



UC San Diego

**OFFICE OF CONTRACT AND
GRANT ADMINISTRATION**

New Organizational Model

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

OCGA Forum, May 26, 2022



Agenda

UC San Diego

**OFFICE OF CONTRACT AND
GRANT ADMINISTRATION**



- 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

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

12

years of \$1B+ research awards

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

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

Pillars of Success

Description

1

Right-size the organization

- **Increase** 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

2

Become a digital and analytical organization

- **Leverage** 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

3

Build careers and empower staff

- **Providing** employees the opportunity for professional growth and development through training and cross-functional experiences, anchored in equity, diversity and inclusion



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We established critical design elements, then created a model that matched those elements and objectives

Organizational Design Elements

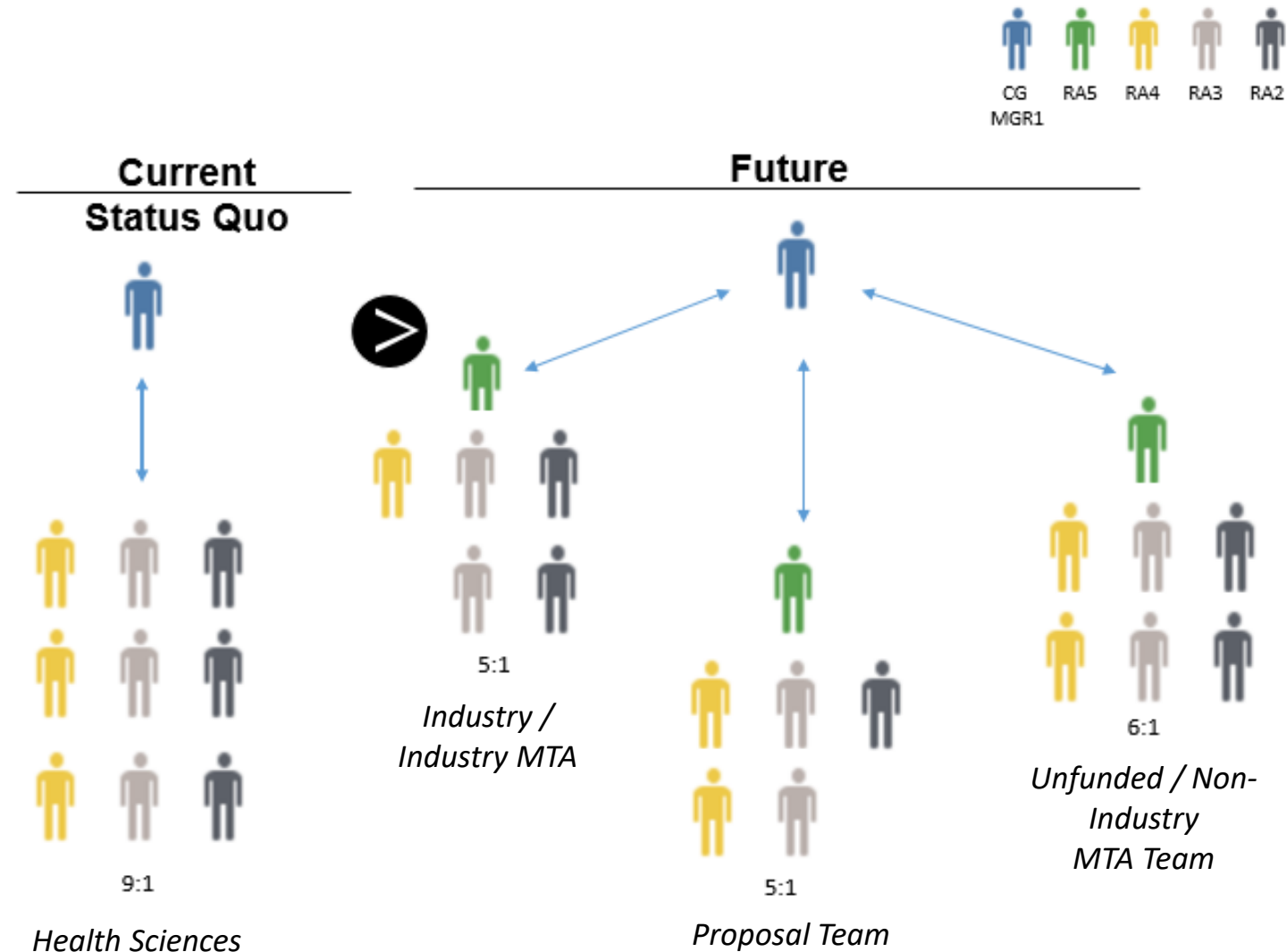
Appropriately Sized Teams

Expertise in Sponsor Categories/Agencies

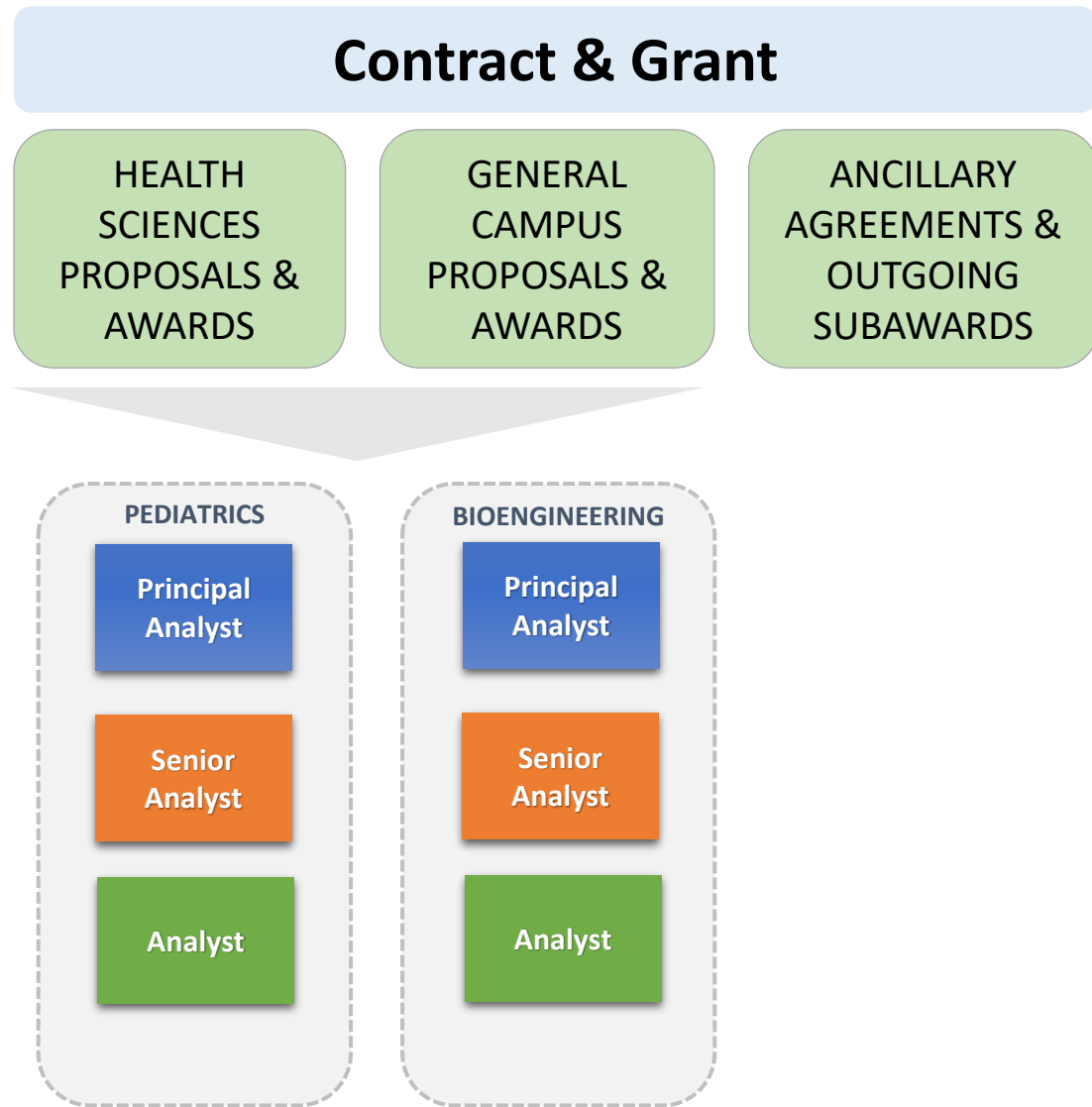
Flexibility to collaborate across teams

Align type of work with appropriate roles

Easier for the customer



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

Contract & Grant

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

1 Proposal

Proposals

2 Award Negotiation and Acceptance

Unfunded Agreements

Non-Profit & Federal Flow Through Agreements

Federal Grants & Award

Federal Contracts & GC Service Agreements

Industry Agreements

Outgoing Subawards

3 Customer Focus

Client Experience and Training

4 Systems and Reporting

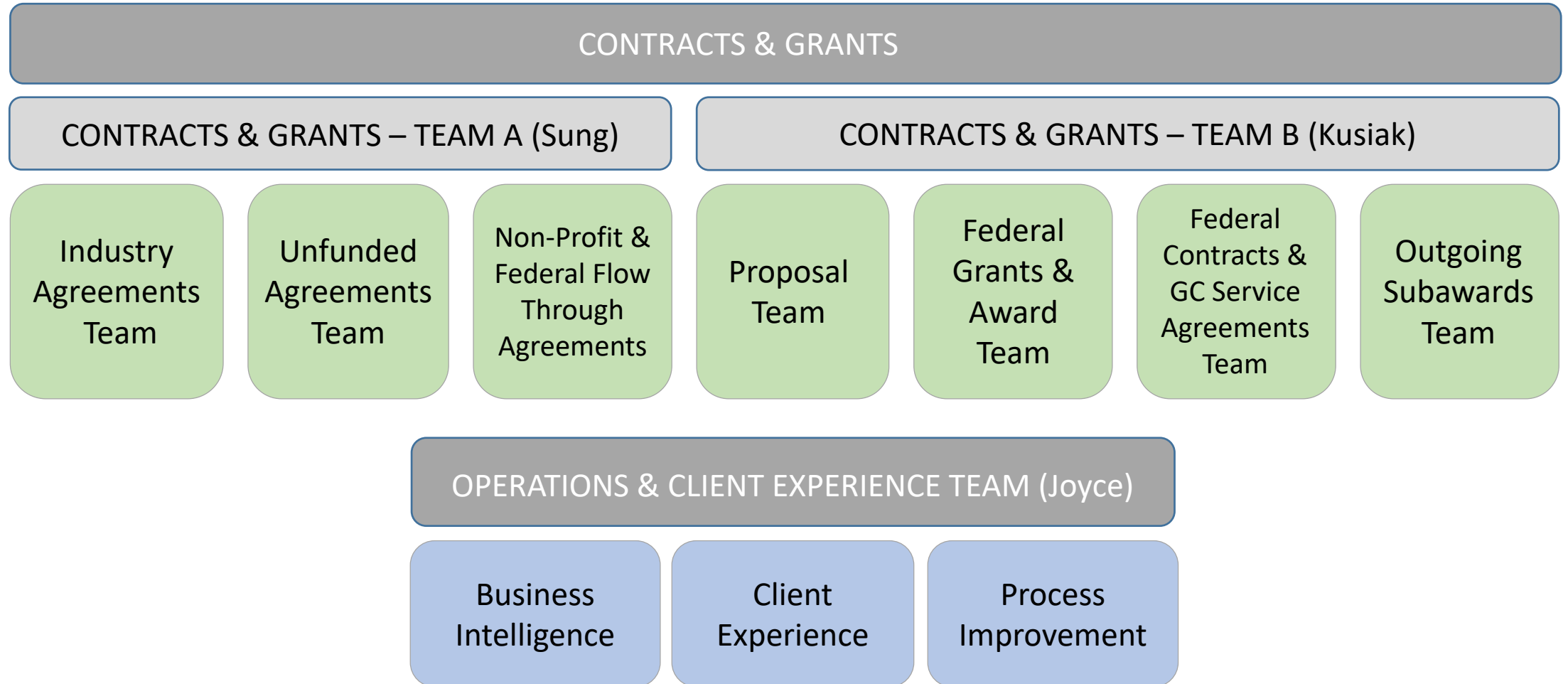
System and Process Improvement

Business Intelligence

Operations & Client Experience (CX)

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

OCGA New Model





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Proposals (Federal and Non-Federal)

Federal Award / Award Team

Government Contracts & Service Agreements

Outgoing Subs, and MCAs


Industry Industry MTAs

Non-Profit / Federal Flow-Thru


Unfunded and Non-Industry MTAs


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

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Unfunded and Non-Industry MTAs


Team


Ann Tsueng, Principal Manager 


Kaylee Allen, C&G Officer 

Monica Paolucci, C&G Officer 

Jane Villanueva, C&G Officer 

Luz Molina, C&G Officer 

Nina Quach, C&G Officer 

Laura Louie, C&G Officer 

Portfolio

- Direct Federal grant and cooperative agreement post-award non-financial management
- Direct University of California (UC) Programs
- Interpersonal Agreements (IPAs) and Joint Personnel Agreements (JPAs) Post-Award (these are submitted through OnBase)
- Kualii Research (KR) Award set-up

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

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Team

Andrea Lupu, Assistant Director 

Sabrina Teklezghi, Principal C&G Officer 

Elizabeth Kerr, Principal C&G Officer 

Samantha Aleshire, Principal C&G Officer 

Portfolio

- Federal contracts and Other Transaction Agreements (OTA) (including flow-through)
- State Agreements (including flow-through)
- Local Govt Agreements (including flow-through terms)
- Foreign Govt Agreements (including flow-through terms)
- General Campus Service Agreements
- Industry Membership Agreements

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 Agreement / Year

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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)

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Team

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 

Portfolio

- Industry Funded Agreements
- Incoming subawards with industry funding (i.e., industry flow-through)
- Industry Material Transfer Agreements (MTAs)
- 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 Agreement / Year

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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 Agreement / Year

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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 Agreement / Year

Business
Intelligence

Client Experience
and Training

Systems and
Process
Improvement

Team

Ernesto Donate, Assistant Director 

Inès Gonzalo, Sr. Business Intelligence Specialist 

Dayna Portillo, Business Intelligence Specialist 

Portfolio

- Reporting and analytics
- Data stewardship
- Data access and availability

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)


Business
Intelligence


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Systems and
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Team


Pamela Tallarida, Assistant Director 

Nancy Peritz, Sr. Training & Client Support Analyst 

Tanya Reese, Sr. Training & Client Support Analyst 

Phillip Howard, Trainer & Client Support Analyst 

Nicole Macsween, Client Support 

Isabella Corral Romero, Client Support Analyst 

Portfolio

- Program coordination and management of the campus Research Administration Training Program
- Research Administration communications
- Customer support
- Manage OCGA's central inbox
researchadmin@ucsd.edu

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

Business
Intelligence

Client Experience
and Training

Systems and
Process
Improvement

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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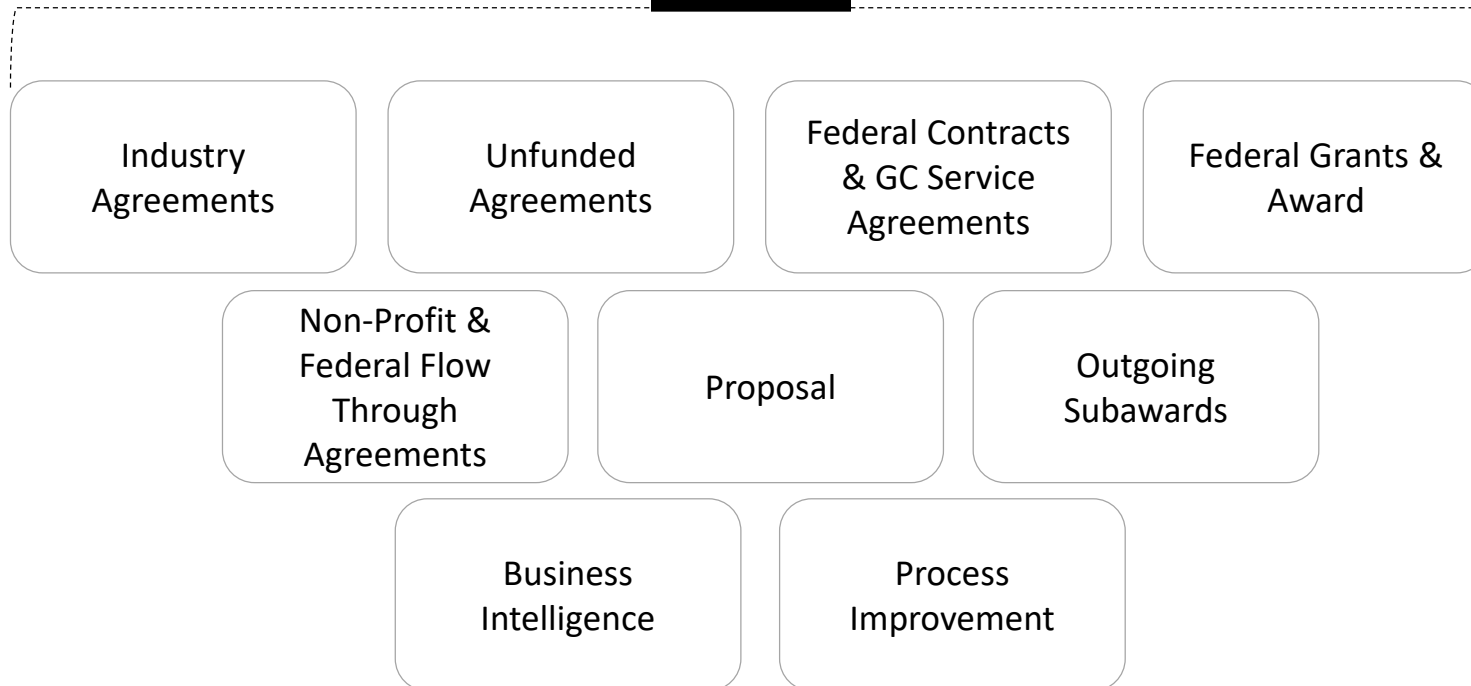


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A New Way to engage with OCGA

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

Ticket Priority	Resolution Time
1 - Emergency	4 hours
2 - High	8 hours
3 - Medium	3 days
4 - Low	5 days

Current Stats

1027
Total tickets

100%
Satisfaction
rate

9 hours
Average
Resolution
Time

Who to contact

- Please route proposals for research awards through Kualu 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