February 23, 2017

Vance Bauer

Vice President of Research

OCHIN

Portland, Oregon 97201

Dear Mr. Bauer,

I am writing to express my interest in job code 442, Research Associate II for OCHIN. I am completing my PhD in Neuroscience at the University of Oregon in April. The opportunity to involve myself with the Practice-Based Research Network with its diverse stakeholders and clear public health impact matches my career goal of extending my research management skills to contexts beyond the academic environment. I am also interested because of the opportunity to relocate from Eugene to Portland.

Through extensive research experience, I have developed the unique set of skills that would allow me to make a substantive contribution as a Research Associate for OCHIN. Here I aim to broadly outline four skill categories: **research and statistical methods, research administration, team leadership, and communications.**

Eight years of research experience has given me a strong foundation in **research methods and statistical analysis**. For my dissertation work, I designed and directed a 5-year, double blind, randomized crossover study investigating the role of endogenous opioids in meditation analgesia. This project utilized multiple sites, multiple teams, invasive medical procedures, and a challenging community population. I have designed and implemented seven major research projects and contributed to many more. My experience with a wide variety of methods (e.g. functional MRI, event related potentials, neuropharmacology, retrospective chart review, and self-report questionnaires) and *three first author publications* (one published, two under review) demonstrate my ability to quickly gain expertise in new disciplines and design and conduct research. I have advanced statistical training and am proficient with a variety of statistical software including SPSS and Matlab.

As a research scientist, I utilize all of the **research administration** skills needed to successfully complete complex projects: I direct workflow across teams and sites; plan, execute, and monitor study timelines; and manage grant budgets and create compliance documentation. I have done this across multiple projects while managing a substantial teaching load. ­I am proficient at various project management software tools and have a keen interest in how these tools can increase efficiency and communication by optimizing workflow.

During my time at the University of Oregon, I have also had many opportunities to develop my **team leadership** skills. When supervising undergraduate research assistants, I have evaluated job performance, recognized and developed skills, and provided training and constructive feedback. I have also recently taken on a peer-leadership role. Our lab director has recently had reduced availability due to family leave for fall 2016 and sabbatical for winter 2017. In my position as lab manager, I have provided leadership for our group of eight graduate students in his absence. I have implemented a new weekly meeting format to improve communication and productivity, managed aspects of graduate recruitment, and developed the consensus needed to implement laboratory-wide version control.

I also have the highly developed **oral and written communication skills** that are important to research success. I enjoy presenting to peers at scientific conferences and love the challenge of communicating complex scientific concepts to non-expert audiences when teaching Biology courses to non-major undergraduates. I have written two successful grant applications and have extensive experience writing and editing scientific manuscripts. I have taken the lead on writing manuscripts for which I am the first author, written in collaboration with colleagues for joint projects, and directed and edited a manuscript resulting from an undergraduate honors thesis I supervised.

Nearing the end of my doctoral work caused me to reflect on my career goals. Given my interest in the *process* of research with human subjects, I have chosen to forgo the traditional academic path and instead focus on research administration. I am thinking a lot these days about how formal project management concepts might contribute to research success. I have completed a project management professional development course and am investigating the various project management certifications.

I am excited about this position because of the opportunity to expand my research management skills and gain expertise in the adjacent, but new area of public health. Please contact me at 509-499-1070 or [may.lisa2@gmail.com](mailto:may.lisa2@gmail.com) as I would welcome the opportunity to talk more about my interest in OCHIN and how I can be an asset as a research associate.

Thank you

I am writing to express my interest in position IRC56750, Senior Project Manager for the Center for Health Systems Effectiveness. I am completing my PhD in Neuroscience at the University of Oregon in April. The opportunity to manage the Washington state all-payer claims database project with its diverse stakeholders and clear public health impact matches my career goal of extending my project management skills to contexts beyond the academic research environment. I also

appreciate the opportunity to relocate from Eugene to Portland and join the OHSU community.

My experience managing research projects at the University of Oregon has prepared me to lead a project of the scope of the WA-APCD. For my dissertation work, I designed and directed a 5-year, double blind, randomized crossover study investigating the role of endogenous opioid in meditation analgesia. This project utilized multiple sites (one on the University of Oregon campus and one at a private pain management clinic) and multiple teams (undergraduate research

assistants on campus and medical staff at the clinic) as well as invasive medical procedures and a challenging community population. As director of this project I utilized all of the **project management skills** needed to successfully complete a complex project: directed workflow across teams and sites; planned, executed, and monitored study timelines; monitored compliance, research progress and adherence to procedures; managed grant budgets, vendor selection and procurement; and mitigated risk through quality monitoring and contingency planning. I did all this

while concurrently managing other research projects and a substantial teaching load. I am proficient at various project management software tools and have a keen interest in how these tools can increase efficiency and communication by optimizing workflow.

I have the highly developed **oral and written communication skills** that are important to the WA-APCD project success. I enjoy presenting to peers at scientific conferences and love the challenge of communicating complex scientific concepts to non-expert audiences at science outreach events and when teaching Biology courses to non-major undergraduates. I have written two successful grant applications and have extensive experience writing and editing scientific

manuscripts. I honed my visual communication skills, including proficiency in **InDesign** and other graphic design tools, when working in public relationships at a non-profit hospice.

Another important aspect of successfully managing the WA-APCD project will be **team leadership.** During my time at the University of Oregon, I have had many opportunities todevelop my team leadership skills. When supervising undergraduate research assistants, I have evaluated job performance, recognized and developed their skills, and provided training. I have also recently taken on a peer-leadership role. My advisor has had reduced availability due to family leave for fall 2016 and sabbatical for winter 2017. In my position as lab manager, I have provided leadership for our group of eight graduate students in his absence. I have implemented a new weekly meeting format for improved communication and productivity, managed aspects of graduate recruitment, and developed the consensus needed to implement version control.

I want to quickly give you an overview of other essential skills. I routinely use programming languages to create data analysis tools and manage large **databases**. I have **web/communications** experience and some knowledge of **health plans** through my work at Hospice of Spokane, and I can quickly increase my knowledge based on my experience with scientific literature reviews. In my role as a field investigator for the Washington Environmental Biomonitoring Survey, I **travelled widely across Washington state**. This unique combination of experiences positions me to successfully manage the various aspects of the WA-APCD project. I

am excited about this position because of the opportunity to expand my project management skills and gain expertise in the adjacent, but new area of public health. I welcome the opportunity to talk more about my interest in the WA-APCD project and how I can be an asset as project manager

Sincerely,