



UAHS Research Administration Organizational Structure and Training Program

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Assistant Manager, UAHS Research Administration, Grants



UAHS Research Administration: What do we do?

- Grants Focus of this presentation
- Contracts
- Clinical Trials
- Regulatory



UAHS RA – Grants: Who do we support?

- College of Medicine Tucson
- College of Medicine Phoenix
- College of Public Health
- College of Pharmacy
- College of Nursing
- Centers and Institutes →



UArizona College of Medicine - Tucson

- Andrew Weil Center for Integrative Medicine
- Arizona Center on Aging
- Arizona Emergency Medicine Research Center
- Arizona Telemedicine and Telehealth Center
- Sonoran Center for Excellence in Disabilities
- UA Arthritis Center
- UA Sarver Heart Center
- UA Steele Children's Research Center
- UA Thomas D. Boyer Liver Institute
- UA Valley Fever Center for Excellence



UArizona College of Medicine - Phoenix

- Center for Simulation and Innovation
- Center for Toxicology and Pharmacology Education and Research
- The Center for Applied NanoBioscience & Medicine



UArizona College of Pharmacy

- Arizona Center for Drug Discovery
- Arizona Poison and Drug Information Center
- Center for Health Outcomes and PharmacoEconomic Research
- Medication Management Center
- Southwest Environmental Health Sciences Center



UArizona Mel and Enid Zuckerman College of Public Health

- Arizona Prevention Research Center
- Arizona Smokers' Helpline (ASHLine)
- Canyon Ranch Center for Prevention and Health Promotion
- Center for American Indian Resilience
- Center for Rural Health
- Environment, Exposure Science and Risk Assessment Center
- Global Health Institute
- Mountain West Preparedness and Emergency Response Learning Center



UAHS RA – Grants: Who are we?

- One Director
- Two Assistant Managers
- Two Senior Research Administrators
- Seven Research Administrators
- Seven Coordinators

19 People!!

PRE-AWARD



Sarah Clarke Assistant Manager



Ryan Reikowsky



Erin Gill Sr. Research Administrator Sr. Research Administrator Research Administrator Research Administrator



Lizette Romero

Josie Valladee

Assistant Manager



Angie Valencia

Jessica Sanchez Research Administrator



Sean Armstrong Research Administrator



Ashley Hale Research Administrator



Samantha Smith Research Administrator



Murphy Davis Research Administrator

Karina Gil-Azamar

Coordinator



Nina Halvax Coordinator



Kelli Michels Coordinator



Holly Dean Coordinator



Sabrina Miller-White Coordinator



Melissa Gomez Coordinator



Jacqui Stork Coordinator

UAHS RA – Grants: How do we provide support?



RESEARCH ADMINISTRATOR

Intent to Submit

Verify essential information w/ PI:

- 1. RFA
- 2. Eligibility
- 3. Key Personnel
- 4. Timeline for submission
- 5. Compliance (IRB/IACUC/etc)
- 6. Subawards

UAR

- 1. Initiate UAR & add Coordinator as Aggregator
- 2. Enter Key Personnel w/ Effort, Credit, and F&A Splits

Budget

Draft Budget:

- 1. Personnel salary
- 2. Consortium budgets
- 3. M&O and other costs
- 4. F&A Calculation
- 5. Draft Justification and finalize w/PI

Subawards

- 1. Review subaward budgets & justification
- 2. Make initial contact to subawardee(s)

Application

- 1. Initiate Online application
- 2. Delegate Access to Coordinator
- 3. Review & Finalize Proposal attachments
- 4. Send final to PI for review/approval
- 5. Transmit proposal to AOR/Sponsor

Submission

- 1. Verify successful submission
- 2. Notify PI

Funding Search

1. Receive request from PI

UAHS RA – Grants: How do we distribute the labor?



COORDINATOR

Upon receipt of information from RA:

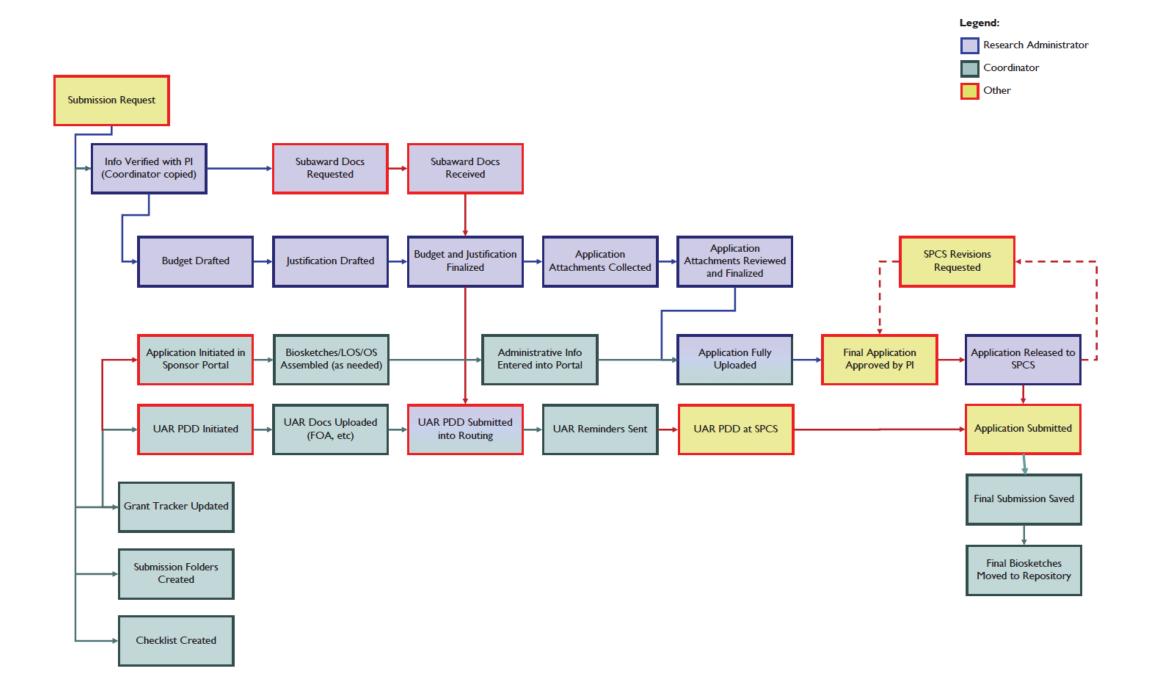
- 1. Update Grant Tracker
- Create PI file, folders and add applicable docs (FOA guidelines, IDC stipulation, etc.)
- 3. Create Checklist
- 4. Assemble biosketches
- 5. Assemble Other Support (as needed)
- 1. Initiate UAR
- 2. Add RFA, IDC Stipulations, other required documents
- 3. UAR approvals, send reminders/instructions as needed

Upon Receipt of Final Budget & Justification:

- 1. Upload documents to UAR
- 2. Enter Budget information in UAR and online application
- 3. Draft IDC waiver request if needed and obtain signatures
- 4. Transfer budgets to R&R/PHS budget forms

Follow up with subawardee(s) for the following:

- 1. Statement of Work
- 2. UA Consortium Agreement (signed)
- 3. Complete other documents as noted by RA
- 4. Upload to UAR
- 1. Complete Institutional information
- 2. Upload all attachments
- Verify application for review
 Any errors/warnings should be communicated to RA to troubleshoc
- 1. Keep tracker updated
- 2. Save submitted proposal to Grant folder
- 3. Update repositories (Bios/Other Support)
- 1. Conduct search
- 2. Provide RA with list of potential opportunities



(Preferably) 30 Days Out: Prepare to contact PI.

- Enter information in UAHS Grant Tracker.
- Set up folders in Individual Grant Files:
- Budget
- Correspondence
- Drafts
- Docs Submitted
- Miscellaneous
- Draft UAR/ASSIST questionaire email if resubmission
- Save FOA web address and PDF file in folder.
- Revise/create checklist based on FOA.

30 Days Out: Contact Pl.

- Acknowledge PI's request for assistance.
- Send submission timeline.
- Confirm FOA, type of submission, and submission cycle.
- Request the following information:
- UAR questions/items
- Budget info offer to draft.
- · Subaward contact(s)
- ASSIST questions/Other portal login info
- Remember to send a personalized checklist once you receive responses.
- Enter UAR/ASSIST responses

25 Days Out: Process PI's initial information.

- Personalize checklist with Pl's responses.
- · Initialize the following:
- UAR PDD
- Portal application (IE: ASSIST)
- Budget Draft
- Budget Justification Draft
- Compile the following most recent:
- Senior/Key Personnel Biosketches
- Facilities, Resources, Equipment templates
- Enter initial information into UAR/ASSIST
- Respond to PI with all templates and initial documents for review/revision.

25 Days Out: Contact Subaward Site(s)

- Provide:
 - · Submission timeline
 - FOA, PI, budget limit info
 - Project Title and Dates
 - Request:
 - R&R budget
 - Budget Justification
 - · Scope of Work
 - Letter of Intent (addressed to PI)
 - Biosketches for all Senior/Key Personnel
 - Facilties, Resources, and Equipment
 - Subrecipient
 Commitment Form
 (determine whether site
 is an FDP
 Clearinghouse partner
 and send appropriate
 version)

20 Days Out: Finalize and Begin Routing UAR PDD

- Confirm the following:
- Credit/F&A splits; Senior/Key Personnel annual effort; Human Subjects/Animal Subjects Involvement; F&A Rate; Subaward Involvement
- Attach the following:
- FOA PDF; Budget; Justification; Project Summary
- Subaward Packet(s)
- Subrecipient Commitment Form; Budget; Justification; Scope of Work; Rate Agreement; LOI
- F&A Stipulation (if applicable)
- Enter Budget information into UAR/ASSIST
- Note the following:
- Electronic vs Non-Electronic submission: Include portal name and application ID #.
- AOR signature required on any documents
- DRAFT status of any attachments
- Unusual features of the FOA.

15 Days Out: Follow up on needed documents and information

- Follow up on:
- Senior/Key Personnel Biosketches
- Finalized budget and justification
- . Subaward documents
- UAR PDD approvals
- All other application requirements not yet provided by the PI
- Update portal application and UAR PDD with all received final materials.
- Finalize Subaward Information
- Update UAR PDD with final subaward documents.
- Update portal application with final subaward information.

Five Days Out: Begin Finalizing Documents

- Finalize:
- Senior/Key Personnel Biosketches
- Budget and Justification
- Human Subjects and Clinical Trials Information
- · Project Narrative
- · Project Abstract/Summary
- Facilities, Resources
- Equipment
- · As applicable:
- Vertebrate Animals
- MPI Leadership Plan
- Consortium Letters
- Letters of Support
 Resource Sharing Plan
- Authentication of Key Resources
- Update portal application with final documents/information.

Four Days Out: PI final review of full application.

- Confirm all final attachments are uploaded.
- Send PI preview PDF for review and approval.

Three Days Out: Release full application and fully approved UAR PDD to SPCS.

- Notify SPCS through email that the application is ready for their review and submission.
- Include the PI Name, FOA, Due Date/Time, application ID, UAR PDD #.
- Copy the PI on the email.
- If in ASSIST, update the application status to "Ready to Submit" and add the UAR PDD # to the comment box.
- Be alert for any clarification emails from SPCS prior to their submission.

How did we build it?



UAHS RA – Grants: How did we build our team?



Hire entry-level coordinators for the established team atmosphere and/or needs.



Train them up with established timelines and milestones.



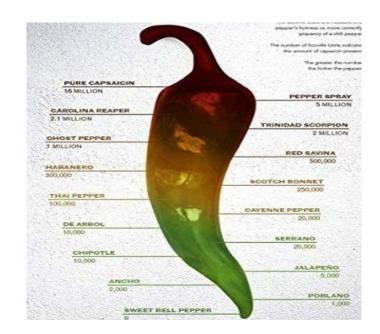
Provide individual, paired, and team-level professional development and relationship coaching.





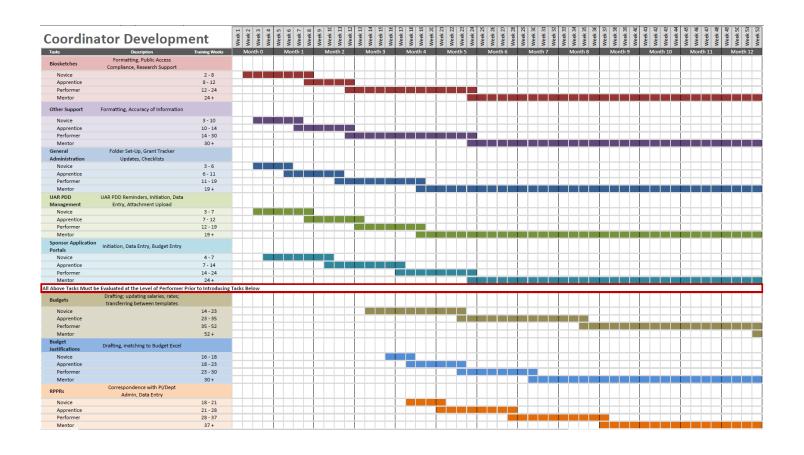
UAHS RA – Grants: Hiring Strategy

- 1. Four person application review
- 2. Phone Interviews
- 3. Interview with Senior RAs
- 4. Interview with Asst. Managers and Director
- 5. Interview with Coordinators





UAHS RA – Grants: Training GANTT Chart



UAHS RA – Grants: Training Rubrics

Biographical Sketches				
Novice	Apprentice	Performer	Mentor	
Approx. months 0-2	Approx. months 2-3	Approx. months 3-6	Approx. months 6-12	
With guidance: Knows where to locate SOP, templates, examples, and repository Recognizes NIH format Understands the Public Access Policy Is aware of Microsoft Word's formatting tools	At RA's direction and with review: Correctly reformats to current sponsor requirements Able to research and adjust to any sponsor's required format and content requirements Identifies and comments on noncompliant content for RA review Performs revisions as required following personnel responses Follows established naming convention and repository	Independently: Manages biosketch process in parallel to the RA's submission duties Communicates with PI to request biosketches from relevant personnel Communicates directly with personnel to finalize biosketch(es) Uploads final PDF version to sponsor portal	Trains novice coordinator and provides review and feedback to support his/her progression to apprentice	
Preferred minimal experience:	processes Minimal experience:	Minimal experience:	Minimal experience:	
Microsoft Office Proficient	All previous level	All previous level	All previous level	

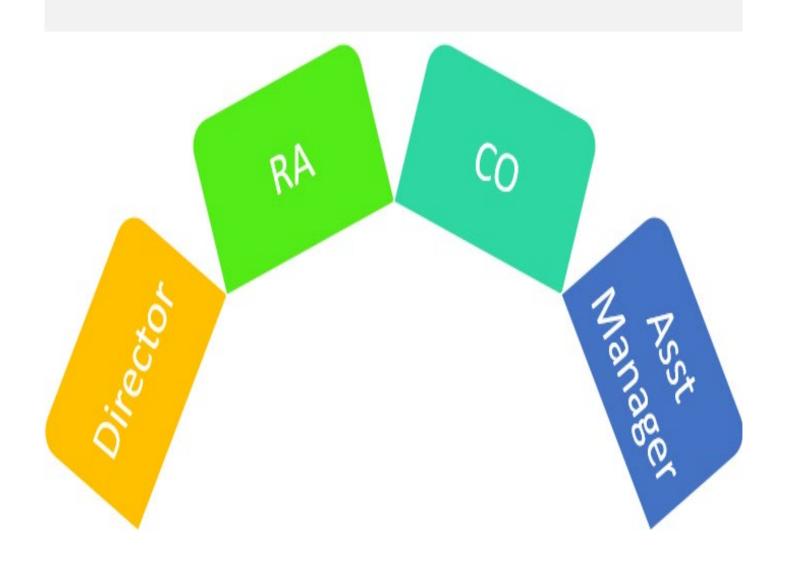
General Administration					
Novice	Apprentice	Performer	Mentor		
Approx. months 0-1	Approx. months 1-2	Approx. months 3-4	Approx. months 4-12		
	convention and repository				
Preferred minimal experience:	processes Minimal experience:	Minimal experience:	Minimal experience:		
N/A	All previous level	All previous level	All previous level		
- 14/7	- All previous level	- All previous level	- All previous level		

Other Support				
Novice	Apprentice	Performer	Mentor	
Approx. months 0-3	Approx. months 3-4	Approx. months 4-7	Approx. months 7-12	
Approx. months 0-3 At RA's direction and with assistance: Knows where to locate SOP, templates, examples, and repository Possesses list of resources used to identify and validate Other Support entries Is aware of various types of Other Support Compiles previous Other Support from Repository (if available) For pre-existing version, correctly reformats to current sponsor requirements	At RA's direction and with review: Compiles initial draft conforming to current sponsor requirements Able to research and adjust to any sponsor's required format and content requirements Navigates through resources to identify and validate Other Support entries Identifies and comments on discrepancies among resources for RA review Performs revisions as required following personnel responses Follows established naming convention and repository processes Understands the various types of Other Support and when each is	Approx. months 4-/ Independently: Manages Other Support process in parallel to the RA's submission duties Communicates with PI to request/verify Other Support from relevant personnel Communicates directly with personnel to finalize Other Support Uploads final PDF version to sponsor portal	Trains novice coordinator and provides review and feedback to support his/her progression to apprentice	
Preferred minimal experience:	needed Minimal experience:	Minimal experience:	Minimal experience:	
Microsoft Office Proficient	All previous level	All previous level	All previous level	

Sponsor Application Portals			
Novice	Apprentice	Performer	Mentor
Approx. months 0-2	Approx. months 2-4	Approx. months 4-6	Approx. months 6-12
Knows what a sponsor application portal is, how to find SOP, and how to locate application information in PI folder Can list major sponsor portals and which are used by what sponsors Been exposed to ASSIST, Workspace, proposalCENTRAL, and Grants@Heart Knows where the sponsor ID number needs to be recorded	With RA direction and with review: Initiates application and records the sponsor ID number in appropriate places For ASSIST and Workspace, enters general institutional information and some/all application specific information into appropriate fields on appropriate tabs, such as: R&R Cover Sites Tylkey Person Profile Uploads RA reviewed and finalized PDF attachments as requested	Independently and for any sponsor: Enters all RA reviewed and finalized information and attachments for all tabs and notifies RA of missing or incorrect information, including: Other Project Information Budget Tabs Research Plan Human Subjects Information Additional Attachments Additional Review Information Previews entire application, saves PDF in application folder, and notifies RA it is ready for review Preps email to release application to SPCS	Trains novice coordinator and provides review and feedback to support his/her progression to apprentice
Preferred minimal experience:	Minimal experience: All previous level	Minimal experience: All previous level	Minimal experience: • All previous level

UAHS RA – Grants: Coaching

- Weekly
 - Director/RA One-on-Ones
 - Asst Mngr/CO One-on-Ones
 - Director/Asst Mngr One-on-Ones
 - Full Team Meetings
 - CO Team Meetings/Training
- Focus on
 - Process and Communication Refinement
 - Professional SMART Goals
 - Milestone Accomplishments



UAHS RA – Grants: Transition to RA

Director, Asst Mngr, and CO buy-in

- RA Readiness Self-Assessment
- Targeted Development for any low ratings

		Level *	NOLES		
	GRANT SUBMISSIONS				
Verify essential submission information w/ PI UAR Proposal Document	Determines correct RFA Verifies eligibility Identifies Key Personnel Creates timeline for submission Checks for institutional compliance (IRB/IACUC/etc.) Determines subawardees Assists w/ creation of UAR document Completes information and/or provides to Coordinator Reviews UAR document for accuracy and makes corrections as needed Complies w/ requests from UAHS PreAward, business units, and SPCS for edits and corrections Reviews F&A Waivers and assist as needed				
Budgets	Drafts full project budgets: Personnel salary (following RFA guidance and sponsor limits) Consortium budgets M&O and other costs following RFA guidance limits F&A Calculations as needed Cost Share capture per RFA guidance and institutional policy Draft Justification and finalize w/PI and/or research team				
Subawards	Initiates contact to subawardees Provides guidance on required documentation and timelines Reviews subaward budgets & justifications for accuracy and compliance Integrates subaward budgets into main budget following sponsor guidance and institutional policy				
Application	Reviews application for required and optional documents Completes institutional information/review institutional information entered by Coordinator Reviews & finalizes ALL attachments for upload Reviews final application for accuracy and sponsor validation Secures PI approval Transmits proposal to AOR/Sponsor				
	POST AWARI	DACTIVITY			
Administrative Changes	Reviews request and collaborates w/ Coordinator as needed Provides guidance to business unit on additional requirements Communicates with SPCS and/or Sponsor to secure approval for changes, or clarification of policy as needed				
Just-in-Time	Works with PI to determine an appropriate timeline for response Reviews Other Support documentation from Coordinator Assists PI with guidance on IRB/IACUC approvals and Training in the Protection of Human Subjects certification Uploads documentation to eRA Commons Drafts budgets and assist with other documentation as requested by Sponsor Transmits JIT to AOR/Sponsor				

UAHS RA – Grants: Staged Transition from CO to RA

- In addition to CO duties: One Modular Submission with RA Review
- 2. In addition to CO duties: Few Varied Submissions with RA Review
- 3. In addition to CO duties: Various Independent Submissions
- 4. In addition to CO duties: One Unit Support
- 5. Promotion and Additional Unit Assignment



UAHS RA – Grants: RA Progression

- Transitioning CO's target is Novice.
- Transitioning RA to Senior RA's target is Mentor.

Novice	Apprentice	Performer	Mentor	
Approx. 3-4 months	Approx. 6-9 months	Approx. 1 year	Approx. 2 years	
Under the guidance and mandatory review of a Mentor, the Novice: Supports at least one department as primary contact. Manages pre-award submissions, with assistance from mentor and coordinator. Manages requested edits from SPCS, should any arise. Introduced to life-cycle of a sponsored project, including UA and sponsor procedures. Pre-award JIT Post-Submission Materials Prior Approval RPPRs Closeout	All requirements of previous level, as well as: Supports at least two departments as primary contact. With mentor, attends new faculty introductions. Independently manages all aspects of pre-award submissions. Understands all stages of a sponsored project's life-cycle. Introduced to discussion on internal process improvements.	All requirements of previous levels, as well as: Provides in-person, one-on-one faculty support. Understands differences between all funding types, including the following: Fellowship Career Research SBIR/STTR Program Project Cooperative Agreements Fully and independently interprets sponsor policy and guidance, including researching and/or requesting from sponsor clarification. Manages/Facilitates all stages of a sponsored project's life-cycle. Contributes to discussion on internal process improvements.	All requirements of previous levels, as well as: Presents information to large groups (departments, colleges, colleagues). Troubleshoots all submission issues. Develops coordinator to attain next level in his/her role. Assists with template and SOP development and revision. Provides instruction for others managing all stages of a sponsored project's life-cycle. Coordinates implementation of internal process improvements.	
Preferred minimal experience: RPPRs Research awards	Preferred minimal experience (includes all previous level): • Career, Fellowship awards	Preferred minimal experience (includes all previous level): • Program Project, Cooperative Agreements		

Tri-University Research Administration Conference

Questions!

