

## 2023 Anschutz Medical Campus Workforce Development Core (AMCWDC): Research Administration Program

The 2023 Research Administration Program (RAP) is designed to introduce undergraduate through mid-career trainees to careers in academic medicine administration through paid administrative internships. This year's program is focused specifically on **research administration** careers on the University of Colorado Anschutz Medical Campus. Applicants will have the opportunity to learn about CU's research mission and the key roles that administrators play in promoting, supporting, monitoring, and sustaining this research.

The program will be held in a hybrid model (some in-person work and some digital). Due to COVID-19, the program may be held completely digitally, depending on evolving institutional and national guidelines. The program will run from **January 19<sup>th</sup> through May 4<sup>th</sup>, 2023**.

### **RAP Goals:**

1. Provide trainees with real-world training and on-the-job experience to prepare for careers in academic medicine administration
2. Introduce trainees to key skills, techniques, and tools of the discipline
3. Enable trainees to successfully gain employment as administrators in academic medicine

### **Program Overview:**

During the program, each trainee is paired with an experienced university administrator who serves as the trainee's primary mentor. Trainees will learn the skills, techniques, and tools of the discipline, and will apply this knowledge to real-world problems and on-the-job responsibilities. Trainees are expected to contribute **10 hours per week** to the program throughout the semester (total of approx. 150 hours), but the total hours can be modified as needed if the internship is undertaken as part of a university-based for-credit class.

Work schedules are somewhat flexible and will be arranged in advance with mentors. 20 hours of didactic instruction in sponsored projects administration will be offered throughout the program. Additional didactics will be provided as scheduling allows.

Upon completion of the program, trainees are required to present a final project to the RAP committee demonstrating the skills they acquired while on the job. Final projects will vary by mentorship pair, but may include deliverables such as the administrative components of a research grant submission, creation of financial tracking databases, HR products such as job descriptions and letters of offer, compliance documentation, publication in a research administration journal, a research administration conference presentation, etc.

### **Program Curriculum:**

During the program, selected trainees will be paired with an experienced university administrator to conduct a mentored research project. Students will also: 1) attend sponsored programs and other didactic sessions to learn basic research administration skills, 2) receive coaching on professional development skills and applying for research administration careers, and 3) participate in on-the-job training and take on real-world research administration problems and responsibilities. Activities may include, but are not limited to, the following:

<b>Competency</b>	<b>Individual Tasks</b>	<b>Learning Goals</b>
Sponsored Projects Administration	<ul style="list-style-type: none"> <li>• 20 Hours of sponsored-programs coursework</li> <li>• Completing the administrative components of real grant submissions</li> <li>• Tracking study finances</li> <li>• Meeting with investigators and lab teams for funding updates</li> <li>• Working with sponsors on contract negotiation</li> <li>• Read PARs and ensure study finance compliance with sponsor guidelines</li> </ul>	<p>Trainees will learn a wide range of RA skills such as:</p> <ul style="list-style-type: none"> <li>• Pre-award</li> <li>• Post-award</li> <li>• Communication</li> <li>• Data and information gathering</li> <li>• Reading complex regulations</li> <li>• Organization</li> <li>• Accounting</li> <li>• Accuracy</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Learn to read financial reports in CU Data and other financial systems</li> <li>• Create tracking systems for financial management</li> </ul>	<p>Trainees will become experienced stewards of finances and financial data and will learn best practices for managing finances in a distributed university system.</p>
Career Preparation	<ul style="list-style-type: none"> <li>• Workshops on various research administration skills and career preparation</li> <li>• Directed readings</li> <li>• Panel discussions</li> <li>• Campus and facilities tours</li> <li>• Shadowing of administrative leaders</li> <li>• Collaborate with diverse teams</li> </ul>	<p>Trainees will be prepared to enter a research administration career through practicing interview, communication, and presentation skills. Trainees will gain experience in the day-to-day work of a research administrator.</p>

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**Applicant Eligibility:**

This year, we are recruiting 4-6 highly qualified trainees for the semester-long program. Competitive applicants will: A) Demonstrate clear interest in a research administration career, B) Show previous ability to learn and excel in work or school through outstanding letter(s) of recommendation and school transcript(s), C) Clearly articulate how they will leverage this program to move into a research administration career.

If you do not perfectly meet the listed requirements, you are still welcome to apply. We examine trainee profiles holistically, taking into consideration student hardship, demonstrated strengths outside of school and work, and overall potential to learn.

Applicants are subject to all university hiring policies as applicable, such as completing a toxicology test and passing a background check upon hiring. Trainees are also required to provide proof of COVID-19 Vaccination prior to their first week, or must otherwise file for a vaccine exemption.

**Student Stipend:**

A stipend of \$15.50/per hour worked will be provided to each trainee. Although the program will be partially digital, it is expected that transportation, housing, and living expenses are paid for by trainees, and thus are not included in the stipend amount. Selected trainees must make their own transportation and living arrangements prior to the start of the program.

**The application deadline is Monday, November 7<sup>th</sup>, 2022, by midnight (MST).** Submissions received after this deadline will not be accepted. It is the trainee's responsibility to ensure that recommendation letter(s) are sent to the appropriate e-mail by the deadline, and all other application materials have been submitted to the online portal. See page two for application details.

## Application Instructions

### **Application Materials:**

Interested applicants are required to submit the following materials:

- 1) A one-page cover letter expressing your interest in the RAP. Please address the following:
  - a) Why are you applying to the RAP?
  - b) What are your career goals and how will this program help you realize these goals?
  - c) With which mentor(s) do you most wish to work, and why? (See page 3 for mentors)
  - d) What unique abilities, attributes or skills do you bring to the RAP?
- 2) An unofficial academic transcript (if enrolled in a university program within the past 5 years)
- 3) An updated resume or CV
- 4) A letter of recommendation from a recent employer, program advisor, faculty member, or other individual who can speak to your professionalism, work ethic, academic performance, and/or any other qualities you possess that are pertinent to the RAP.
- 5) OPTIONAL: A second letter of recommendation from an individual who can speak to your ability to succeed in this program. This is not required, but in some cases may allow us to understand your strengths and abilities more holistically (e.g., you have a letter from both a professor and an employer, you are a double major and have letters from two professors in different fields, you have a second letter from a volunteer organization leader, etc.).

### **Submission:**

Please submit all of the above documents using [this link](https://redcap.ucdenver.edu/surveys/?s=XL9YHYNJXXJXFWHM) or web address by Monday, October 30<sup>th</sup>, 2022 (midnight MST): <https://redcap.ucdenver.edu/surveys/?s=XL9YHYNJXXJXFWHM>

Letters of recommendation can also be submitted via the above link or emailed directly by your recommender(s) to: [yunliang.luo@cuanschutz.edu](mailto:yunliang.luo@cuanschutz.edu)

**Applications that do not adhere to the above instructions will not be reviewed.**

### **Timeline:**

Successful applicants will be notified by email in early November 2022 if selected to interview with mentors. Interviews will be conducted via teleconferencing in mid-November 2022. All applicants will be notified of final application decisions, regardless of selection status, by early-December 2022.

## Contact Information

The information in this packet serves as general guidance to the 2023 RAP program. Individual mentors and the program directors reserve the right to modify the activities and scope of the program as described herein. If you have further questions about this program, please contact the program coordinator:

**Yunliang (Lily) Luo, BS**  
*AMC Workforce Development Core*  
Yunliang.luo@cuanschutz.edu

## Mentor Profiles

Department of Neurology



Anabel Adler



Haley Steinert

Anabel Adler is experienced in research administration with a particular emphasis on grant development, submission, and other pre-award activities. Her experience includes project management, qualitative and quantitative research methods, data collection, budget development, writing and editing. Her employment experience spans private government contractors to non-profits and universities.

Haley Steinert has over 15 years of clinical research experience (industry clinical trials and non-industry clinical research) from study coordination to research administration: operations, supervision, finance management, and leading a large research group.

Neurology's clinical research includes over 270 human subject's research studies. Our department's triparted mission includes clinical, education, and research activities. We are one of the largest research groups on campus. Exciting projects include new research into areas such as Parkinson's Disease, Huntington's Disease, Alzheimer's, Multiple Sclerosis, Stroke, ALS, and other Neurological diseases. We support investigator initiated studies, pharmaceutical drug studies, device studies, observational studies, imaging studies, and biorepositories and tissue banking. We are also committed to wellness and DEI through a DEI and Wellness Committee open to department members. We can provide a variety of learning opportunities: clinical trials, training grants, industry and non-industry sponsors, a focus on pre or post award activities.

Link to department web page:

<https://medschool.cuanschutz.edu/neurology/research/clinical-research>

## Mentor Profiles

Department of Surgery



Danielle Koffenberger, MSPM

Danielle Koffenberger, MSPM is a Quality Improvement Manager in the Department of Surgery at the University of Colorado. She currently works with faculty and residents in developing and implementing quality improvement projects, enhancing cross-functional relationships, mentoring, and training. Danielle has a strong background in basic and clinical research with experience in both academic and corporate settings leading and collaborating with Research & Development, Medical and Regulatory Affairs teams towards the development, validation and commercialization of molecular diagnostics assays according to FDA rules and regulations. Her scientific experience led to extensive knowledge in grant writing and reporting. She has also had the opportunity to author and co-author scientific publications and work as the inventor and co-inventor of multiple issued US patents. As a Project Manager, Danielle has worked directly with leaders in healthcare and non-profits organizations on research outcomes projects dealing with private and governmental agencies with grant funding opportunities for a variety of public health initiatives.

In collaboration with our clinical partners, the Office of Quality and Clinical Effectiveness is committed to continuous improvement in quality care and safety for our patients. We have a variety of projects dedicated to creating surgical pathways to define and deliver perfect care for our patient's surgical journey. We work on standardizing processes and structures to reduce variation, achieve predictable results, and improve outcomes for patients.

We encourage our quality improvement teams to focus on pursuing scholarly activities by presenting at conferences, publishing in journals, developing and managing internal and external grant applications. These are effective ways to establish our institution in communities of individuals and organizations that have similar interests and to enhance our quality improvement network.

Link to department web page: <https://medschool.cuanschutz.edu/surgery/about-us/quality>

## Mentor Profiles

### Department of Surgery – Clinical Research Experience



Leah Lleras



Tracey MacDermott

Leah Lleras, MS is the Director of Finance and Research in the Department of Surgery at the University of Colorado School of Medicine. She oversees four teams in the Department of Surgery: Finance, Research Finance, Clinical Research and Clinical Revenue. Leah has worked for the University of Colorado for 14 years in the departments of Neurology, Medicine and Surgery.

Tracey MacDermott is the Clinical Research Manager for the Department of Surgery. She began her career with the Division of Gastrointestinal, Tumor and Endocrine Surgery in 1997. At the time the department had a small number of clinical research projects. Over the years she has grown the department's research and oversees clinical research for nine divisions of surgery. The department currently has over 200 ongoing projects representing over 60 investigators.

There are 2 projects available:

**Post-Award Management:** The current project focuses on the clinical trial process from recruitment/enrollment of patients to invoice/payment from sponsor. This will include analyzing current clinical research processes with a goal of running efficient and effective clinical research projects.

**Study Start-Up:** This project will focus on maximizing efficiency from the time of site selection to initiation of project (enrollment of first patient). This will include analysis of the feasibility of the project, budgeting, required personnel, enrollment goals/timelines and current recruitment processes.

Link to the department web page: <https://medschool.cuanschutz.edu/surgery>

## Mentor Profiles

### Department of Emergency Medicine



Kristin Maestas



Jacob Green



Becky McGowan

The Department of Emergency Medicine has a team of three individuals with over 35 years of experience in academic healthcare and grants management administration. The team includes our Grants Manager, Kristin Maestas, our Assistant DFA, Jacob Green, and our Vice Chair of Finance and Administration, Becky McGowan. The team is ready to train a mentee in accounting, budgeting, research project submission, pre- and post-award grants management, and financial projections.

The Department of Emergency Medicine is an innovative clinical department within the University of Colorado, Anschutz Medical Campus, School of Medicine. The department has a large research portfolio including complex clinical trials, and multi-lab/site projects. The department has a mixture of governmental (NIH and State of Colorado), industry, and DoD funded projects underway which provide a breadth of experience to the administrative grants management team. Areas of research focus include Airway Trauma, Lung Injury and Sepsis Research, Opioid Research, Cardiac Arrest and Resuscitation, Firearm Injury Prevention, Patient Injury Prevention and Translational Research, Innovation and Antidote development, Child Health and Human Development, and Climate Research.

As a fellow within the Department of Emergency Medicine you will partner with our hands on team to learn about the life cycle of a grant (from pre-award through grant closeout). More specifically you will be exposed to the following:

- Budget creation
- Application preparation and submittal
- Account reconciliation
- Audit and forensic accounting
- Clinical trials management
- Financial projections

Links to department research program information:

- Emergency Medicine Research - <https://medschool.cuanschutz.edu/emergency-medicine/research>
- Funded Research - <https://medschool.cuanschutz.edu/emergency-medicine/research/funded-research>
- Faculty Academic Interests - <https://medschool.cuanschutz.edu/emergency-medicine/research/faculty-academic-interests>

Link to department web page: <https://medschool.cuanschutz.edu/neurology/research/clinical-research>

## Mentor Profiles

### ARC Team Department of OB-GYN



Mentor Team Profile (from left to right in picture):

- **Pamela Alvarez, ARC Manager:** With over 8 years in research administration experience, Pamela oversees the programmatic, administrative, and HR aspects of the ARC Team. Additionally, she manages the clinical contract and budget negotiations of industry-sponsored clinical trials and follows these through their lifetime by providing financial updates, projections, and final reconciliations.
- **Jillian Ellermann, Research and Finance Coordinator:** Jillian (Jill) has 3 years of experience with the ARC Team managing regulatory records, coordinating gift card programs, and preparing industry clinical trial invoices. She has training in Lean improvement systems and helped launch Lean principals in a previous role with Denver Health implanting the use of visual management boards and tracking of quality metrics in 17 primary care clinics.
- **Naila Naushad, Regulatory Manager:** Naila oversees the regulatory management of all the clinical trials and human subjects research studies. She is a foreign medical graduate and received her MBBS degree from Kabir Medical College, Pakistan in 2005. She has over 8 years of experience in diverse medical settings, including 5 years spent working as a Physician abroad and 3 years of clinical research and regulatory experience in United States.
- **Greta Devol, PreAward Coordinator:** With 10 years of research administration experience at multiple institutions, Greta assists with the preparation and submission of federal, non-profit, and industry proposals. In the past year, Greta has assisted with complex submissions such as an NIH P50 and investigator initiated clinical trials. She is also responsible for setup of new awards, subcontract administration and sponsor reporting requirements.

Founded in 1949 at the University of Colorado, the Department of Obstetrics and Gynecology focuses on cutting edge translational research with the objective to develop novel interventions in women's reproductive health. Departmental faculty provide a full-spectrum of clinical care for women of all ages, participate in research, and provide education to students and residents.

The Administrative Research Core (ARC) Team is a full-service support team administering the regulatory and financial components of the Ob-Gyn research portfolio. As a team, we provide guidance to the Department on Federal, State, Sponsor, and University policies, facilitate communication with the different offices in the University, as well as communicating with external institutions and sponsors.

Opportunities we can offer a candidate: Hands-on experience in administration of clinical trials, industry and federal sponsors, pre-award, post-award, and regulatory compliance.

Potential special projects: Subcontract management and database update, clinical trial invoicing automation, regulatory annual continuing review process improvement.

Learn more about the ARC Team here: <https://tinyurl.com/365mzzbx>