



SRA INTERNATIONAL  
ANNUAL MEETING

**SEATTLE 2023**

OCTOBER 14-18

# RESEARCH ADMINISTRATION AT PUIs, Academic Medical Centers, Non-Profits – Alike or Different?

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Assistant Director  
ORSP  
Suffolk University

Tonya K. Edvalson, MHA, CCRP, CHRC  
Operations Manager  
Clinical Research Support Office  
University of Utah

# INTRODUCTIONS

# SPEAKERS FOR THE DAY

## ● Kate McCormick

- Research Administration almost 30 years
- Both Academic Medical Center and PUI
- Full life cycle– from proposal development to award closeout
- Both Central and Department level
- I love this profession because I support people who are really making a difference in the world (and also for all the wonderful people I have met through SRAI!)

## ● Tonya Edvalson

- Clinical Research Administration 25 years
- Research Compliance
- Human Subjects Protection
- Clinical Research Operations
- What makes me love this job is the ability to find ways to work within the complexity of research while making a difference for people all over the world.

# ATTENDEES FOR THE DAY

- Academic Medical Center
- Primarily Undergraduate Institution
- Non-Profit
- Other



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What are you hoping to get out of this session?  
Why?

Nobody has responded yet.

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Hang tight! Responses are coming in

# OBJECTIVES FOR THE SESSION

- Understand the research administration process in various institutional models
- Differences and similarities will be identified across multiple institutional models so that research administrators can understand the various challenges and solutions

# INSTITUTIONAL MODELS

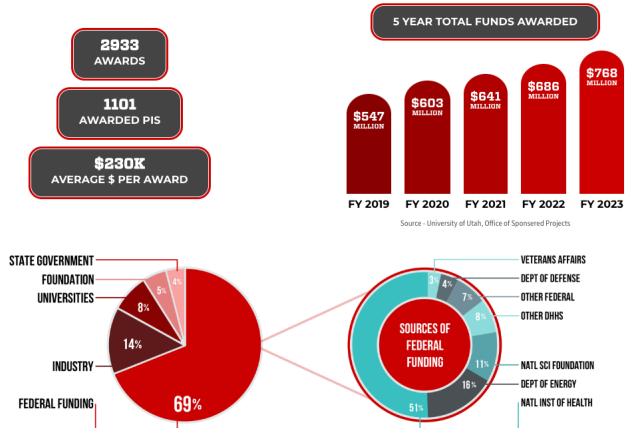
# ACADEMIC MEDICAL CENTER – STRUCTURE



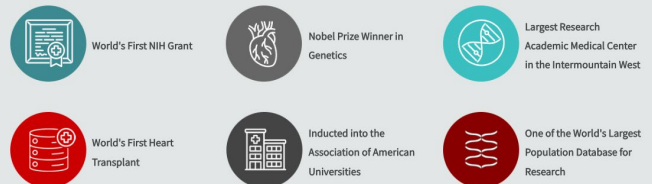
**HEALTH**  
UNIVERSITY OF UTAH



## Research by the Numbers



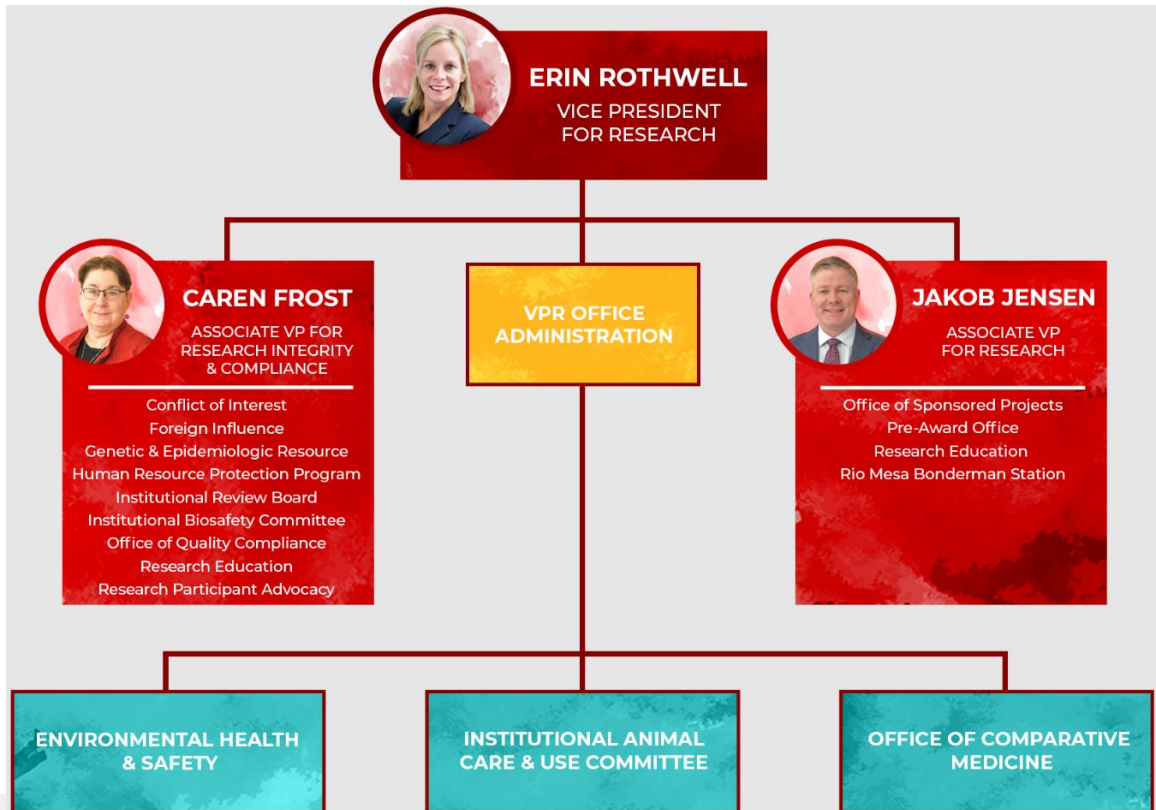
## Our Achievements & Recognitions



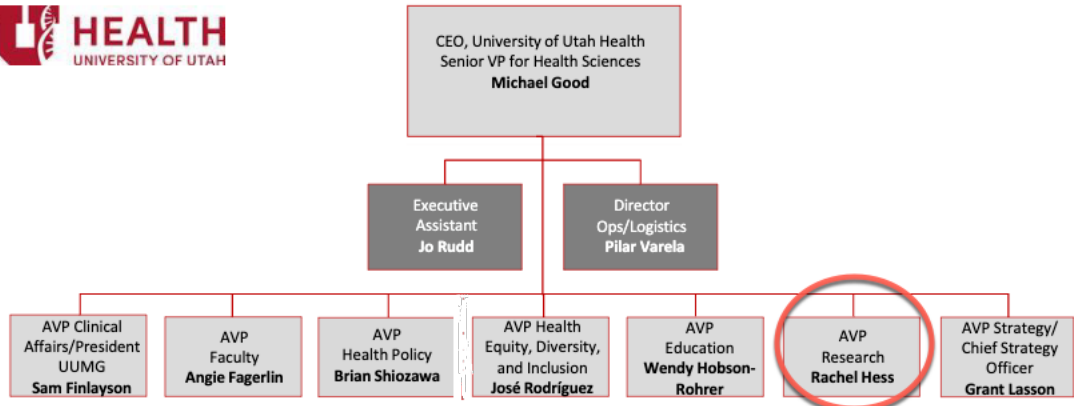
# ACADEMIC MEDICAL CENTER - STRUCTURE

- 19 Colleges and Schools
- 96 Academic Departments
- 32 Interdisciplinary Programs
- 85 Academic Centers and Institutes

# ACADEMIC MEDICAL CENTER – STRUCTURE



# ACADEMIC MEDICAL CENTER – STRUCTURE



# ACADEMIC MEDICAL CENTER - STRUCTURE

## RESEARCH RESOURCES

- Office of Sponsored Projects
- IRB
- Clinical Research Support Office
- Animal Care and Use Committee
- Environmental Safety
- Conflict of Interest
- Research Education – REd
- Billing Compliance
- Billing and Revenue Offices
- Compliance Office
- Grants and Contracts Accounting
- Tax Services
- Accounts Payable

# PRIMARILY UNDERGRADUATE INSTITUTION – STRUCTURE



Centralized organization with simple reporting structure

## Stats

### **Current**

26 Awards

20 PIs

\$7,113,621

### **5 Year Total Awards**

FY19 \$1,578,797

FY20 \$5,8528,598 (Includes Higher Ed Emergency Relief Fund Grants)

FY21 \$2,069,921

FY22 \$4,166,275

FY23 \$3,432,384

### **Top funders**

NSF

HUD

Dept. of Education

## PRIMARILY UNDERGRADUATE INSTITUTION – STRUCTURE

- 1 Colleges and 2 Schools
- Over 30 undergraduate majors and comprehensive graduate programs
- 17 Centers and Institutes
- Campus in Madrid

# PRIMARILY UNDERGRADUATE INSTITUTION – STRUCTURE

## RESEARCH RESOURCES

- Office of Research & Sponsored Programs
  - Pre-award Services
  - Post-award Management
  - Research Integrity & Responsible Conduct of Research
  - IRB
- Environmental Health and Safety
- Bursar's Office (Student Account Services)
  - Tax Services
- Accounts Payable
- Budget Office
- Controller's Office
- Payroll
- Information Technology Services

# DIFFERENCES

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What differences do you imagine exist  
between smaller institutions compared  
to academic medical centers?

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# ACADEMIC MEDICAL CENTER PERSPECTIVE – TOP 5

1. Volume
2. Research Billing of Clinical Procedures
3. Complexity of Multiple Departments
  - a. Medical procedures and social science collaboration
  - b. Information technology
  - c. Multiple research leadership reporting and policies
4. Complexity of Human Research Protections Programs
  - a. Physical risks to participants are increased with medical procedures
5. Staffing Diversity
  - a. Social science: research assistants, data analysts
  - b. Medical: clinical research coordinators, technicians, nursing, pharmacy

# PUI PERSPECTIVE – TOP 5

1. Centralized services
2. Volume
3. Culture
  - a. Research
  - b. Institutional
  - c. Social
4. Impact of Individuals
5. Institutional Policies (or lack thereof)

# SIMILARITIES

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What similarities do you imagine exist  
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# ACADEMIC MEDICAL CENTER PERSPECTIVE – TOP 5

- Bureaucracy
- Institutional Silos
- Regulatory Requirements
- Resource Constraints
  - Staff
  - Training
  - Time
- Desire to conduct research ethically and within regulatory requirements

# PUI PERSPECTIVE – TOP 5

- People/Personalities
- Desire to conduct research ethically and within regulatory requirements
- Regulations
- Research Constraints
  - Funding
  - Time
- Institutional Pride

# SOLUTIONS

# ACADEMIC MEDICAL CENTER PERSPECTIVE – TOP 5

- Central Research Support Office
  - Bi-weekly huddles with our research teams
  - Navigational expertise and support
- Governance and Steering Committees
- Routine Meetings with High-Volume Departments
- Continuous and Relevant Training and Communication
- Leadership Support and Buy-In

# PUI PERSPECTIVE – TOP 4

- Leadership Support and Buy-In
- Developing Relationships with Key Stakeholders
  - Upper Level Management
  - Offices Most Interacted With
  - School Leadership
  - PIs
- Continuous and Relevant Training and Communication
- Visibility of ORSP Staff Across the University

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## QUESTIONS

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What are you going to use from our session today?

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**THANK YOU!!!**