

2019 Dean's Innovation Awards in Administrative Efficiencies

Key Dates

RFA release date: May 16, 2019 (Updated June 7, 2019)

Proposal due: Thursday, August 29, 2019 at 5:00 pm

Anticipated announcement of new awards: Fall 2019

Grant Goals

To drive innovation in the area of Administrative Efficiencies at Harvard Medical School (HMS), grants from \$1,000 to \$150,000 will be awarded to fund projects that will address existing challenges in this area and are aligned with cross-cutting themes of the HMS Strategic Goals. Funds will be awarded to support both pilot/exploratory projects and proposals to enhance or scale existing initiatives. We encourage proposals for a wide variety of projects, from small to large, with funds to be used in any number of creative ways. Emphasis will be placed on novel, creative, and collaborative solutions that address known challenges and that have the potential to significantly impact Administrative Efficiencies at HMS. Funded projects will have the potential to create cost-saving and/or time-saving efficiencies that will increase financial sustainability at HMS. Grants will be awarded for an initial funding period of up to two years. Additional follow-on funding may be made available to projects that demonstrate a measurable impact after the initial funding period, with a total funding period not to exceed three years.

Eligibility & Review Criteria

Eligibility:

- Any employee of Harvard Medical School may submit a proposal as the project leader. This includes all benefits-eligible, HMS paid administrative/professional, support or service and trades staff members, postdoctoral fellows, and ladder and non-ladder faculty. HHMI employees based in HMS quad departments are also eligible to submit proposals.
- Approval from a manager and/or department administrator is required for all applications.
- There may be only one project leader per proposal; however, the project leader may submit on behalf of a group. We value team applications. Collaborators (but not the project leader) do not need to hold an appointment at HMS but must be affiliated with a Harvard School or HMS-affiliated institution.
- Employees are eligible to submit proposals to up to three HMS Dean's Innovation funding opportunities this cycle (Innovation Awards in Education, Innovation Awards in Diversity and Inclusion, and Innovation Awards in Administrative Efficiencies). An employee may be the Project Leader for only one proposal per funding opportunity, although employees may be collaborators on multiple proposals. Some proposals might be appropriate for multiple funding opportunities, and applicants will have the opportunity to indicate whether their proposal should be considered for other funding categories. (See Question #10 under Part I of Application Instructions.) In that case, the application might be sent to additional Review Committees as the proposed projects are evaluated. If an applicant chooses this option, that applicant may still submit a separate proposal to the other funding opportunity(ies). However, if multiple proposals from the same Project Leader are under

consideration by the same Review Committee, a maximum of one proposal would be funded for that funding opportunity.

Review Criteria:

- Proposals will be evaluated on the basis of their own merit, the anticipated project impact (proportional to the scope of the project and the requested funds), and the alignment of the proposed project with the Cross-cutting Strategic Goals and Mission Priorities of the HMS Strategic Plan (for details, see https://hms.harvard.edu/sites/default/files/2019-05/Strategicplanningoverview_05_2019_0.pdf)
- High-impact proposals will put forth innovative ideas to address a challenge or unmet need at HMS related to Administrative Efficiencies including, but not limited to:
 - 1) Efficient delivery of services at HMS
 - 2) Introduction of cost-saving administrative solutions
 - 3) Talent development
 - 4) Use of new technology in administrative workflows
 - 5) Facilitating connections and collaborations across teams
 - 6) Development of resources to advance HMS priorities of service and leadership
- Ideas with cross-unit or cross-departmental collaboration will be especially valued.

Application Information

We encourage proposals for a wide variety of projects ranging in scope from small to large and encompassing both new exploratory projects and expansions of existing initiatives. Specifically, we are looking to fund four different “types” of projects (note that proposals may span multiple categories):

- 1) **Focus Groups:** To learn more about an existing challenge at HMS and to identify possible solutions, this type of project will propose to convene a cross-unit or cross-department focus group to generate discussion and actionable plans.
- 2) **Experiment** (Minimum Viable Product, MVP): A very limited test of an idea that is expected to generate learning; an MVP uses the smallest set of features/activities possible to test a hypothesis.
- 3) **Pilot:** To implement an idea for an innovation at a pilot scale.
- 4) **Scale:** To broaden the reach and impact of an existing innovation/program by expanding its scope or scale.

We expect that many requests will be for small amounts, in the \$1,000-\$25,000 range; however, each proposal may request up to \$150,000 in funding to be spent over a period of up to two years. The review committee is willing to entertain larger budget requests, provided permission is obtained prior to proposal submission. Please email deansinitatives@hms.harvard.edu by July 12, 2019 to request such permission. In all cases, requested funds must be justified and should be commensurate with the scope of the proposed project. In addition to requesting funds for new expenses, applicants may also include requests for effort and time of existing staff; for example, a request for support from HMS IT for a new technology project, or support from the Office of Finance for a project requiring financial analysis. If applicants propose using staff expertise from additional units, the applications will be greatly strengthened by the inclusion of a letter of support from each of the additional units (see Supporting Documents C). If proposing an on-going initiative, a plan for sustainability must be included with the application.

Awards are intended to fund term-limited projects, with possible follow-on funding available to projects demonstrating measurable impact after the initial funding period. A separate application will be required for follow-on funding. More information about follow-on funding will be made available to award recipients in their formal award letter.

The deadline to submit applications is **Thursday, August 29 at 5:00 pm**. Applications will be reviewed by a committee of HMS faculty and staff who have experience and strong interests in promoting programs relevant to Administrative Efficiencies.

Allowable and Unallowable Costs:

- A maximum of one new FTE is allowed per proposal (e.g. postdoctoral fellow, technical or professional staff). New personnel must be term hires.
- Salary and fringe benefits are allowed for participating personnel and collaborators in a manner that is consistent with the portion of their regular working hours that will be dedicated to the project.
- Non-personnel expenses: All expenses must be reasonable, directly related to the proposed project and part of the approved budget. Applicants are required to submit a line-item budget as part of the application (see below).
- Unallowable costs: membership dues and fees, journal subscription costs, promotional items, memorabilia, or souvenirs.

Contact Us:

Please direct questions about this RFA to the Dean's Initiative Program (deansinitatives@hms.harvard.edu).

Application Instructions

A complete application consists of three parts, detailed below. Applications will be submitted and tracked via the Harvard Catalyst Apply Hub system and the application URL will be posted on the HMS Dean's Initiative website (<https://hms.harvard.edu/about-hmsfacts-figures/deans-initiatives>) as it becomes available. Apply Hub requires login via Harvard Medical School eCommons username and password, or via Harvard Key (<http://catalyst.harvard.edu/services/loginfaq.html>). If you have not used Apply Hub before, you will be asked to register on a "My Account" page with your name and your email address. Questions about use of Apply Hub for submission of proposals should be referred to the Dean's Initiatives Program (deansinitatives@hms.harvard.edu).

Part I: Summary Information

1. Project Title
2. Project Lead's First Name, Last Name, Position, Email
3. Manager's Name and Email
4. HMS Department that will administer the award if received
5. Total Budget Request [Enter total dollar amount only] **[radio button selection for 1 year or 2 year budget]**
6. Proposal Category: At what stage of development is your proposed project? **[radio button selection]**
 - a. **Focus Group:** We need to learn more to identify possible solutions by convening a cross-school or cross-unit group to discuss it further
 - b. **Experiment** (Minimum Viable Product, MVP): We have an idea for a limited-function/limited test of an idea whose primary purpose is to generate learning
 - c. **Pilot:** We have an idea we want to implement locally

- d. **Scale:** We have a successful innovation/program in place and want to apply it more broadly
7. Collaborators (Name, email, HMS Department, and (if not HMS) affiliation)
 8. In three sentences or fewer, how does your proposed project align with the Cross-cutting Strategic Goals and Mission Priorities of the HMS Strategic Plan?
 9. If the project has previously received funding from either internal or external sources (e.g., NIH R25 awards, HILT SPARK grants, Harvard President’s Administrative Innovation Funds, etc.), please list funding sources.
 10. If you feel that your proposed innovation should also be considered for an additional HMS Dean’s Innovation funding opportunity, please indicate it here. *Note: Your application might be sent to additional review committees as the proposed projects are evaluated. A maximum of one proposal will be funded per Project Leader for each funding opportunity. Please refer to the **Eligibility** criteria for additional information. [Radio buttons as indicated below; please select all that apply].*
[radio buttons: Education, Diversity & Inclusion]
 11. Administrative Questions
 - a. Have you included a letter of support from your manager and/or department administrator with your proposal materials? [radio button Y/N]
 - b. Is IRB approval required for your project? [radio button Y/N]
 - c. If IRB approval is required, has it been obtained? [radio button Y/N]
 - d. If IRB approval is required and has not been obtained, please indicate the status of, and the plans for obtaining, approval. Funds will not be released without documentation that the necessary approvals have been obtained.

Part II. Project Plan

Please provide a description of your project that is organized into the following sections and includes answers to the specific questions given in italics. **The complete project plan is limited to 3 written pages. Font size should be 11 points or larger.**

A. Project Title and Overarching Questions	<ul style="list-style-type: none"> • <i>The project title should appear at the top of the first page.</i> • <i>What would receiving support from the Dean’s Innovation Funds enable you to accomplish that you would not be able to do otherwise?</i> • <i>How are the project outcomes aligned with the Cross-cutting Strategic Goals and Mission Priorities of the HMS Strategic Plan?</i>
B. Project Goals & Innovation	<ul style="list-style-type: none"> • <i>What is the unmet need or challenge that the proposed project addresses? Why is that a problem that needs to be solved? How will the proposed project address it?</i> • <i>In what ways is the proposed project innovative?</i>
C. Project Personnel	<ul style="list-style-type: none"> • <i>Who are the team members and what are their qualifications and expertise to complete the proposed project?</i> • <i>What are their roles in the project?</i> • <i>How much of their time will be dedicated to the project (expressed as % FTE effort)?</i>

D. Anticipated Outcomes	<ul style="list-style-type: none"> • <i>What are the expected outcomes or impact of the project?</i> • <i>Who will be impacted by the project?</i> • <i>What are the quantifiable measures of the impact (e.g., in hours, dollars, student demographics, learning gains, etc.)?</i>
E. Project Assessment	<ul style="list-style-type: none"> • <i>How will project outcomes and overall impact be assessed? What metrics will be used and when/how will data be collected?</i>
F. Timeline for Project Completion and Assessment	<ul style="list-style-type: none"> • <i>Provide an anticipated timeline for the project. Identify key benchmarks for planning, implementation, and assessment.</i>
G. Sustainability Plan	<ul style="list-style-type: none"> • <i>(For Pilot and Scale projects only) If your project succeeds, how might you keep it going after the initial funding period without additional Dean's Initiatives funds? What is your plan for ongoing sustainability?</i>

Part III: Additional Documents (not included in Project Plan page limit)

All of the supporting documentation should be saved in .pdf format and combined with the project plan document into a single .pdf file for submission via Apply Hub.

A. References

Include a list of references for material cited, if any, in the Project Plan.

B. Budget Information (two documents)

- 1) Provide a line-item budget for your proposed project formatted following the budget template example shown in Appendix A. An Excel version of the budget template is available at <https://researchadmin.hms.harvard.edu/resources/deans-initiatives-forms>.
- 2) Provide a budget justification (maximum 1 page) that briefly explains each line-item request. A budget justification template is provided in Appendix B.

Note that any indirect costs required by HMS-affiliated institutions must be budgeted within the award amount and are capped at a maximum rate of 15% of total direct costs allocated to such School or institution. No additional funds to cover indirect costs will be provided.

C. Letter(s) of Support

- 1) (Required) Provide a letter of support for this application from your manager and/or department administrator.
- 2) (Recommended) Provide a letter of support from all other departments/units from which you are requesting staff effort or support, or in the case that your proposal involves an existing initiative or service that is currently supported by a department/unit.

Submission Information

Upon completion of the Apply Hub application there will be a confirmation page displaying all information entered. You will then be able to submit the application. All application materials can

be reopened and resubmitted before the deadline. Remember that all application materials (Project Plan and Additional Documents described in Part III) must be uploaded as a single .pdf file. Paper copies of the application or any other accompanying documentation will not be accepted. All application materials must be submitted no later than **Thursday, August 29, 2019 at 5:00 pm.**

Successful submissions will result in an automated email response sent to the submitter of the application. This email acknowledgement will contain an application ID number that should be used in all future correspondence regarding the application. It will also include a URL that allows you to access the application within Apply Hub.

APPENDIX A: LINE-ITEM BUDGET TEMPLATE

Project Leaders (HMS quad-based employees) should format their line-item budget page according to the example template shown below. An Excel version of the budget template is available at <https://researchadmin.hms.harvard.edu/resources/deans-initiatives-forms>.

If your project includes non-HMS collaborators (e.g. affiliates of other Harvard Schools or HMS-affiliated institutions) who wish to submit budget requests, their budgets should be submitted on a separate budget page (one budget page per collaborating institution). Please contact Deans Initiatives staff at deansinitatives@hms.harvard.edu to request the budget template for such collaborators. In the subject line of the request email, please type "Request for external non-research budget template: [your last name]"

A separate budget justification page (See **Appendix B**) should be submitted for each budget page. If you are concerned about dissemination of detailed salary information for existing employees, feel free to provide only the Personnel information requested in the first three columns of the template (Name, Role on Project, % Effort) AND the Personnel budget subtotal information in your budget page.

The completed line-item budget and budget justification pages should be saved as .pdf files and added to the proposal .pdf file along with the other supporting documents before submission.

TWO YEAR BUDGET REQUEST							
NAME	ROLE ON PROJECT	% Effort	INST. BASE SALARY	SALARY REQUESTED	FRINGE BENEFITS	Year 1	Year 2
			0	0	0	0	0
			0	0	0	0	0
			0	0	0	0	0
			0	0	0	0	0
			0	0	0	0	0
PERSONNEL SUBTOTAL						0	0
CONSULTANT COSTS							
CONSULTANT COSTS SUBTOTAL						0	0
EQUIPMENT <i>(Itemize each instrument and depreciation if applicable)</i>							
EQUIPMENT SUBTOTAL						0	0
SUPPLIES and SERVICE CONTRACTS <i>(Itemize by category)</i>							
SUPPLIES and SERVICE CONTRACTS SUBTOTAL						0	0
TRAVEL							
TRAVEL SUBTOTAL						0	0
OTHER EXPENSES <i>(Including software, etc, itemize by category)</i>							
OTHER SUBTOTAL						0	0
TOTAL FUNDS REQUESTED						0	0

APPENDIX B: BUDGET JUSTIFICATION TEMPLATE

(Maximum 1 page)

Organize your budget justification according to the following categories corresponding to the line-item budget. If no expenses were requested for a given category, indicate this with “none” for that category.

A. PERSONNEL

Include the following information for all personnel listed on the line-item budget:

Name (First and Last), Degree, Role on Project (% effort)

Provide a brief description of the person’s role in the project, including specific responsibilities where appropriate.

B. CONSULTANT COSTS

Provide a brief justification for requested consultant costs, indicating how each expense contributes to the proposed project.

C. EQUIPMENT

Provide a brief justification for requested equipment purchases or equipment-related expenses. Include a description of the equipment and how it will contribute to the proposed project. *Note that software is to be included in Part F (OTHER EXPENSES) below.*

D. SUPPLIES and SERVICES

Briefly describe requested supplies and services and explain how the expenses contribute to the proposed project.

E. TRAVEL

Provide a brief description of requested travel-related expenses and explain their relation to the proposed project.

F. OTHER EXPENSES (includes software)

Provide a brief description of any additional expenses. Organize the expenses into categories (software purchases, etc.) and explain how each expense relates to the proposed project.