

**Review of the Research
Administration Infrastructure at the
University of California Los Angeles**

Summary Report

February 25, 2009



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Table of Contents

Overview	3
Current Assessment	3
Recommendations	5
Organization Structure	6
Business Processes	6
Information Technology	7
People	7
Performance Measures	8
Implementation Considerations.....	8
Appendices.....	9
Appendix A – Growth in Sponsored Program Expenditures.....	9
Appendix B – Competitiveness of Grant Funding.....	10
Appendix C – Project Steering Committee Membership	11
Appendix D – Project Working Committee Membership.....	12
Appendix E – Interview List	13
Appendix F – Survey Respondent Demographics.....	23
Appendix G – Campus Meeting Attendance.....	24

Overview

The University of California Los Angeles (UCLA) has grown its sponsored program expenditures by 70% since 1999 surpassing \$811 million in expenditures for Fiscal Year 2006 (see Appendix A). This extraordinary increase in UCLA's research volume has placed tremendous pressure on its administrative infrastructure. In addition, federal regulations and external pressures for fiscal and regulatory accountability have further complicated the research administration environment over the last ten years. Although UCLA's central research administration units have been successful in making a number of improvements over the last few years, UCLA's overall investment in its research administration support structure has not kept pace with the growth in the sponsored program portfolio. Further, as the competitiveness for grant funds increases (see Appendix B), it becomes more important for prominent research universities to have best of class support structures to increase the institution's and faculty's competitiveness.

UCLA engaged Huron Consulting Services LLC (Huron) to conduct an organizational assessment of the centralized research functions at UCLA. The principal objective of our assessment was to provide recommendations that, if implemented successfully, will improve UCLA's research administration infrastructure by improving service for the faculty, enhancing financial performance and mitigating compliance risk.

The following business units were included in the scope of this assessment:

- Office of Research Administration (ORA)
 - Office of Contract & Grant Administration (OCGA)
 - Extramural Fund Management (EFM)
 - Research Policy & Compliance (RPC)
 - Office for Protection of Research Subjects (OPRS)
 - Office of Research Information Systems (ORIS)
 - Strategic Research Initiatives (SRI)
 - Business and Finance (Bus&Fin)
- Office of Intellectual Property & Industry Sponsored Research (OIP&ISR)
- School of Medicine Office of Clinical Trials (OCT)

Huron's efforts were supported by a project Steering Committee (See Appendix C) that was chaired by the Executive Vice Chancellor / Provost, as well as a Working Committee (See Appendix D) that was comprised of central unit directors and senior campus research administrators. Huron also worked directly with a UCLA Project Manager from Audit and Advisory Services, who was appointed by the Executive Vice Chancellor / Provost. Huron met with approximately 280 UCLA employees during the assessment, primarily through individual interviews (See Appendix E). In addition to the interview process, Huron conducted a web-based survey which allowed the team to gain information and insight from 696 faculty and staff members across North and South Campus (See Appendix F). Finally, the Huron team participated in meetings with a number of campus oversight and administrative committees (See Appendix G).

Current Assessment

UCLA research administration personnel at the department and central levels strive to provide excellent support to the researchers at UCLA while also minimizing UCLA's compliance risks related to research. Examples of recent accomplishments include:

- Reduction in the number of late FSRs and award close-outs through the collaborative fund backlog initiative with EFM and the departments.
- Development and implementation of the ORA Training Program.
- Formation of the ORIS office within ORA.

- Development of the Web Portal, a one stop shop for campus in terms of research administration.
- Implementation of Cayuse for the proposal submission process.
- Implementation of the Effort Reporting System (ERS).
- Implementation of the Departmental Research Administrator (DRA) model whereby thirteen campus units have DRAs who have been delegated signature authority by the Regents of the University of California.
- Implementation of the Research Administrator Forums which are held approximately twice per year and include campus and central administrators.
- Introduction of the “BioBasics Layman’s Seminars” which are held quarterly and draw a large audience from the research community at UCLA.
- Design and implementation of secure website for distribution of materials to CIRC members.
- Development of the standard research pricing list.

While the sponsored program offices are doing their best to meet the needs of the researchers and the institution, the ability to effectively manage research at UCLA and meet the expectations of the researchers will be jeopardized without future investments in the infrastructure. Several key factors that have contributed to the current environment include:

- Communication between the central offices and the departments is often insufficient, resulting in misperceptions and misunderstandings. For example, central offices are often perceived as focusing more on “policing” the environment as opposed to “facilitating” the research, while departments are often perceived as lacking a basic understanding of the potential consequences of non-compliance.
- The Assistant/Associate Vice Chancellor for Research Administration position was vacant for approximately one year, leaving UCLA without a key position responsible for coordinating many central research administration offices. A new Associate Vice Chancellor for Research Administration has been appointed in 2009.
- UCLA does not have a formal coordinating unit to address research compliance issues.
- Technology has not been adequately integrated into research administration processes, particularly in the financial post-award areas.
- There is no formal, guiding technology strategy for research administration.
- Roles and responsibilities among the departmental and central administrative units involved in research administration are not well defined, communicated or understood.
- Many of the research administration business processes are inefficient due to unnecessary layers of review and approval, ineffective technology support, and lack of standard operating procedures.
- Significant backlogs in several research administration processes, such as the account close-out process and development of IRB meeting minutes, have not been addressed in a timely manner which has made it difficult for the research administration offices to handle the current workload as well as reduce the backlogs.
- The lack of defined core competencies for research administration positions within the central and academic units at UCLA has hindered the institution from developing best practice human resources processes (recruiting, hiring, evaluating, terminating) for these positions.
- Very few performance metrics are tracked and there is no formal performance measurement system for research administration offices and academic units.

Recommendations

Our report identifies several opportunities to improve research administration support services in the central and academic units. We have identified several practical solutions that can be achieved in the near term if adequate resources are committed. If implemented successfully, UCLA should be able to achieve its goals of improving service for the faculty, enhancing financial performance and mitigating compliance risk.

Goals	Examples of Expected Results
Improve Service to Faculty	<ol style="list-style-type: none"> 1) Subgrant Process: Proposed parallel process changes for subgrants could result in a reduction of 6-12 weeks in the time it takes to setup subgrants. 2) Expedited IRB Protocol Review: Dedicated personnel to review IRB protocols eligible for expedited review as defined by federal regulation could result in an average approval time for these protocols of two weeks or less.
Enhance Financial Performance	<ol style="list-style-type: none"> 1) LOC Draw Methodology: Increasing the frequency of Letter of Credit draws will expedite cash received from large federal sponsors. Assuming a 5% cost of capital for UCLA, this would save \$250,000 or more annually. 2) Invoice Backlog: Addressing the current backlog of non-LOC invoicing, which accounts for approximately 30% of EFM invoices or \$275 million annually, will improve cash flow and will reduce future write-offs.
Mitigate Compliance Risk	<ol style="list-style-type: none"> 1) Effort Reporting Compliance: Increasing compliance with quarterly effort certifications will minimize UCLA's risk related to effort reporting. 2) Medicare Coverage Analysis (MCAs): Conducting MCAs will minimize the risk of incorrectly billing clinical trial sponsors and the federal government which could result in fines, sanctions or debarment.

Huron's approach to conducting research administration assessments incorporates five key elements of an organization. Each of these elements is critical to an organization's overall effectiveness and efficiency. The elements are depicted below:

- **Business Processes:** What is the most efficient and effective way to serve customers or users?
- **Organizational Structure:** What organization structure and leadership positions are needed to support and manage the organization?
- **Technology:** Is technology appropriately enabling business processes?
- **People:** Do we have the appropriate people to enable business processes?
- **Performance Measurement:** What measures are used to evaluate processes?



Recommendations are presented below for each of these key elements.

Organization Structure

1. Develop and implement a comprehensive roles and responsibilities matrix for research administration.
2. Clarify roles and responsibilities between the Vice Chancellor for Research (VC) and Associate Vice Chancellor for Research Administration (AVC) positions.
3. Evaluate the short-term and long-term efficiencies that can be gained in key ORA units by prioritizing backlog projects and determining permanent workloads by team or individual.
4. Expand the use of Departmental Research Administrators (DRAs) across more campus units.
5. Resolve organizational deficiencies in EFM and stabilize operations.
6. Align billing teams within EFM with specific departments to better meet customer needs.
7. Consider incorporating EFM into the financial management of clinical trials.
8. Consider designating RPC to coordinate research compliance activities across units.
9. Modify the organizational structure in OPRS to define one individual with ultimate responsibility for the operations of the office.
10. Implement an expedited review team in OPRS.
11. Expand the role of ORIS in working across units to facilitate the development and implementation of the overall information technology plan for research administration.
12. Consider changing the temporary contract positions within ORIS to permanent positions.
13. Consider hiring additional resources in OCT based on new recommended business process activities.
14. Improve the consistency of research administration support among campus units by having administrators dedicated full-time to research administration locally or by sharing pools of resources among several campus units (e.g., at the School level). Further, the need for additional resources should be evaluated with future changes in research volume.

Business Processes

1. Conduct a detailed process redesign effort in central research administration offices to implement changes that will standardize business processes across units and reduce inefficiencies.
2. Develop, complete or update policies and procedures for research administration business processes. These policies should be communicated to the research community and easily available via the central research unit web sites (perhaps posted on the new research portal).
3. Generate invoices based on inception to date, versus period to date (month to date) expenditures.
4. Standardize procedures for invoice processing across EFM teams.
5. Continue the fund backlog initiative until all delinquent reports are complete.
6. Centralize the responsibility for initiating final FSRs in EFM instead of in the individual campus units.
7. Emphasize the importance of completing monthly reconciliations on all sponsored awards at the departmental level.
8. Initiate subgrants in OCGA and conduct parallel subgrant processing.
9. Focus on the expedited review process to ensure prioritization and efficient routing procedures.
10. Address the current backlog of Medical IRB meeting minutes.
11. Continue to modify and simplify the intake and initial review process for incoming protocols in order to efficiently communicate with campus units and faculty.
12. Improve compliance with effort reporting using communications from UCLA leadership, active follow-up by EFM, and by holding certifiers accountable.

13. Conduct further review on the number of effort reporting re-certifications and minimize re-certifications as much as possible.
14. Develop a plan to track committed effort and compare to certified effort.
15. Redesign the LOC draw down methodology in EFM to be consistent with industry best practices and to streamline the process.
16. Increase the frequency of LOC draw downs for all sponsors to move towards a daily draw schedule.
17. Address the cultural drivers and causes of cost transfers throughout the UCLA research community.
18. Require that a clinical trials coverage analysis be performed for all clinical trials.
19. Continue the clinical trials billing compliance pilot and consider standardizing this function across the institution.
20. Resolve the issues surrounding proposal submission deadlines and non-compliance with this policy.
21. Mandate the use of the standard research pricing list when budgeting for clinical trials.
22. Institute companion accounting in the General Ledger to ensure accurate and timely reporting of cost sharing.
23. Develop a direct charging policy specific to UCLA in order to more clearly define the expectations for campus units in monitoring expenses charged to sponsored awards.
24. Identify and address delays in routing conflict of interest forms to RPC.

Information Technology

1. Develop a strategic plan for improving the research administration systems used by central and departmental units.
2. Develop and implement a short-term technology solution to improve the efficiency and effectiveness of financial post-award processes such as invoicing and accounts receivable management.
3. Consider hiring outside experts to conduct a more detailed review of the current webIRB implementation to validate progress, next steps, and estimated timeline for completion. After conducting the review, determine if outside resources are needed to help implement webIRB in a timely and efficient manner.
4. Develop an approach to improve UCLA's management and financial reporting for sponsored programs.

People

1. Mandate management/leadership training for all employees in the central research administration offices with supervisory responsibility.
2. Continue to enhance the customer service models within ORA units, OIP/ISR and OCT for providing research support while maintaining and further developing the mission of monitoring compliance.
3. Mandate customer service training for all employees in the central research administration offices.
4. Develop a more formalized competency-based approach to the management of human resources. Such a model should be designed to tie core competencies to the critical Human Resources processes: selection and staffing, training, performance management and rewards, work design, and succession planning.
5. Require annual performance reviews for all employees and hold managers and directors accountable for completion.

Performance Measures

1. Consider adopting a more formal approach to performance measurement at UCLA to better measure its success at supporting research and become a best practice research organization in terms of measuring its performance.
2. Monitor, track and report the employee turnover statistics for ORA, OIP & ISR, and OCT.

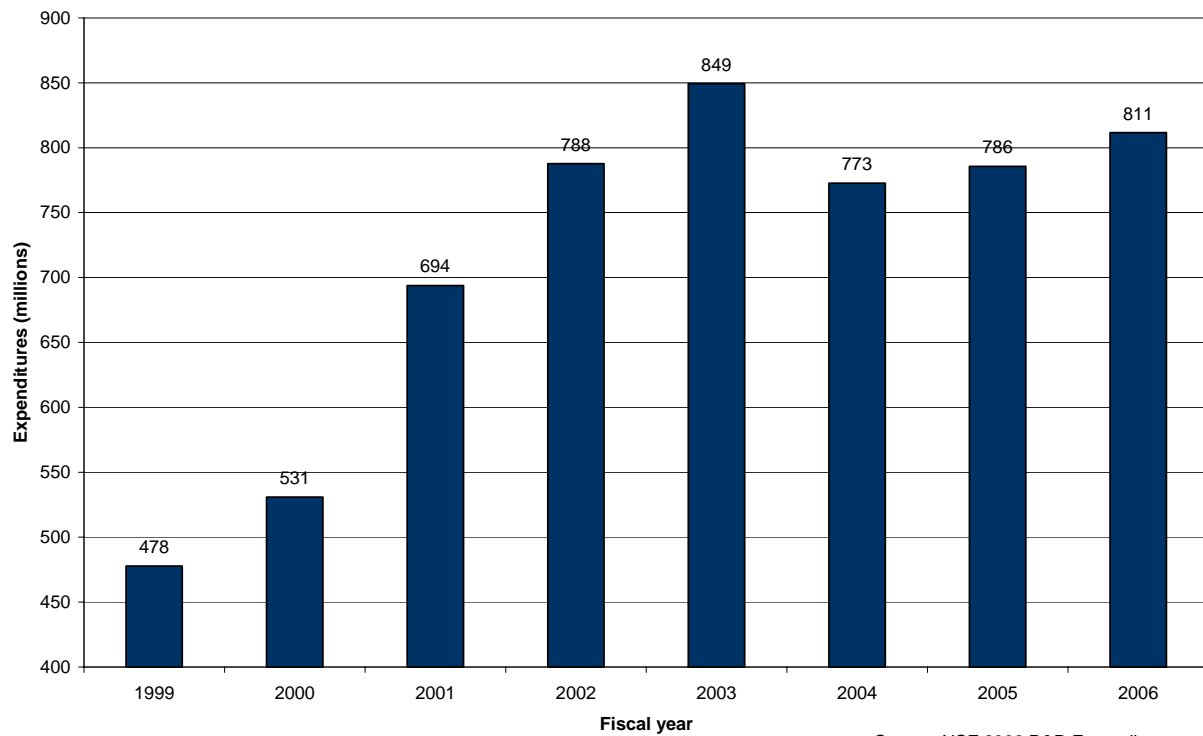
Implementation Considerations

It is important to recognize that this assessment is the first step in what should be an ongoing and iterative process to improve the management of the research enterprise at UCLA. This report outlines several opportunities to improve the management of the research enterprise and the services provided to the research community to more closely align with emerging trends and best practices in the industry. Successful implementation of the recommendations contained in this report will be dependent on many diverse factors, including investments in personnel, new technologies and a cultural evolution that enables the central and academic units to work as partners to achieve performance objectives. Extensive coordination will be required to ensure the implementation efforts meet the needs of the research community.

Appendices

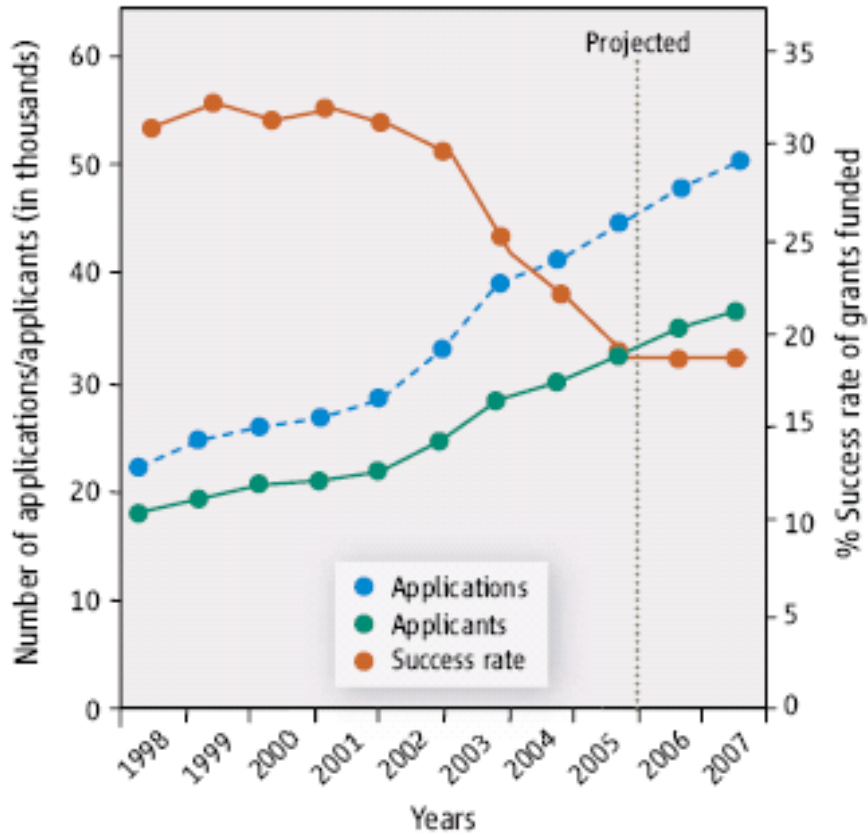
Appendix A – Growth in Sponsored Program Expenditures

R&D Expenditures at UCLA - Institution Wide



Source: NSF 2006 R&D Expenditures

Appendix B – Competitiveness of Grant Funding



Science Magazine: RESEARCH FUNDING: Enhanced: NIH in the Post-Doubling Era: Realities and Strategies
 Elias A. Zerhouni, *et al.*

Appendix C – Project Steering Committee Membership

Name	Title	Unit
Dr. Scott Waugh	Executive Vice Chancellor / Provost	UCLA Administration
Dr. Roberto Peccei	Vice Chancellor for Research	Office of Research Administration
Dr. Kathryn Ann Atchison	Vice Provost, Intellectual Property & Industry Relations	Office of Intellectual Property and Industry Sponsored Research
Dr. Alan Robinson	Associate Vice Chancellor Medicine, Executive Associate Dean SOM	David Geffen School of Medicine
Dr. Thomas Rosenthal	Chief Medical Officer & Associate Vice Chancellor	UCLA Health Systems, David Geffen School of Medicine
Dr. Andrew Leuchter	Assistant Dean & Professor	Psychiatry & Biobehavioral Science
Dr. Emil Reisler	Dean & Professor	Department of Life Sciences
Dr. Kendall Houk	Professor	Department of Chemistry
Dr. Luanna Putney	Director of Ethics & Compliance	UC Office of the President
Marcia Smith	Associate Vice Chancellor of Research Administration	Office of Research Administration
Edwin Pierce	Director	Audit & Advisory Services
Lynne Yorita	Manager	Audit & Advisory Services

Appendix D – Project Working Committee Membership

Name	Title	Unit
Ann Pollack	Assistant Vice Chancellor - Research	Research Policy & Compliance
David Avery	Chief Administrative Officer	Center for Environmental Impacts of Nanotechnology
Dawn Zelmanowitz	Director of Business Affairs	Jonsson Cancer Center
Dion Baybridge	Director for Research	David Geffen School of Medicine
Duy Dang	Business Office Manager	Mechanical & Aerospace Engineering
Edwin Pierce	Director	Audit & Advisory Services
Emily Loughran	Director of Licensing	Office of Intellectual Property
Evelyn Balabis	Director	Extramural Fund Management
Gwen Hering	External Audit Coordinator	Audit & Advisory Services
Jackson Jeng	Director	Office of Research Information Systems
Jim Nakatsuka	Chief Administrative Officer	Institute of Geophysics and Planetary Physics
Judith Brookshire	Director	Office for Protection of Research Subjects
Katherine Hansen de Asis	Chief Administrative Officer	Department of Neurology
Keith Steele	Finance & Research Director	Pediatrics, Family Medicine & Human Genetics
Lana Song	Program Administrative Analyst	Microbiology, Immunology & Molecular Genetics
Lillian Smith	Acting Director	Industry Sponsored Research
Lucy Shao	Assistant Director	California Center for Population Research
Lynne Yorita	Manager	Audit & Advisory Services
Marcia Smith	Associate Vice Chancellor of Research Administration	Office of Research Administration
Paula McRae	Chief Administrative Officer	Microbiology, Immunology & Molecular Genetics
Rachel Yglesias	Research Compliance Monitoring Coordinator	Audit & Advisory Services
Raellen Man	Director of Research Administration	Department of Medicine
Rob DuWors	Deputy Director for Administration & Finance	Jonsson Cancer Center
Rory Constancio	Chief Financial Officer	Graduate School of Education & Information Studies
Sharon Friend	Operations Director	Office for Protection of Research Subjects
Susan Marcano	Director, Business & Finance	Office of Research Administration
Tana Wong	Assistant Director	Institute for Social Science Research
Vikki Jenkins	Director	Office of Clinical Trials
Virginia Anders	Acting Director	Office of Contract & Grant Administration
Warren Thomas	Assistant Dean	Division of Physical Sciences

Appendix E – Interview List

Name	Title	Unit
Bill Cormier	Director	Administrative Policies & Compliance
Dr. Nancy Levine	Professor & IRB Chair	Anthropology
Edwin Pierce	Director	Audit & Advisory Services
Gwen Hering	External Audit Coordinator	Audit & Advisory Services
Lynne Yorita	Manager	Audit & Advisory Services
Rachel Yglesias	Research Compliance Monitoring Coordinator	Audit & Advisory Services
Tuyet-Mai Grabiell	Senior Auditor	Audit & Advisory Services
Dr. Barbara Levey	Assistant Vice Chancellor for Research	Biomedical Affairs
Steve Peckman	Associate Director	Broad Stem Cell Research Center
Lucy Shao	Assistant Director	California Center for Population Research
Audrey McDonald	Assistant Director, Clinical Research	Cancer Center
Nancy Ryba	Director, Clinical Research	Cancer Center
Rob DuWors	Deputy Director for Admin & Fin	Cancer Center
Dr. Judith Gasson	Director	Cancer Center
Terance Tashiro	Senior Budget Analyst	Center for Embedded Networked Sensing
Dr. Kendall Houk	Professor	Chemistry & Biochemistry
Dr. James McGough	Professor & IRB Chair	Clinical Psychiatry & Biobehavioral Science
Sue Abeles	Controller	Corporate Financial Services
Pixie Ogren	CNS IT	Corporate Financial Services
Rick Valdivia	CFO	Dentistry
Dr. Larry Wolinsky	Associate Dean & Professor, IRB Chair	Dentistry
Farah Elahi	CAO	Department of Medicine
Raellen Man	Director of Research Administration	Department of Medicine
Dr. Alan Fogelman	Executive Chair	Department of Medicine
Dr. Connie Kasari	Professor	Education
Angelica Diaz	Accountant II	Extramural Fund Management
Annette Garcia	Accountant II	Extramural Fund Management
Becky Henrickson	Supervisor, Private G&C Team	Extramural Fund Management
Brian Atienza	Assistant Supervisor, Federal Team	Extramural Fund Management
Brian Marion	Administrative Specialist, iPAS Team	Extramural Fund Management
Christian Diaz	Assistant Supervisor, Private Team	Extramural Fund Management
Connie Brown	Senior Administrative Analyst, A/R	Extramural Fund Management
Diana Krekic	Accountant II	Extramural Fund Management

Name	Title	Unit
Edwin Rilauo	Senior Administrative Analst, Systems & Reports	Extramural Fund Management
Evelyn Balabis	Director	Extramural Fund Management
Jacqueline Cordova	Accountant I	Extramural Fund Management
Jacqueline Stapleton	Accountant II	Extramural Fund Management
Jeffrey Kurtiss	Senior Administrative Analyst	Extramural Fund Management
Jennifer Aguilar	Accountant II	Extramural Fund Management
Jevon Echave	Accountant III, UCOP	Extramural Fund Management
Jovan Iglesias	Accountant III	Extramural Fund Management
Kaaren Davis	Senior Administrative Analyst, A/R	Extramural Fund Management
Karla Bernal	Administrative Analyst, iPas Team	Extramural Fund Management
Katie Cadle	Administrative Assistant	Extramural Fund Management
Kelly Miyata	Accountant II	Extramural Fund Management
Li Tran	Supervisor, iPas Team	Extramural Fund Management
Linda Finley	Assistant Supervisor, State/Local Contract Team	Extramural Fund Management
Lourdes Montes	Administrative Assistant	Extramural Fund Management
Luke Schmitz	Accountant II	Extramural Fund Management
Maurice Taylor	Assistant Director	Extramural Fund Management
Myra Huanosta	Administrative Assistant III	Extramural Fund Management
Nicetas Huff	Accountant II	Extramural Fund Management
Olga Sanders	Principal Administrative Analyst, A/R	Extramural Fund Management
Ping Yang	Accountant III	Extramural Fund Management
Robert Scott	Administrative Assistant	Extramural Fund Management
Robyn Latchman	Accountant II	Extramural Fund Management
Rolando Rodillas	Supervisor, Cash Mgmt Team	Extramural Fund Management
Simora Brooks	Accountant I	Extramural Fund Management
Steve Brown	Administrative Specialist, iPAS Team	Extramural Fund Management
Surjeet Sahota	Supervisor, State/Fed/Local/Fed Contracts Team	Extramural Fund Management
Tsegaye Teshome	Administrative Assistant	Extramural Fund Management
Veronica Fuentes	Accountant II	Extramural Fund Management
Vicki Lin	Accountant II	Extramural Fund Management
Vivian Juaner	Administrative Specialist, iPAS Team	Extramural Fund Management
Will Paja	Accounting Supervisor	Extramural Fund Management
Winnie Migletz	Accountant II	Extramural Fund Management

Name	Title	Unit
Rory Constancio	Chief Financial Officer	Graduate School of Education and Information Studies
Anna Hoang	Senior Administrative Analyst	Graduate School of Education and Information Studies
Dr. Samuel Bersola	Assistant Vice Chancellor	Graduate Division
Dr. Claudia Mitchell-Kernan	Vice Chancellor	Graduate Division
Charles Kim	Personnel/Payroll Manager	Institute for Social Science Research
Tana Wong	Department Research Administrator	Institute for Social Science Research
Jim Nakatsuka	Chief Administrative Officer	Institute of Geophysics and Planetary Physics
Jim Davis	Chief Information Officer	IT
Dr. Michael Gorin	Professor	Jules Stein Eye Institute
Bill Dominguez	Contract & Grant Manager	Jules Stein Eye Institute
Patie Johnson	Executive Business Officer	Life Sciences South Administration
Annette Klufas	Financial Services Manager	Life Sciences South Administration
Carole Klove	Chief Compliance Officer	Medical Center, Administration
Cathy Rujanuruks	Program Administrative Analyst	Medicine
Dr. Marc Riedl	Assistant Professor	Medicine, Clinical Immunology & Allergy
Mark Lucas	Division Administrator	Medicine, General Medicine & Health Services
Dr. Alison Moore	Associate Professor, IRB Chair	Medicine, Geriatrics
Andrea Barker	MSO	Medicine, Hem/Onc
Dr. Richard Finn	Assistant Professor	Medicine, Hem/Onc
Dr. Daniel Clemens	Adjunct Associate Professor, IRB Chair	Medicine, Infectious Diseases
Dr. André Nel	Professor & Division Chief	Medicine, NanoMedicine
Dion Baybridge	Director for Research	Medicine, Office of the Dean
Dr. Leonard Rome	Senior Associate Dean Research	Medicine, Office of the Dean
Dr. Alan Robinson	Associate Vice Chancellor, Medical Sciences & Executive Associate Dean	Medicine, Office of the Dean
Dr. Daniel Furst	Professor	Medicine, Rheumatology
Dr. Thomas Rosenthal	Chief Medical Officer & Associate Vice Chancellor	Medicine, Urology
Lana Song	Principal Administrative Analyst	Microbiology, Immunology, Molecular Genetics
Paula MacRae	Chief Administrative Officer	Microbiology, Immunology, Molecular Genetics
Kathy Kawamura	Senior Administrative Analyst	Molecular and Medical Pharmacology
Jessica Kim	Administrative Specialist	Molecular and Medical Pharmacology

Name	Title	Unit
Sandy Ma	Senior Administrative Analyst	Molecular and Medical Pharmacology
Kelly Roberts	Human Resources Manager	Molecular and Medical Pharmacology
Dr. Arthur Toga	Professor	Neurology
Dr. Timothy Cloughesy	Clinical Professor	Neurology
Veronica Hale	Compliance Officer	Neurology
Katherine Hansen de Asis	Chief Administrative Officer	Neurology, Brain Mapping Center
Valerie Whittington	Director, Research Administration	Neurology, Brain Mapping Center
Dr. John Mazziotta	Professor & Chair	Neurology, Brain Mapping Center
Ben Chu	Technology Transfer Associate	Office for Intellectual Property & Industry Sponsored Research
Bob Nidever	Manager, Marketing	Office for Intellectual Property & Industry Sponsored Research
Dr. Claire Wake	Assistant Director, Licensing	Office for Intellectual Property & Industry Sponsored Research
Dr. Earl Weinstein	Assistant Director, Licensing & BD	Office for Intellectual Property & Industry Sponsored Research
Jane San	Patent Prosecution Analyst	Office for Intellectual Property & Industry Sponsored Research
Jeanne De Pass	Senior Industry Contract Officer	Office for Intellectual Property & Industry Sponsored Research
Katherine Fibiger	Technology Transfer Officer	Office for Intellectual Property & Industry Sponsored Research
Kelly Smith	Industry Contract Specialist	Office for Intellectual Property & Industry Sponsored Research
Lindsay Keever	Technology Transfer Associate	Office for Intellectual Property & Industry Sponsored Research
Nicole Hensley	Industry Contract Analyst	Office for Intellectual Property & Industry Sponsored Research
Dr. Kathryn Ann Atchison	Vice Provost IP & IR, Professor (Dentistry)	Office for Intellectual Property & Industry Sponsored Research
Helen Liu	Market Analyst	Office for Intellectual Property & Industry Sponsored Research
Juliet Burnett	Industry Contract Officer	Office for Intellectual Property & Industry Sponsored Research
Sandy Auyoung	Technology Transfer Officer	Office for Intellectual Property & Industry Sponsored Research
Mary Trachta	Patent Prosecution Specialist	Office for Intellectual Property & Industry Sponsored Research
Lillian Smith	Interim Director, Industry Contracting	Office for Intellectual Property & Industry Sponsored Research
Carol Thompson	Technology Transfer Specialist	Office for Intellectual Property & Industry

Name	Title	Unit
		Sponsored Research
Celisse Saucedo	Administrative Specialist	Office for Intellectual Property & Industry Sponsored Research
Mike Pottenger	Technology Transfer Officer	Office for Intellectual Property & Industry Sponsored Research
Emily Loughran	Director of Licensing	Office for Intellectual Property & Industry Sponsored Research
Cheryl Silverman	Patent Protections Officer	Office for Intellectual Property & Industry Sponsored Research
Chris Tomera	MTA Analyst	Office for Intellectual Property & Industry Sponsored Research
Rae Anne Robinett	Material Transfer Specialist	Office for Intellectual Property & Industry Sponsored Research
Mougeh Mozafarian	Senior Administrative Analyst	Office for Intellectual Property & Industry Sponsored Research
Kathy Wrobel	Material Transfer Manager	Office for Intellectual Property & Industry Sponsored Research
Daniel Mayhew	Administrative Analyst	Office for Intellectual Property & Industry Sponsored Research
Adele Rennie	Administrative Specialist	Office for Intellectual Property & Industry Sponsored Research
Robin Faria	Administrative Analyst	Office for Intellectual Property & Industry Sponsored Research
Chris Hernandez	CAO	Office for Intellectual Property & Industry Sponsored Research
Alison Orkin	Assistant Director (N & S GC-IRB)	Office for the Protection of Research Subjects
Annie Ryan	Specialist, ARC	Office for the Protection of Research Subjects
Bette Okeya	Assistant Director	Office for the Protection of Research Subjects
Dr. Carrie Fisher	Assistant Director for Education & Policy	Office for the Protection of Research Subjects
Eric Mah	Assistant Director (Med IRBs)	Office for the Protection of Research Subjects
Jennifer Perkins	Administrator, ARC	Office for the Protection of Research Subjects
Judy Brookshire	Director	Office for the Protection of Research Subjects
Karen Womack	Coordinator, ARC	Office for the Protection of Research Subjects
Kathy Wadsworth	Associate Director, Animal Subjects Research	Office for the Protection of Research Subjects

Name	Title	Unit
Sharon Friend	Director of Operations	Office for the Protection of Research Subjects
Donna Woo	Administrator, MIRB	Office for the Protection of Research Subjects
Adam Pucci	Administrator, MIRB	Office for the Protection of Research Subjects
Andy Perkins	Assistant Director, ARC	Office for the Protection of Research Subjects
Robin McGrath	Coordinator, GIRB	Office for the Protection of Research Subjects
Greg Ellis	Program Analyst, MIRB-2 (Cancer)	Office for the Protection of Research Subjects
Wendy Brunt	Exemptions Administrator	Office for the Protection of Research Subjects
Dannie Hoffman	Administrator, MIRB	Office for the Protection of Research Subjects
Inez Moore	Specialist, MIRB	Office for the Protection of Research Subjects
Jae Kwak	Specialist, MIRB	Office for the Protection of Research Subjects
Preethi Puthanveetil	Specialist, MIRB	Office for the Protection of Research Subjects
Natalie Drorbaugh	Specialist, MIRB	Office for the Protection of Research Subjects
Edmond Lam	Specialist, MIRB	Office for the Protection of Research Subjects
Richard McGrath	Specialist, MIRB	Office for the Protection of Research Subjects
Anthony Saldana	Coordinator, MIRB	Office for the Protection of Research Subjects
Michele Carter	Coordinator, MIRB	Office for the Protection of Research Subjects
Veronica Jimenez	Coordinator, MIRB	Office for the Protection of Research Subjects
Mark Mimnaugh	Coordinator, MIRB	Office for the Protection of Research Subjects
Marcia Malmset	Manager, QA	Office for the Protection of Research Subjects
Julie Hayne	Administrator, GIRB	Office for the Protection of Research Subjects
Diana Garcia	Specialist, GIRB	Office for the Protection of Research Subjects
Khoi Do	Specialist, GIRB	Office for the Protection of Research

Name	Title	Unit
		Subjects
Paul Lillig	Coordinator, GIRB	Office for the Protection of Research Subjects
Gloria Varghese	Coordinator, GIRB	Office for the Protection of Research Subjects
Ann Ciminera	Industry Contracts Officer	Office of Clinical Trials
Bill Wu	Administrative Analyst	Office of Clinical Trials
Carli Rogers	Industry Contracts Officer	Office of Clinical Trials
Gwen Byrd	Program Administrative Analyst	Office of Clinical Trials
Helene Orescan	Director	Office of Clinical Trials
Kamal Walia	Program Analyst	Office of Clinical Trials
Tamika Merrick	Industry Contracts Officer	Office of Clinical Trials
Vicki Christodoulou	Program Administrative Analyst	Office of Clinical Trials
Vikki Jenkins	Executive Director	Office of Clinical Trials
Yvonne Chapman	Clinical Research Manager	Office of Clinical Trials
Ai-Viet Huynh	C&G Assistant	Office of Contract & Grant Administration
Ambre Gonzales	C&G Assistant	Office of Contract & Grant Administration
Ann Tsueng	C&G Assistant	Office of Contract & Grant Administration
Barbara Harris-Holdrege	Contract & Grant Officer	Office of Contract & Grant Administration
Cindy Gilbert	ERA Coordinator	Office of Contract & Grant Administration
Connie Whitley	Senior C&G Officer	Office of Contract & Grant Administration
Damien Giammatteo	File Assistant	Office of Contract & Grant Administration
Deepee Sahota	Grant Analyst	Office of Contract & Grant Administration
Emma Hawley	Administrative Assistant	Office of Contract & Grant Administration
Goody Dhillion	Senior Grant Analyst	Office of Contract & Grant Administration
Harveen Kukreja	Subaward Analyst	Office of Contract & Grant Administration
Ilya Kisel	Administrative Assistant	Office of Contract & Grant Administration
Jennifer Tang	Administrative Assistant	Office of Contract & Grant Administration
Joe Gibbs	Administrative Assistant	Office of Contract & Grant Administration
Julia Zhu	Grant Analyst	Office of Contract & Grant Administration
Ken Castro-Olstad	Grant Analyst	Office of Contract & Grant Administration
Kim Duiker	Contract & Grant Officer	Office of Contract & Grant Administration
Kristin Lund	Grant Analyst	Office of Contract & Grant Administration
Laureen Leyden	C&G Assistant	Office of Contract & Grant Administration
Mark Lipschutz	Contract & Grant Officer	Office of Contract & Grant Administration

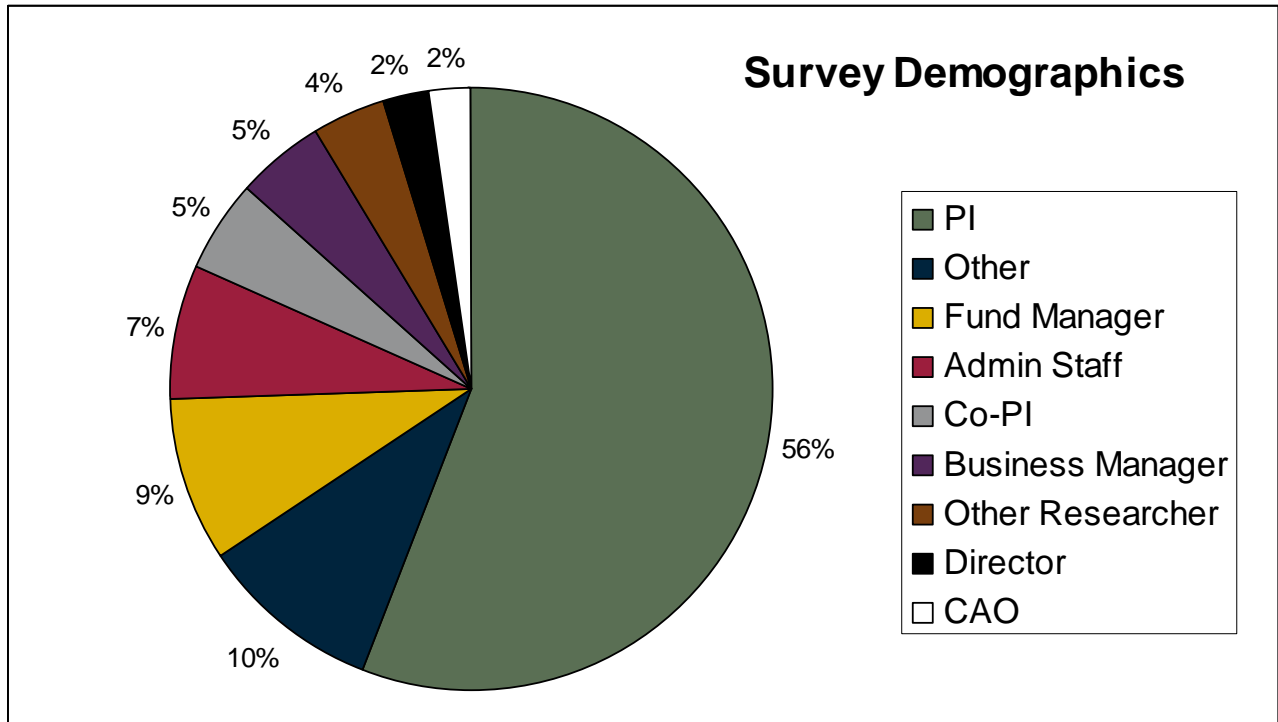
Name	Title	Unit
Martha Hansen	Senior Contract & Grant Officer	Office of Contract & Grant Administration
Mary Haskins	Grant Analyst	Office of Contract & Grant Administration
Miesha Bailey	Grant Analyst	Office of Contract & Grant Administration
Niki Foster	C&G Assistant	Office of Contract & Grant Administration
Sam Perez	Contract & Grant Assistant	Office of Contract & Grant Administration
Sharon Lam	Subaward Administrator	Office of Contract & Grant Administration
Susan Waelder	Senior Grant Analyst	Office of Contract & Grant Administration
Tamara Combs	Senior Contract & Grant Officer	Office of Contract & Grant Administration
Tanya Perez	C&G Assistant	Office of Contract & Grant Administration
Truong Phan	Administrative Assistant	Office of Contract & Grant Administration
Virginia Anders	Acting Director	Office of Contract & Grant Administration
Linda Lee	Former Director	Office of Contract & Grant Administration
Dr. Roberto Peccei	Vice Chancellor for Research & Professor (Physics)	Office of Research Administration
Linnaea Mallette	Training Coordinator	Office of Research Administration
Marilyn Frerking	Administrative Analyst	Office of Research Administration
Shelia Oatis	Administrative Analyst	Office of Research Administration
Susan Marcano	Director, Business & Finance	Office of Research Administration
Dr. James R. Greenwood	Former Assistant Vice Chancellor Research	Office of Research Administration
Carole Martin	Administrative Analyst	Office of Research Administration, Business & Finance
Yensen Lin	Administrative Assistant	Office of Research Administration, Business & Finance
Melissa Cervantes	Administrative Assistant	Office of Research Administration, Business & Finance
Sandra Kwon	Program Administrative Analyst	Office of Research Administration, Business & Finance
Rosalina Steiner	Senior Budget Analyst	Office of Research Administration, Business & Finance
Darlene Brown	Senior Administrative Analyst	Office of Research Administration, Business & Finance
Myte Arrendondo	Receptionist	Office of Research Administration, Business & Finance
Ingrid Berman	Administrative Assistant	Office of Research Administration, Business & Finance
Michael Swords	Director	Office of Research Administration, Strategic Research Initiatives
Erna Aridzanyan	Research Associate	Office of Research Administration, Strategic

Name	Title	Unit
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Suzanne Smith	Office Manager	Office of Research Administration, Strategic Research Initiatives
Aaron Watts	Program Analyst	Office of Research Information Systems
Brian Oyama	Program Analyst	Office of Research Information Systems
Damion Sandidge	Program Analyst	Office of Research Information Systems
Gene Stout	Project Manager	Office of Research Information Systems
Gloria Su	Project Manager	Office of Research Information Systems
Igor Castellanos	Program Analyst	Office of Research Information Systems
Jackson Jeng	Chief Information Officer	Office of Research Information Systems
Jose Valencia	Program Analyst	Office of Research Information Systems
Michael Ivanov	Program Analyst	Office of Research Information Systems
Perfecto Cervana	System Manager	Office of Research Information Systems
Yana Gorelik	Program Analyst	Office of Research Information Systems
Ann Pollack	Assistant Vice Chancellor - Research	Office of Research Policy Compliance
Claudia Modlin	Research Policy & Compliance Coordinator	Office of Research Policy Compliance
Chelsea Cochrane	Senior Administrative Analyst	Office of Research Policy Compliance
Luanna Putney	Director, Ethics & Compliance	Office of the President, Ethics, Compliance, Audit & Advisory Services
Keith Steele	Finance & Research Director	Pediatrics
Dr. Isidro Salusky	Professor	Pediatrics
Dr. Vickie Mays	Professor & Director, Center for Research, Training, Education, and Strategic Communication on Minority Health Disparities	Psychology
Dr. Andrew Leuchter	Professor & Assistant Dean	Psychiatry & Behavioral Science
Dr. Kym Faulk	Professor	Psychiatry & Behavioral Science
Kathy Cheever	MSO	Public Health
Joe Andreu	Associate Director	Purchasing
Linda Chen	Buyer Supervisor	Purchasing
William Propst	Director	Purchasing
Julie Austin	Director	SEAS
Sylvia Abrams	Program Accountant	SEAS
Stacey Tran	MSO	SEAS, Biomedical Engineering
Miguel Perez	Fund Manager	SEAS, Chemical & Biomedical Engineering
Alain De Vera	MSO	SEAS, Chemical & Biomedical Engineering

Name	Title	Unit
Dr. Harold Monbouquette	Professor & Chair	SEAS, Chemical & Biomedical Engineering
Dr. Jiun-Shyan Chen	Department Chair	SEAS, Civil & Environmental Engineering
Cassandra Franklin	MSO	SEAS, Computer Science
Noor Abjani	Fund Manager	SEAS, Computer Science
Dr. Richard Muntz	Professor & Vice-Chair	SEAS, Computer Science
Dr. Mary Okino	Assistant Dean	SEAS, Dean's Office
Jacke Trang	MSO	SEAS, Electrical Engineering
Shirley Yee	Program Administrative Analyst	SEAS, Electrical Engineering
Maria Guerrero	Administrative Analyst	SEAS, Electrical Engineering
Jamie Jung	Administrative Analyst	SEAS, Electrical Engineering
Katie Christensen	Principal Administrative Analyst	SEAS, Electrical Engineering
Dr. Richard Wesel	Associate Dean & Professor	SEAS, Electrical Engineering
Dr. Mani Srivastava	Professor & Vice-Chair	SEAS, Electrical Engineering
Patti Barrera	MSO	SEAS, Materials Science
Valerie Schmid	Administrative Analyst	SEAS, Materials Science
Dr. Jenn-Ming Yang	Professor & Vice-Chair	SEAS, Materials Science
Janice Bedig	MSO	SEAS, Mechanical & Aerospace Engineering
Duy Dang	Senior Administrative Analyst	SEAS, Mechanical & Aerospace Engineering
Mary Ann Macaso	Administrative Analyst	SEAS, Mechanical & Aerospace Engineering
Martin Olekszyk	Administrative Analyst	SEAS, Mechanical & Aerospace Engineering
Dr. Vijay Dhir	Dean	SEAS, Mechanical & Aerospace Engineering
Dr. Adrienne Lavine	Professor & Chair	SEAS, Mechanical & Aerospace Engineering
Dr. Mohamed Abdou	Distinguished Professor	SEAS, Mechanical & Aerospace Engineering
Terry Novorr	Director of Research Administration	Semel Institute
Michelle Phillips	Program Administrative Analyst	Semel Institute

Note: Huron also interviewed a number of former UCLA employees who by request have not been included in this list.

Appendix F – Survey Respondent Demographics



Appendix G – Campus Meeting Attendance

Campus Meetings
Academic Senate Council on Research Meeting
Clinical Admin of SMAF Meeting
EFM Department Meeting
iPas Staff Meeting
IRB Operational Oversight Committee (IRB OOC)
OCGA Staff Meeting
OIP/ISR Staff Meeting
OPRS Department Meeting
ORIS Department Meeting
RAF Meeting
RACC Meeting
SEAS CAO / Fund Managers Meeting
SEAS Chairs Meeting