



SRA INTERNATIONAL  
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# Centralized Research Administration and General Administration Services Support

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# The CHLA Story

## State of the Institution

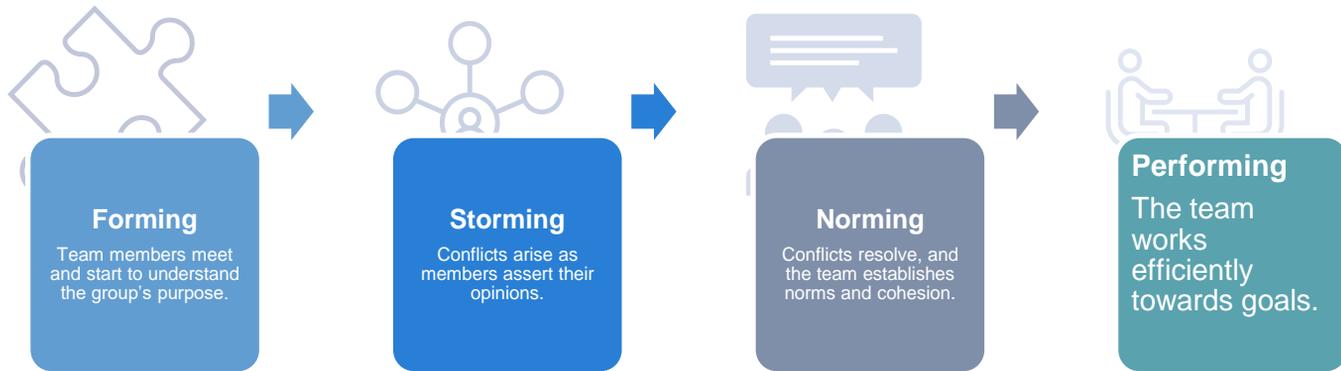
### Sponsored Projects Office (Pre 2015)

- Centralized and local support were combined within the SPO team
- Pre and Post Award functions sat with one analyst

### Research Operations New Structure (2016)

- New VP joins CHLA and develops a new Research Administration model
- Hires new leadership team

# Tuckman's Theory of Group Development



# Forming: Restructure



Grants and Post-Award teams established to perform traditional centralized functions



Research Services team formed to absorb local research administration support functions

# Forming: Partnership

Partnered with leaders of various divisions who we already had knowledge needed research administration support in the first year

Identifying the needs of researchers and research administrators within the division

**Support**  
2 Division  
18 PIs

# Storming



Change management challenges



Building trust with divisional partners



Research Services Memorandum  
of Understanding (RSMOU)



Identifying gaps



Staffing challenges



Other institutional challenges

# Norming



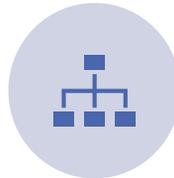
Key performance indicators (KPIs) to monitor improvements in efficiency, compliance, and support



Training development from central office for division research administration



Increase in proposal submissions and awards received



Ongoing assessment and feedback mechanisms, including annual portfolio reviews and surveys, to evaluate the success of the centralization effort and team performance

# Performing



Restructure back to Pre and Post Award Model



Created a Clinical Research Administration Analyst position to provide dedicated support for clinical research



Explored additional services to implement through the launch of several pilot programs, including effort certification, gift funding management, and labor distribution



Partnered with our Administrative Support team and created an Admin Hub for researchers who didn't have that level of support

# Performing: Service Enhancement



Effort Certification



Labor Distribution



Gift Funding  
Management



Partnership with  
Administrative  
Support team

# Performing: Research Administrative Support Team

Purchasing

Contract  
navigation

Capitol  
Requests

Travel  
Reimbursement

Parking

P-Card  
reconciliation

Check requests

Gift card

H1B Visa  
processing

# Research Admin Support: Key Takeaways



Importance of team structure



Cross training



Centralizing duties so that you have subject matter experts

# Lessons learned



Hire seasoned administrators



Maintain accountability



Develop a timeline and milestones for taking on more divisions



Develop SOPs, training, tools, hire staff before launch or taking on additional divisions



Develop a document outlining roles & responsibilities

# Metrics

# Overview of Research at CHLA

**Research Awarded dollars: \$112.1 million**

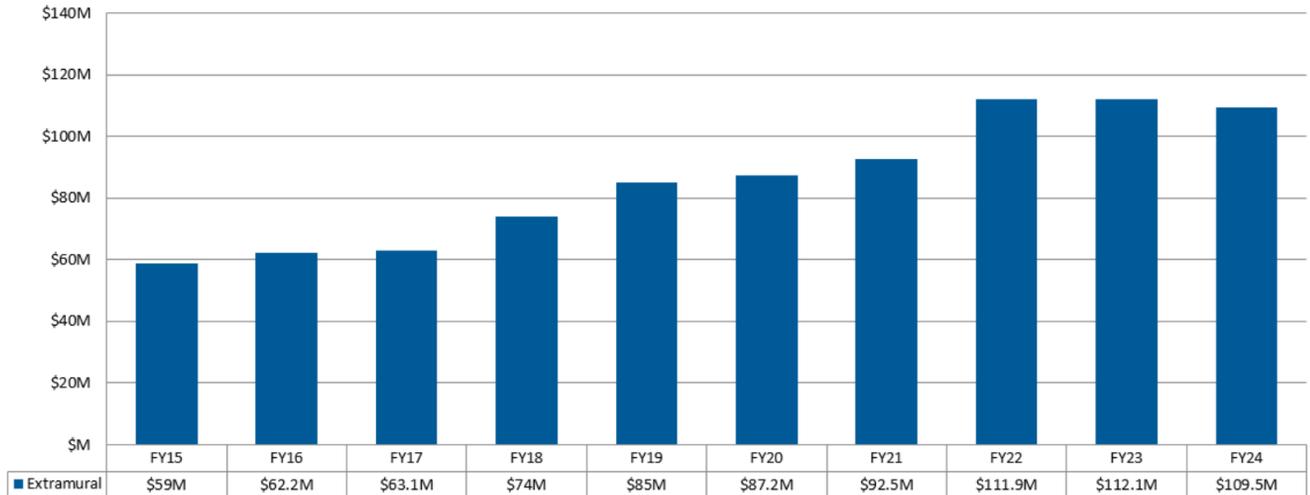
**5 Departments 58 Divisions**

**Researchers (Faculty/Program Directors): ~440**

**Employees: ~8000**

# FY24 Extramural Awards

**FY24 Extramural Research Awards<sup>1</sup>**  
***FY15 - FY24***

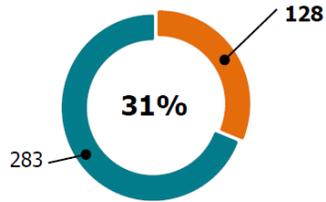


Count (#)	Baseline (FY16)	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Divisions	3	13	25	27	30	31	36	36	38	40
PIs	18	52	83	145	180	181	173	180	215	242

### Research Services PIs Support FY16 to FY25

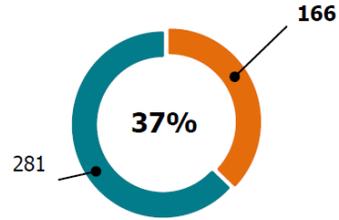


**Research Services Submitted  
Grants FY23 (Count)**



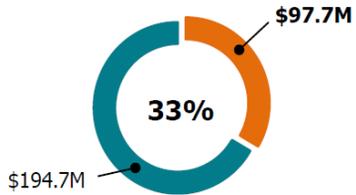
■ Research Services Proposals  
■ All Other Proposals

**Research Services Submitted  
Grants FY24 (Count)**



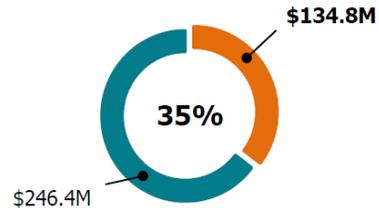
■ Research Services Proposals  
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**Research Services Submitted  
Grants FY23 (Budget)**



■ Research Services Proposals  
■ All Other Proposals

**Research Services Submitted  
Grants FY24 (Budget)**



■ Research Services Proposals  
■ All Other Proposals

# Questions