University of Southern California • Children's Hospital Los Angeles

SCCTSI SOUTHERN CALIFORNIA CLINICAL AND TRANSLATIONAL SCIENCE INSTITUTE

Workforce Development

STRATEGIC IMPACT REPORT

SC CTSI INITIATIVES



2026

YEAR 5 TO DATE REPORT:
JANUARY - SEPTEMBER

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Advancing Workforce Development Through Infrastructure and Innovation

01 LEADERSHIP REFLECTION: BUILDING INFRASTRUCTURE FOR LASTING IMPACT

Over the past year, the SC CTSI Workforce Development Unit has focused on building the infrastructure, systems, and partnerships that will shape the future of clinical and translational research education across Southern California's Clinical and Translational Science Institute. Rather than implementing isolated programs, we have invested in creating a sustainable framework designed to support researchers, staff, and various CTSI teams throughout every stage of educational program development and implementation.

While our efforts have traditionally focused on supporting trainees and emerging investigators, we have re-categorized our offerings to serve principal investigators, co-investigators, research staff, and community members and their unique needs. By creating pathways for engagement across all roles, we are fostering a more connected and inclusive research ecosystem that recognizes the value each stakeholder brings to advancing health research.

These efforts represent more than new programs. They are part of a long-term strategy to establish a scalable infrastructure that can be integrated across all SC CTSI activities, ensuring that workforce development remains embedded in how we support, conduct, and advance translational science. We encourage you to explore the SC CTSI Learning Network, attend our seminars, and visit the training portion of our website to learn more about upcoming initiatives and the many ways to get involved.

Thank you to our investigators, staff, trainees, institutional partners, and collaborators. Your commitment, innovation, and partnership are making this vision possible, and we look forward to continuing this journey together.

Warmly,

Tamara D. Simon, MD, MSPH, FAAP



02 PROGRAM OVERVIEW & PROGRESS

OVERVIEW

The Workforce Development team is dedicated to empowering research professionals, students, and community members through dynamic education, training, and career development opportunities. We deliver engaging learning experiences in a variety of formats, leveraging the expertise of leading experts from across USC and distinguished partners beyond the university to inspire growth, innovation, and career advancement.

RECENT PROGRESS

Throughout the past year, we have laid the groundwork for initiatives that will continue to expand in the coming years. Through the SC CTSI Learning Network, we are strengthening opportunities for centralizing resources, knowledge sharing, and professional development across institutions and disciplines. At the same time, we are enhancing our digital presence through our website and online resources, creating a organized hub that will improve access to training, tools, and opportunities for the broader research community. We currently have **22** active educational programs across the SC CTSI.

FUTURE DIRECTION

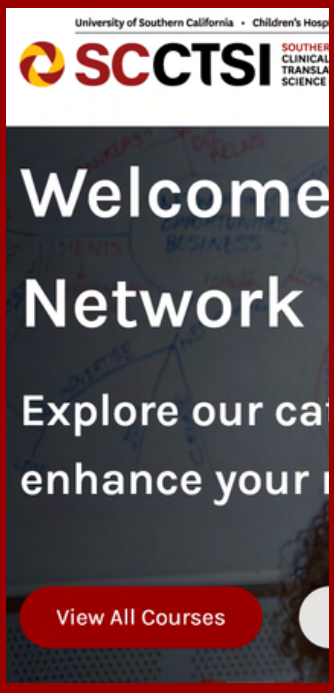
With the foundation laid to grow and harmonize our initiatives, through tools like the Implementation and Program Action Coordination Toolkit (IMPACT) Guide, we are well positioned to continue expanding our programming and reach. Workforce Development aims to launch an additional **18** initiatives in the coming year(s) to further our goals of strengthening the clinical and translational science workforce.





NEW TRAINING AND EDUCATION SECTION OF THE SC CTSI WEBSITE

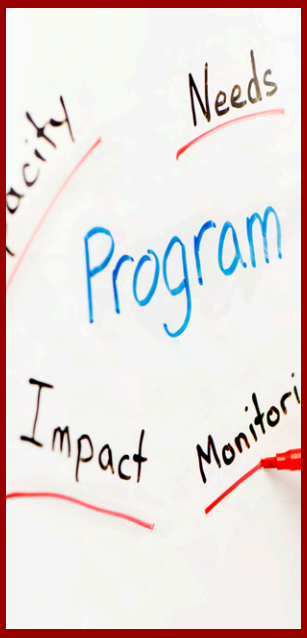
The SC CTSI website underwent significant reorganization in the Training and Education section to organize resources and training opportunities to align with roles, such as PI, Co-I, Research Staff, and Community Members. This reorganization allows for targeted and specific trainings to be searchable by these unique roles, which highlights their varied needs in the translational science landscape. This also creates uniformity with our SC CTSI Learning Network categories for discovering live and asynchronous courses in various content areas.



NEW SC CTSI LEARNING NETWORK

We have successfully implemented a learning management system at SC CTSI to support structured training for investigators, research staff, students and community members. The platform, SC CTSI Learning Network, now offers **53** active courses across CTSI teams, including Regulatory Science, Community Engagement, Team Science and KL2. The SC CTSI Learning Network will help us meet NIH requirements, track learner engagement, and enhance workforce development across our programs and to the wider public.





EXPANSION OF THE IMPLEMENTATION AND PROGRAM ACTION COORDINATION TOOLKIT (IMPACT) GUIDE

The IMPACT Guide is a practical toolkit developed by SC CTSI's Workforce Development program to support the planning, implementation, and evaluation of educational initiatives. Since finalizing the guide in 2026, we have collaborated with **15** teams to utilize the guide to date, participated in an ACTS panel discussion on Translational Science Evaluation, and made available a template and resources for broader CTSA adaptation.



ADVISORY BOARD & ANNUAL RETREAT

We conducted our second retreat in January of 2026 with over **40** attendees who shared valuable insight during the retreat discussions and the follow up survey. We utilized that feedback to inform the CTSI Horizons Special Interest Group topic areas, determine relevant Seminar Series topics, and inform the rollout of the Impact Guide and SC CTSI Learning Network.



03 ACTIVE AND FUTURE EDUCATION INITIATIVES

ACTIVE INITIATIVES



CAPACITY BUILDING AND WD TRAINING PROGRAM FOR CHW/P

Faculty Lead: Nicole Wolfe, PhD

The Capacity Building and Workforce Development Training Program for Community Health Workers and Promotores de Salud (CHW/Ps) is designed to strengthen the CHW/P workforce by providing accessible, competency-based training that supports professional development and career advancement.



EDUCATION RESOURCE CENTER

The Education Resource Center includes previously offered seminars and supplemental content to support education program development, administration, and evaluation.



FUNDAMENTALS OF HEALTH RESEARCH

Faculty Lead: Nicole Wolfe, PhD

The Fundamentals of Health Research Training is designed to expand professional pathways for CHW/Ps into health research by providing foundational research knowledge and applied skills.





EMERGENCY MEDICINE COLLEGIATE PROGRAM FOR RESEARCH (EM-CPR)

Faculty Lead: Elizabeth Burner, MD, MPH, PhD

A year-long professional development pilot program that prepares undergraduate and graduate students to participate in clinical research within the emergency department. Through hands-on experience, participants gain practical skills in patient interaction, research operations, and clinical trial methodology, while contributing to relevant research studies.

SC CTSI HORIZONS SPECIAL INTEREST GROUPS

Faculty Lead: Mimi Kim, MD, MSc

This initiative enhances clinical and translational research by bringing together faculty at all career stages to collaborate in key focus areas such as qualitative research, clinical trials and CHLA Research Data. Leveraging SC CTSI resources, the program supports topic-driven special interest groups and fosters partnerships between USC & CHLA investigators.



ICTR STUDY DESIGN

Faculty Lead: Nhu Tran, PhD, RN, CCRN, CCRP

A 16-week course designed for trainees, faculty, and staff members as a practical introduction to clinical and translational research methods. This course provides a foundation in key components of clinical research design.



KL2

Faculty Lead: Elizabeth Burner, MD, MPH, PhD & Amy West, PhD, ABPP

SC CTSI Learning Network is providing communication channels and materials that support each cohort of early career researchers enrolled in the Mentored Career Development in Clinical and Translational Science (KL2)





ONLINE EDUCATIONAL LIBRARY

Past seminars were catalogued in the Online Educational Library to improve searchability and have been distributed through CTSA networks. This content has been further edited to archive content prior to 2020 and formatted into the SC CTSI Learning Network. All learners in the system are automatically given access to this content on their dashboard.



RESEARCH SUCESS TEAMS (RST)

Faculty Lead: Tamara Simon, MD, MSPH

Equips early career investigators with the skills needed to prepare competitive proposals for career development and research awards. Support includes works in progress sessions, didactic sessions, and an award repository.



RST MENTEE TRAINING

Faculty Lead: Mark Shiroishi, MD & Amy West, PhD, ABPP

AA three-part, six-hour virtual series based on CIMER mentee competencies that prepares mentees to navigate the mentor-mentee relationship. The pilot session is launching in Fall 2026.



RST MENTOR TRAINING

Faculty Lead: Tamara D. Simon, MD, MSPH

This program utilizes the Center for Improvement of Mentored Experiences in Research (CIMER) Mentor Training Program in a three-part, virtual training series on topics related to the mentor-mentee relationship. It is offered twice each academic year.





RESEARCH REVOLUTIONARIES AT BRAVO HIGH SCHOOL

Faculty Lead: Allison Orechwa, PhD, MBA

In this initiative connecting Francisco Bravo Medical Magnet High School students with USC scientists, SC CTSI provides students with 7 Translational Research related workshops covering Translationsl Research careers, research ethics, and professionalism.



SEMINAR SERIES

Faculty Lead: Eric Pedersen, PhD

This seminar series delivers expert-led sessions to support clinical and translational researchers through professional development, interdisciplinary collaboration, and innovation.



TEAM SCIENCE RESOURCES & EDUCATION

Faculty Lead: Mayla Boguslav, PhD

An educational and community building initiative that supports skill-building on evidenced-based team science best practices for greater research and real-world impact. This initiative includes monthly seminars, interactive workshops and resources for teams exploring team science topics.



TRANSLATIONAL SCIENCE RESOURCES & EDUCATION

Faculty Lead: Mayla Boguslav, PhD

An educational and community building initiative that supports knowledge and skill-building for Pilot applicants, K scholar applicants, SC CTSI team members, and anyone else interested in translational science.



IN DEVELOPMENT & FUTURE INITIATIVES

These are education and training initiatives in which CTSI Learning Network presence, Impact Guide and/or website updates are in development or will be started in the coming year(s).

- BERD Grant Writing Program
- Clinical Research Support - Clinical Research Coordinator Enrichment Series
- Clinical Research Support - Clinical Trialist 101
- Clinical Research Support - Project Manager Mentorship
- Clinical Research Support - Professional Certification
- Communications Training
- Community Engagement/Researchers - CE Overview
- Community Engagement/Researchers - CAB Toolkit
- Community Engagement/Researchers - Fundamentals of CE Research
- Community Engagement - Community Reviewer Training Program
- CSULA Internship
- Data Science Training
- Dissemination & Implementation (D&I) Training
- Library Resources
- Qualitative Research Training
- Quality Management Training
- Regulatory Science Training
- SC Healthcare Delivery Science (HDS) Certificate Program
- Seminar Series - Research Ethics
- The Hub
- Translational Research (TR) Training at Schaeffer Center



05 STAKEHOLDER FEEDBACK

WE ASKED OUR WD BOARD MEMEBERS TO SHARE FEEDBACK IN THESE AREAS TO INFORM FUTURE PLANNING:

WHAT ARE THE TOP 3-5 OBSTACLES YOUR GROUP IS FACING THAT MAY AFFECT THE EFFICIENCY, QUALITY, OR IMPACT OF THE RESEARCH, PROGRAMS, AND/OR SERVICES YOU PROVIDE?

1. **Staffing Capacity & Retention**
   - Limited capacity, skill gaps, and high turnover
2. **Centralized Guidance & Resources**
   - Lack of standardized workflows, toolkits, and curriculum-development support
3. **Cross-Institutional Coordination**
   - Siloed communication across Keck, CHLA, and LAG
4. **Administrative & Statistical Support**
   - Limited resources, unclear access pathways, and high administrative burden

WHAT ARE THE TOP 3-5 OPPORTUNITIES YOU SEE FOR YOUR GROUP TO DO SOMETHING NEW IN THE COMING YEAR?

1. **Expand Micro-Trainings**
   - Develop targeted trainings in high-demand topics
2. **Strengthen Evaluation**
   - Streamline evaluation and integrate findings into reporting
3. **Expand IMPACT Guide Integration**
   - Embed the IMPACT Guide across existing and new programs



05 STAKEHOLDER FEEDBACK

THANK YOU TO ALL OUR WORKFORCE DEVELOPMENT ADVISORY BOARD MEMBERS FOR YOUR CONTRIBUTIONS!

ATU AGAWU, JOSE-LUIS AMBITE, TOM BUCHANAN, ANNA CUSHING, DAVID FRIEDLAND, SABRINA DERRINGTON, JENNIFER DINALO, JEANNE DZEKOV, ELIZABETH BURNER, ESTEBAN FERNANDEZ, FRANK GONZALEZ, LORRAINE KELLEY-QUON, MIMI KIM, MICHELE KIPKE, ROHIT KOHLI, WENDY JEAN MACK, KAREN NIEMEIER, ARIADNA PADILLA, MELISSA RAMOS, ANITA SCHMIDT, SAIRA SHAH, BETH SMITH, NORAH TERRAULT, NHU TRAN, NICOLE WOLFE, ALLISON ORECHWA, AMY WEST, ERIC PEDERSEN, SAIRA SHAH, ALAN WAYNE, MARK SHIROISHI, AMYTIS TOWFIGHI, ROY POBLETE, CLAUDIA TEJEDA, EUNJOO PACIFICI, MICHAEL GORAN, NICKI APAYDIN, VIRGINIA MASON, DARIO KUZMANOVIC, ABBEY MASONBRINK, PAT LEVITT, CHRISTINE BOYES, IVY HOANG, ERIN DUFFY

AND THANK YOU TO OUR STAKEHOLDER ADVISORY COMMITTEE REPS:

HILLARY WEISSMAN, MELISSA RAMOS, RIMA JUBRAN & NORAH TERRAULT



04 ADDITIONAL RESOURCES & SUPPORT

SC CTSI WEBSITE

SC CTSI LEARNING NETWORK

2025 ANNUAL SC CTSI IMPACT REPORT

WD@SC-CTSI.ORG