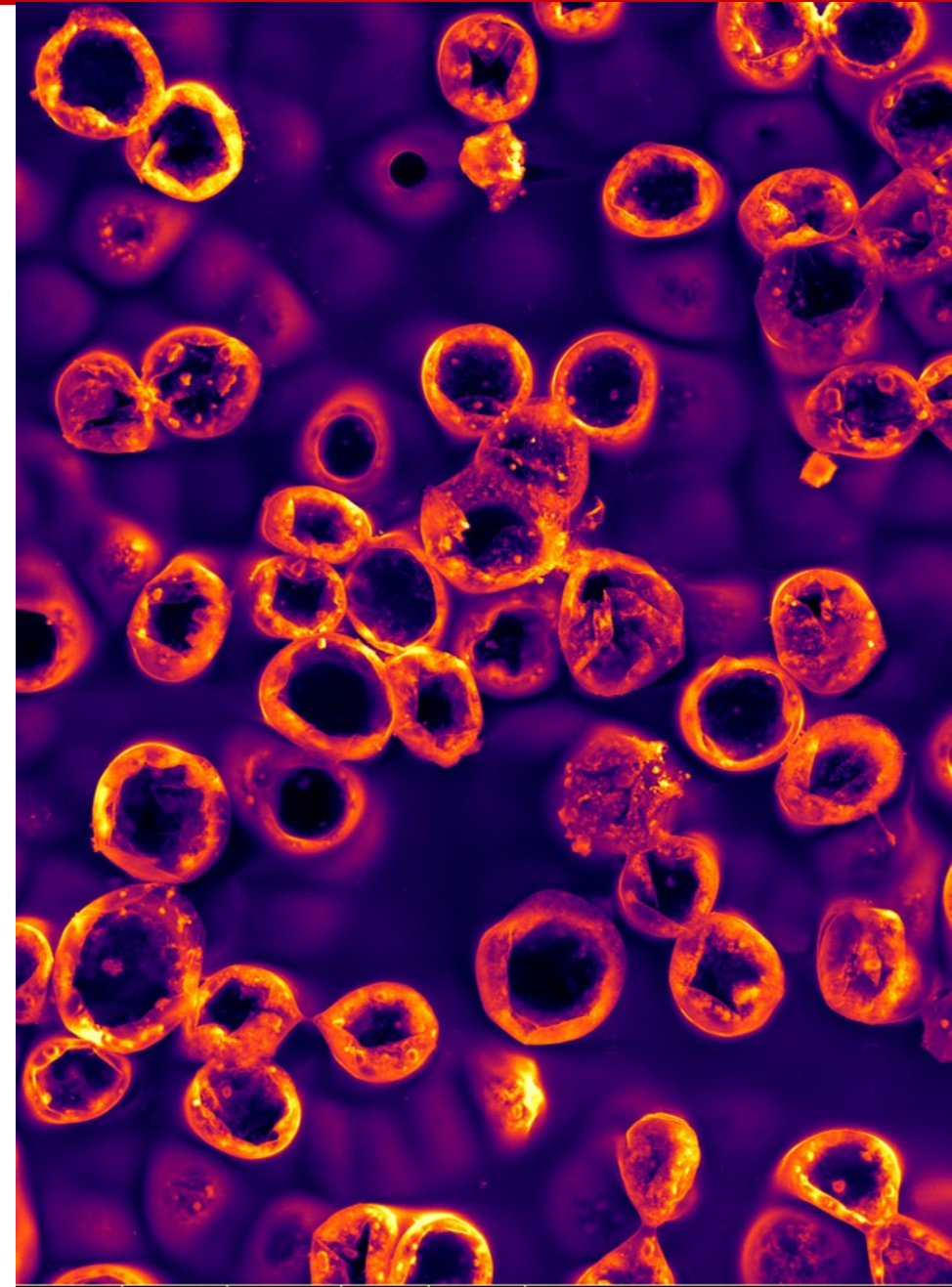
- Next Step: Reactivating efforts to establish a formal timeline policy with definitive authority and real consequences for non-compliance.

Group 2 Transition Financial Policy

The quick wins identified for this group were noted to need Vice Chancellor input and guidance before they were able to move forward.

Internal ORI teams have begun discussions on:

- Indirect Cost Recovery Transparency
- Reduction of Manual Data Tracking
- Association of American Universities (AAU) Benchmark Alignment



Group 3 Transition - Performance Analytics & Strategy

The planning group identified two focused activation teams:

Activation Team A: Research Performance & KPI Team

- "How are we doing now?"
- Tasked with defining baseline service performance metrics across the lifecycle (focusing on both process speed/throughput and compliance accuracy).

Activation Team B: Research Analytics & Strategic Insights Team

- "Where are we going?"
- Tasked with inventorying and integrating cross-campus performance data to identify emerging funding streams and support resource deployment.

Expected Timelines for Next Steps

July – August 2026 (Completed): Planning teams finalized their advisory phase and delivered recommended timelines and SME lists.

Fall 2026 (Active Implementation): Rapid stand-up and activation of smaller, execution-focused teams.

Short-Term Milestones (1–2 Months):

- Resolve non-standard budget policies (salary inflation/fringe benefits).
- Standardize pre-award budget templates and crosswalks.
- Develop the primary RED-aligned intake questions.
- Establish the centralized pre-award account request process and a risk scale for efficient processing.

A decorative header image featuring a blurred background of warm, yellow, bokeh-style lights against a dark background.

Huron Consulting Group's Involvement

Partnering for Scale: We have engaged Huron in a Phase II project to provide ongoing implementation guidance and scale university execution efforts.

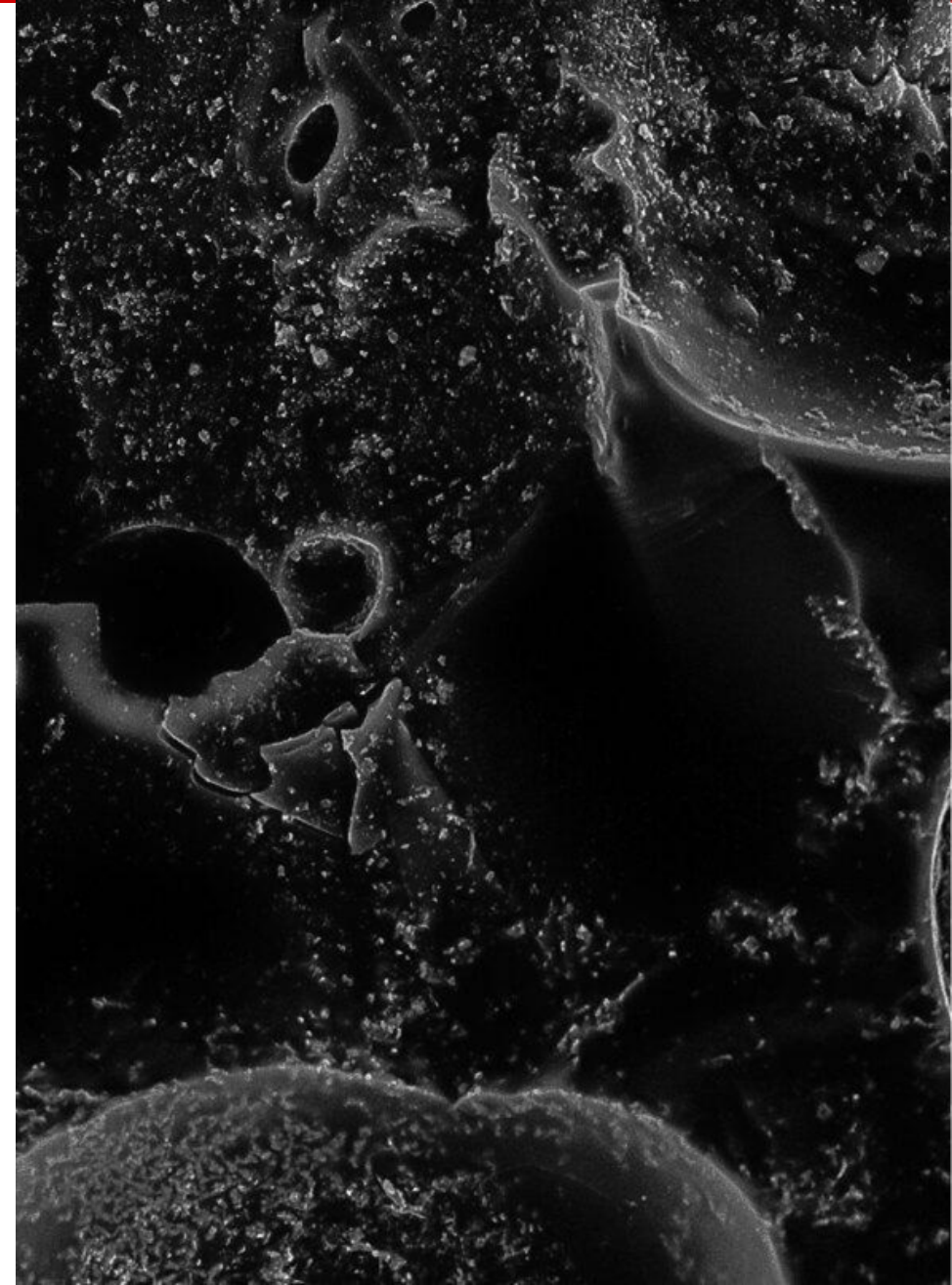
Day-to-Day Execution: Huron supports the VCRI leadership team and helps coordinate day-to-day execution and tracks overall progress against milestones.

Activation Team Support: While most of the activation teams are driven directly by NC State ORI leadership, a few are being co-designed and informed by Huron's consulting team to leverage national best practices:

- Design of the integrated Office of Sponsored Programs operating model
- Hypercare Support Team pilot

Campus Involvement

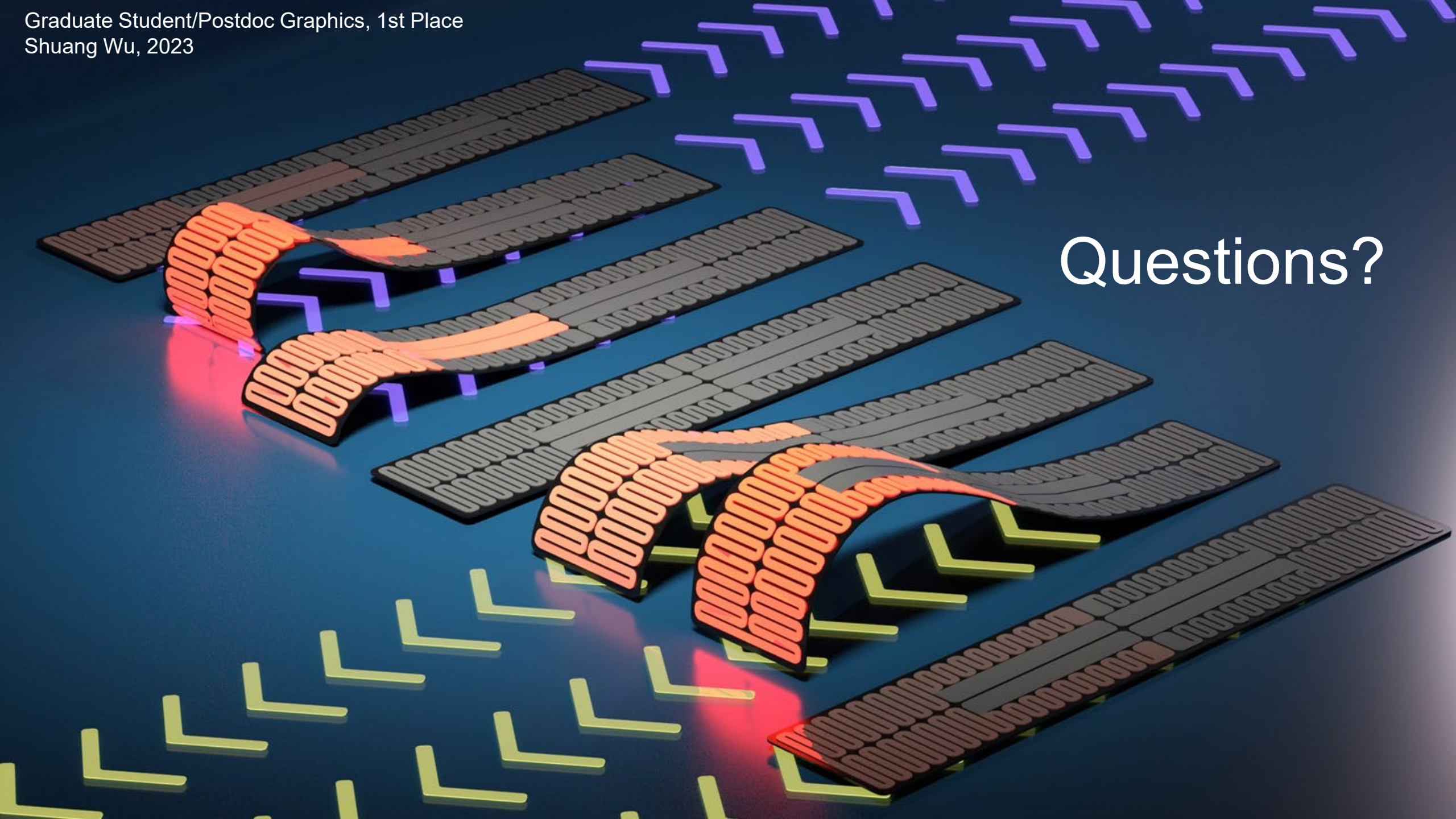
- Activation teams will pull heavily from central and college-level SMEs
- Vetting Policy changes/updates
- Rapid Testing Network
- Research Readiness Review
- Change Champions





Staying Updated

- Campus Update Communications
- Town Hall Updates from the Vice Chancellor
- Regular Updates in Research Advisory Group Meetings



Questions?