UC San Diego Research Administration Training Program Charter

OUTLINE OF CONDITIONS FOR THE RESEARCH ADMINISTRATION TRAINING PROGRAM AT UC SAN DIEGO

NICOLE JOYCE, MBA
# Table of Contents

Purpose ................................................................................................................................. 2
Objectives .............................................................................................................................. 2
Justification .......................................................................................................................... 2
Deliverables / Scope ............................................................................................................. 3
Out of Scope .......................................................................................................................... 4
Project Risks .......................................................................................................................... 4
Change Management .......................................................................................................... 4
Training and Development Models ...................................................................................... 5
  Successive Approximation Model (SAM) .......................................................................... 5
  Curation Model ................................................................................................................. 5
  Kirkpatrick's Model .......................................................................................................... 5
Resources ............................................................................................................................... 6
  Staff ..................................................................................................................................... 6
  System and Tools ............................................................................................................... 7
Sponsorship and Leadership ................................................................................................. 7
Approval ................................................................................................................................. 7
Appendix ................................................................................................................................. 8
  Research Administration Training at UC San Diego Paper ............................................... 8
  Research Administration Training at UC San Diego Summary ......................................... 8
  IdeaWave Topics .............................................................................................................. 8
  Institute for Credentialing Excellence (ICE) Defining Features of Quality Certification and Assessment-Based Certificate Programs ......................................................... 8
  Sponsored Research Administrator Matrix & Job Cards .................................................... 8
  UC San Diego Research Administration Training Program Analysis ................................. 8
Purpose
The purpose of this project is to create a comprehensive enterprise-wide research administration educational certification program that establishes and maintains individual and organizational learning and knowledge about research administration topics, programs and systems.

Objectives
In creating the Research Administration Training Program there are five primary objectives:

- Skills Acquisition
  - To build, establish and maintain research administrators skills and abilities
- Knowledge Acquisition
  - To build, establish and maintain research administrators information and knowledge in order to better perform the functions of the job
- Problem Solving and Affective Learning (Behavior)
  - To cultivate and transfer methods of dealing with work and management issues
- Talent Retention
  - To retain talented employees
- Professional Growth and Development
  - To provide professional development opportunities for research administration staff

Justification
The University has invested resources into this UC San Diego Research Administration Training Program project for the following reasons per the Research Administration Training at UC San Diego Paper and topics brought forth by IdeaWave:

UC San Diego has experienced tremendous growth in research activity over the last decade with total sponsored research funding surpassing $1 billion in 2010. The growth in both volume and complexity of research activities has led to increased scrutiny and demand for accountability from constituencies and federal sponsors, while UC San Diego has been under pressure to maintain or even reduce administrative costs.

In this current climate of higher workloads and budget uncertainties, several UC San Diego managers within Academic Affairs have expressed concern that it is much more challenging to recruit, develop, and retain highly competent research administrators (especially fund managers) who have the training and resources needed to learn and perform core functions of the job.

Lack of coordinated and centralized training options is problematic from a number of perspectives:

- Department training resources and expertise may vary leading to inconsistent training practices across departments
- Gaps in staff training may lead to costly transactional and budgetary mistakes
- UC San Diego may face greater audit risk due to mistakes and lack of consistent training
- UC San Diego could suffer loss of funding due to bad audit findings and loss of UC reputation

In sum, it is an inefficient use of time and resources for departments to create and maintain their own separate sets of training materials that may or may not be consistent with federal and UC policies and
best practices relating to sponsored research. Current practices, including but not limited to, content on Blink and fragmented trainings are not meeting the needs outlined above. UC San Diego needs a coordinated research administration training program to address and meet the institution’s needs.

By offering a cohesive certification program it:

- Reduces cost and administrative burden on departments and central offices from having to develop and maintain it
- Avoids duplicative and conflicting information
- Minimizes subject matter expert (SME) resource drain/over allocation

**Deliverables / Scope**

Deliverables and scope will be handled using a short term and long term approach so that immediate needs can be met while allowing time to scale the program to meet long term objectives. This will help mitigate scope creep while still offering immediate deliverables. All trainings should have a direct correlation with research and research administration.

- **Short Term Scope**
  - Targeted trainings for Fund Managers or equivalent positions will include technical and soft skills and will be more reflective of an assessment-based certificate program (see the Institute for Credentialing Excellence (ICE) document)

- **Long Term Scope**
  - The program will be scaled appropriately over time and may require additional resources in order to address all campus-wide research administration positions and would strive progress into and reflect a full certification program (see the Institute for Credentialing Excellence (ICE) document)
Content will be developed collaboratively with the UC San Diego research administration community and SMEs and will contain, but not be limited to: pre-award, post-award, compliance information, research administration tools and systems, will correspond with the Sponsored Research Administration Human Resources Career Track (see the Sponsored Research Administrator Matrix and Job Cards) and may leverage existing training content and materials from both internal and external sources.

Out of Scope
The following items are out of scope for this project:

- General software skills training (Microsoft Word, Excel, Outlook, etc.)
- General professional development (leadership, change management, supervisory training, etc.)
- General mandatory compliance based training (sexual harassment, cyber safety, etc.)

Project Risks
Several project risks have been identified, which include but are not limited to:

- Resources
  - Insufficient dedicated resources and dependencies on SME’s time, commitment, cooperation, coordination and buy in
- Timeline for Deliverables
  - Quick turnaround time of short term deliverables within 9-12 months of project kickoff
- Scope/Prioritization
  - Possible competing objectives and priorities before program can scale
- Jurisdiction
  - Many trainings have sprung up organically out of need, but now will need to be integrated into this broader initiative, which may feel like conflicting or duplicative work

Change Management
Change management will be handled according to the Prosci A.D.K.A.R. model:

- Awareness
  - Awareness of the need to change
- Desire
  - Motivation and ultimate choice to support and participate in a change
- Knowledge
  - How to implement a change
- Ability
  - Capability to implement the change and achieve the desired performance level
- Reinforcement
  - Actions and events that strengthen and reinforce the change
Training and Development Models

Successive Approximation Model (SAM)
The SAM model will be used in conjunction with Agile components for the overall project management.

![Successive Approximation Model (SAM)](Image from Michael Allen’s book Leaving ADDIE for SAM Slide Share)

Curation Model
A modified content curation model will be used to accumulate, apply and leverage existing content per the Association for Talent Development (ATD) Four Is.

- Inspiration
  - Information as a trigger or hook to inspire action or deeper involvement
- Instruction
  - Baseline upon which to develop new courses, blending internal and external resources and assist with cost reduction
- Implementation
  - Utilize curated content as a tool for getting the job done and collaboration
- Integration
  - Participate in the learning process by curating new ideas and applying context to demonstrate job application of new insights

Kirkpatrick’s Model
Kirkpatrick’s four level model will be used for evaluating the training program.

- Reaction
  - To what degree participants react favorably to the learning event(s)
- Learning
  - To what degree participants acquire the intended knowledge, skills and attitudes based on participation in the learning event(s)
- Behavior
  - To what degree participants apply what they learned during training when back on the job
- Results
  - To what degree targeted outcomes occur as a result of learning event(s) and subsequent reinforcement
Resources
Project resources include the people and systems that will allow us to provide project deliverables.

Staff
A work group of subject matter experts (SMEs) will be assembled to assist with the creation, coordination and implementation of deliverables. The group will consist of members that represent all three Vice Chancellor areas, Fund Managers or equivalents, Management Services Officers (MSOs)/Departmental Business Officers (DBOs) or equivalents, at least one human resources representative and will have Central Office representatives as appropriate.

This group will also strive to have representation from both Departments and Organized Research Units (ORUs) as well as active Organized Research Unit Business Administrators (ORUBA) and/or Academic Business Administrators (ABA) members to provide a balanced team of campus-wide representation.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicole Joyce</td>
<td>Research Administration Training Program</td>
<td>Office of Research Affairs (ORA)</td>
</tr>
<tr>
<td>Jennifer Louie</td>
<td>Sponsored Project Manager</td>
<td>Div. of Biological Sciences</td>
</tr>
<tr>
<td>Maryam Attari</td>
<td>Chief Financial Officer/ Assistant DBO</td>
<td>Div. of Biological Sciences</td>
</tr>
<tr>
<td>Anton Del Rosario</td>
<td>Fund Administrator</td>
<td>Mechanical/Aerospace Engineering</td>
</tr>
<tr>
<td>Nancy Lee</td>
<td>Business Office Manager</td>
<td>CALIT2</td>
</tr>
<tr>
<td>Rachel Sievert</td>
<td>Assistant Director</td>
<td>OCGA</td>
</tr>
<tr>
<td>Brianne Decker</td>
<td>Senior Admin Analyst-Supervisor</td>
<td>VCHS Research Service Core</td>
</tr>
<tr>
<td>Wella Garcia</td>
<td>Div. Senior Award Accountant</td>
<td>OPAFS</td>
</tr>
<tr>
<td>Janet Matsumoto</td>
<td>Financial Manager</td>
<td>IGPP/GRD</td>
</tr>
<tr>
<td>Judy Cheng</td>
<td>Principal Contract/Grant Officer</td>
<td>SIO-OCGA</td>
</tr>
<tr>
<td>Jasmyn Hornbuckle</td>
<td>Research Administrative Analyst</td>
<td>Physical Sciences</td>
</tr>
<tr>
<td>Stacey McDermaid</td>
<td>Senior HR Analyst</td>
<td>VC Research</td>
</tr>
<tr>
<td>Fernando Mares</td>
<td>Financial Manager</td>
<td>Medicine</td>
</tr>
<tr>
<td>TBN</td>
<td></td>
<td>Social Sciences</td>
</tr>
</tbody>
</table>

Additional training and development assistance/support will be provided by experienced members of the Office of Research Affairs team.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kepa Francisco</td>
<td>Supervisor – Training &amp; Communications</td>
<td>eRAP/ORA</td>
</tr>
<tr>
<td></td>
<td>Analyst</td>
<td></td>
</tr>
<tr>
<td>Pammie Carrico-Tallarida</td>
<td>Help Desk Analyst</td>
<td>eRAP/ORA</td>
</tr>
<tr>
<td>Stefani McCloskey</td>
<td>Help Desk Analyst</td>
<td>eRAP/ORA</td>
</tr>
</tbody>
</table>
System and Tools
Training systems/tools to be used in this project include, but may not be limited to:

- Blink (Campus Management System (CMS))
- UC Learning a.k.a. Sum Total (Learning Management System (LMS))
- Captivate or other (Mobile Learning Software)
- SharePoint (Internal Project Management/Collaboration Site and Document Repository)
- Microsoft Office (including MS Project and Visio to produce deliverables)
- Adobe Photoshop (Image Editing and Creation)
- Readytalk (for remote conferencing)
- Skype for Business (for remote collaboration)
- Others (tools such as polling software, eLearning gamification templates and more may be used on an as-needed basis)

Sponsorship and Leadership
The Office of Research Affairs is responsible for overseeing the implementation of the UC San Diego Research Administration Training Program, prioritizing training modules, championing campus-wide research administration training needs, removing impediments to achieving training objectives and resolving governance issues as they arise. Current members include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marianne Generales</td>
<td>Assistant Vice Chancellor</td>
<td>AA/ORA</td>
</tr>
<tr>
<td>Sandra Brown</td>
<td>Vice Chancellor of Research</td>
<td>AA/ORA</td>
</tr>
</tbody>
</table>

Other potential sponsorship/involvement includes:

- Standing Committee on Service and People Oriented Administrative Culture (SC-SPOC)
- Organized Research Unit Business Administrators (ORUBA)
- Academic Business Administrators (ABA)

Approval
By signing this document, the following individuals agree that they have reviewed the information contained in this project charter and give their approval to formally begin the project.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Approval Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marianne Generales</td>
<td>Assistant Vice Chancellor, Research Affairs</td>
<td>3/10/2016</td>
</tr>
</tbody>
</table>
Appendix

Research Administration Training at UC San Diego Paper
A paper on the background and need for a more coordinated and developed approach to delivering research administration training at UCSD.

Research Administration Training at UC San Diego Summary
A summary of the Research Administration Training at UC San Diego Paper.

IdeaWave Topics
Ideas per the CCRAB campaign in IdeaWave formed a concept, which has since been refined based on discussions during SC-SPOC meetings. Sandy Brown mentioned that the grants training efforts (Research Administration Training Program) in the Office of Research Affairs could be a good model to support these concepts.

Regarding the IdeaWave submissions mentioned, there were 7 ideas in the CCRAB campaign that were related to this topic originally:

*note login required

- Centralize Training Information
- Create a campus-wide Knowledge Base
- Create a Campus Centric Records Center
- Service Now - Group Access
- Building bridges of communication
- Administrative Bridge
- Streamline Grant and Paper Submissions

Institute for Credentialing Excellence (ICE) Defining Features of Quality Certification and Assessment-Based Certificate Programs
Document outlining the defining qualities of certification and assessment-based certificate programs.

Sponsored Research Administrator Matrix & Job Cards
Career track matrix for development of sponsored research administrators along with corresponding job cards for each position in the track (with the exception of Principal Analyst or MSO).

UC San Diego Research Administration Training Program Analysis
Research of comparative institutional programs and inventory of UCSD research related trainings. This document is subject to change as additional information is gathered.