New Organizational Model

Increasing the connection and improving the service to UC San Diego
Agenda

- About OCGA
- Developing the New Organization Model
- Individual Team Snapshots
- A New Way to Engage with OCGA
OCGA provides a variety of services to support researchers and research administrators across UC San Diego

- Proposal Review and Submission
- Award Review, Contract Negotiation and Execution
- Post-Award Non-Financial Management and Award Closeout
- Systems and Process Improvement
- Data Analytics and Reporting
- Client Experience and Training
$1.54B in new sponsored research awards, incl. research gifts

12 years of $1B+ research awards

RESEARCH GROWTH HIGHLIGHTS

AWARDS
- Federal $891M up 7%
- Private/non-profit $268M up 18%
- NIH $549M up 12%
- NSF $139M up 3%
- DOE $40M up 92%
- NOAA $38M up 29%

PROPOSALS
- Proposal submissions ($$)
  $5.9B
- Proposal count (###)
  5478
The number of proposals OCGA has submitted has increased 22% (last 3 years), and ongoing pressures to meet expectations

- **2,700+** OCGA reviews and submits over **2,700 proposals (51% of the total proposals)** across UC San Diego

- **82%** OCGA negotiates over **82% of all awards and amendments** throughout UC San Diego

- **1,600+** OCGA negotiates and accepts over **1,600 new awards** annually

As a result, customer and staff satisfaction was starting to decline...
To support a growing research enterprise, we assessed our organization to identify opportunities for improvement.

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**Challenges**

- Lack of transparency and expectations around how long tasks will take
- Award delays and low compliance with proposal timeliness (14/5/2)
- PIs and research administrators experience inconsistent experience

**Opportunities**

- Leverage systems (Kuali and JIRA) to be in a better position to support our campus customers
- To provide career development and opportunities for staff to grow
- Rethink how to embrace the new flexible work arrangements and hybrid working
We developed a 3-year strategy to transform our operations through three pillars

<table>
<thead>
<tr>
<th>Pillars of Success</th>
<th>Description</th>
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<tbody>
<tr>
<td>1 Right-size the organization</td>
<td>• <strong>Increase</strong> the organization to its optimal size, and create an operating model that focuses on agility and resiliency – smaller highly-collaborative teams, and flexibility in schedules to adapt to the new normal for our campus</td>
</tr>
<tr>
<td>2 Become a digital and analytical organization</td>
<td>• <strong>Leverage</strong> emerging technologies and advanced analytics to enable campus leaders to improve decision-making with the use of complete/accurate data, and improve our organization’s ability to manage growth and regulatory requirements</td>
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<tr>
<td>3 Build careers and empower staff</td>
<td>• <strong>Providing</strong> employees the opportunity for professional growth and development through training and cross-functional experiences, anchored in equity, diversity and inclusion</td>
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We established critical design elements, then created a model that matched those elements and objectives.

### Organizational Design Elements

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
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<tbody>
<tr>
<td>Appropriately Sized Teams</td>
<td>Based on variation, complexity, and workflow of each activity, and oversight.</td>
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<tr>
<td>Expertise in Sponsor Categories/Agencies</td>
<td>Groups of individuals with expertise in sponsor categories or policies.</td>
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<tr>
<td>Flexibility to collaborate across teams</td>
<td>Officers have the ability to share work across teams for workload management.</td>
</tr>
<tr>
<td>Align type of work with appropriate roles</td>
<td>Assignments distributed to appropriate RA levels based on complexity.</td>
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<td>Easier for the customer</td>
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#### Current Status Quo

- **Health Sciences**: 9:1
- **Industry / Industry MTA**: 5:1

#### Future

- **Proposal Team**: 5:1
- **Unfunded / Non-Industry MTA Team**: 6:1
Previously we were separated by VC Area (Health Sciences and General Campus) and assigned to departments....
The New Model focuses on four high impact areas supported by small teams of experts:

1. **Proposal**
   - Proposals

2. **Award Negotiation and Acceptance**
   - Unfunded Agreements
   - Non-Profit & Federal Flow Through Agreements
   - Direct Federal Grants Post Award
   - Government Contracts & GC Service Agreements
   - Industry Agreements
   - Outgoing Subawards

3. **Customer Focus**
   - Client Experience and Training

4. **Systems and Reporting**
   - System and Process Improvement
   - Business Intelligence

**Contract & Grant**

“Specialist Model” with a strong focus on small expert teams supporting all departments.

**Operations & Client Experience (CX)**

Consolidate customer inquiries to CX to improve service to customers and acquire better analytics.
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Team

Susanna Pastell, Principal Manager
Michael Brown, Sr. C&G Officer
Oudone Sisanachandeng, Sr. C&G Officer
Albert Carazolez, Sr. C&G Officer
Anthony Alvarado, Sr. C&G Officer
Lisa Jundt-Auvil, Sr. C&G Officer
America Vega, Sr. C&G Officer
Japhet Perez Estrada, C&G Officer
Open, C&G Officer

Portfolio

• Review and submission of all proposals under OCGA’s delegation
• Just-in-time (JIT) activities, including any sponsor requests prior to award issuance (except for Health Sciences NIH Grants which are handled by HS SPPO)
• Graduate Student Extramural Funding (fellowships and other awards)

Key Characteristics

• As Authorized Officials, collaborate with fund managers on the review and submission of proposals to a wide variety of sponsors in accordance with UCSD’s established proposal submission guidelines
• Partner with other pre-award offices to develop and/or maintain consistent proposal process review based on changing sponsor requirements
• Workload Volume: 2,700 Proposals Per Year, 150 Graduate Student Fellowships Per Year
**Key Characteristics**

- As Authorized Officials, review and process a wide variety of Federally-sponsored awards as well as collaborate with fund managers on post-award activity
- Collaborate with SPF and other compliance offices on the award set-up process
- Workload Volume: 3,200 Federal Award Transactions Per Year, 6,060 KR Award Set-Up per Year
Key Characteristics

• Review, negotiate, and execute government contracts and work with campus partners to support development of government sponsor relationships

• Work with General Campus faculty to put in place service agreements with outside clients

• Workload Volume: 705 Agreements / Year
Outgoing Subaward, and MCAs

**Team**

Sheila Paul, Principal Manager  
Derek Jackson, Sr. C&G Officer  
Sharon Mahan, C&G Officer  
Katherine Philbin, Sr. C&G Officer

**Portfolio**

- All outgoing subawards
- All outgoing multicampus awards (MCAs) to other UC campuses
- Outgoing PI-initiated Clinical Trial Agreements
- Annual Audit and Subrecipient Monitoring
- FFATA Reporting

**Key Characteristics**

- Review and flow-down prime award terms and conditions via subawards to all types of subrecipients and perform subrecipient monitoring
- Partner with campus partnering offices including: General Accounting, IPPS/Procurement, Disbursements, and SIO-OCGA
- Workload Volume: 1,420 Subawards (including MCAs)
In the Team section, we have:

- Erin Zardouzian, Assistant Director
- James Wang, Principal C&G Officer
- Samantha Friedman, Principal C&G Officer
- Elaine Tom, Principal C&G Officer
- Simón Lowrie, Principal C&G Officer
- Leah Williams, Principal C&G Officer

The Portfolio section includes:

- Industry Funded Agreements
- Incoming subawards with industry funding (i.e., industry flow-through)
- Industry Material Transfer Agreements (MTAs)
- Act as the OCGA POC for the Moores Cancer Center Clinical Trials Office (CTO) for Clinical Trials under OCGA’s delegation

Key Characteristics:

- Review, draft, and negotiate complex and high risk agreements with a wide-variety of for-profit companies
- Work closely with Office of Innovation and Commercialization (OIC) on intellectual property/licensing language and partner in contributing to the campus’ entrepreneurial culture and innovation ecosystem
- Workload Volume: 570 Agreements / Year
Non-Profit / Federal Flow Thru

Direct Federal
Grants Post Award
Team

Government
Contracts & Service
Agreements

Outgoing Subs, and
MCAs

Industry
MTAs

Non-Profit / Federal
Flow-Thru

Unfunded and
Non-Industry MTAs

Team

Suzanne Wolff, Principal Manager
Chris Tomera, Sr. C&G Officer
Nastaran Afari, Sr. C&G Officer
Anna Hoss, Sr. C&G Officer
Mayra Estrada, Sr. C&G Officer

Portfolio

• Nonprofit Agreements (including flow-through terms)
• Incoming Federal grant subaward agreements
• Incoming multicampus awards (MCAs) in which nonprofit, Federal grant, or UC Program funding flows through another UC campus

Key Characteristics

• Review, draft, and negotiate moderately complex agreements with a wide-variety of nonprofit sponsors and academic institutions
• Work with UC Office of the President and Foundation Relations to support positive partnerships with nonprofit sponsors
• Workload Volume: 1,975 Agreements / Year
Unfunded / Non-Industry MTAs

Direct Federal
Grants Post Award
Team

Government Contracts & Service Agreements

Outgoing Subs, and MCAs

Industry Industry MTAs

Non-Profit / Federal Flow-Thru

Unfunded and Non-Industry MTAs

Team

Lisa Gu, Assistant Director
Marianna Meyer, Principal C&G Officer
Rebecca Hollingsworth, Sr. C&G Officer
Joy Chu, Sr. C&G Officer
Razvan Ienciu, Sr. C&G Officer
Violeta Kovacevic, Sr. C&G Officer
Yunqi Tan, C&G Officer
Adele Gibbs, C&G Officer

Portfolio

• Unfunded research collaboration agreements
• Confidentiality Agreements (CDAs), Non-Disclosure Agreements (NDAs)
• Non-Industry MTAs
• Data Use Agreements (DUAs), Data Transfer Agreements (DTAs)
• Equipment Loan Agreements (ELAs)
• Alzheimer’s Disease Cooperative Study (ADCS)

Key Characteristics

• A versatile team that drafts and negotiates a large variety of unfunded agreements of varying risk and complexity with all outside entity types
• Works closely with other compliance offices, such as Export Control and the Privacy Office
• Workload Volume: 2,320 Agreements / Year
Key Characteristics

• Provides critical business intelligence reports and dashboards to UCOP, external entities, campus leadership and departments

• Publishes the Research Administration Activity Dashboard and Contract & Grant Quarterly and Annual Report, as well as other reports to the Business Analytics Hub (BAH)

Ernesto Donate, Assistant Director
Inès Gonzalo, Sr. Business Intelligence Specialist
Dayna Portillo, Business Intelligence Specialist

Reporting and analytics
Data stewardship
Data access and availability
Key Characteristics

- Innovative, collaborative, solution oriented and customer focused
- Coordinated and holistic approach to support customers through training, communications and client support activities and analytics
Systems and Process Improvement

Client Experience and Training

Business Intelligence

Team

Sunny Kochhar, Principal Business Analyst
Leonardo Stezano, Principal Business Analyst

Portfolio

- Project management
- Process improvement projects
- Systems requirements

Key Characteristics

- Collaborative and engaging using Lean Six Sigma and Project Management methodology to reduce variation, streamline and improve business processes for Research Administrators
- Business process centric and enterprise system oriented to best ensure harmonious integration and continuous improvement
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Customer Inquiries and Questions
researchadmin@ucsd.edu

Areas of Support
- Kuali Research Questions
- Agreement Status Updates
- Outgoing Subaward Questions
- Access Requests
- General Inquiries

Customer Feedback Aims
- Agent was helpful
- Satisfied with overall support
- Completed in reasonable amount of time

Service Level

<table>
<thead>
<tr>
<th>Ticket Priority</th>
<th>Resolution Time</th>
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<tbody>
<tr>
<td>1 - Emergency</td>
<td>4 hours</td>
</tr>
<tr>
<td>2 - High</td>
<td>8 hours</td>
</tr>
<tr>
<td>3 - Medium</td>
<td>3 days</td>
</tr>
<tr>
<td>4 - Low</td>
<td>5 days</td>
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</tbody>
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Current Stats

- 1027 Total tickets
- 100% Satisfaction rate
- 9 hours Average Resolution Time
Who to contact

• Please route proposals for research awards through Kuali Research (KR) consistent with our campus’ proposal submission timelines. The proposal submitter will receive an email identifying the OCGA Officer assigned to the proposal. Please work with the assigned OCGA Officer on the proposal.

• For questions regarding status updates, including award statuses, and OCGA assignee, please visit the Research Administration Activity Dashboard. Please work with the OCGA Officer assigned to the award, agreement, or amendment.

• For any other general questions, requests, or if you’re not sure who to contact, please email researchadmin@ucsd.edu.
Questions