



UC San Diego Research Administration Training Program Charter

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

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 for Academic Affairs	8
UC San Diego Research Administration Training Program Research & Resources	8
Revision Notes.....	9

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.

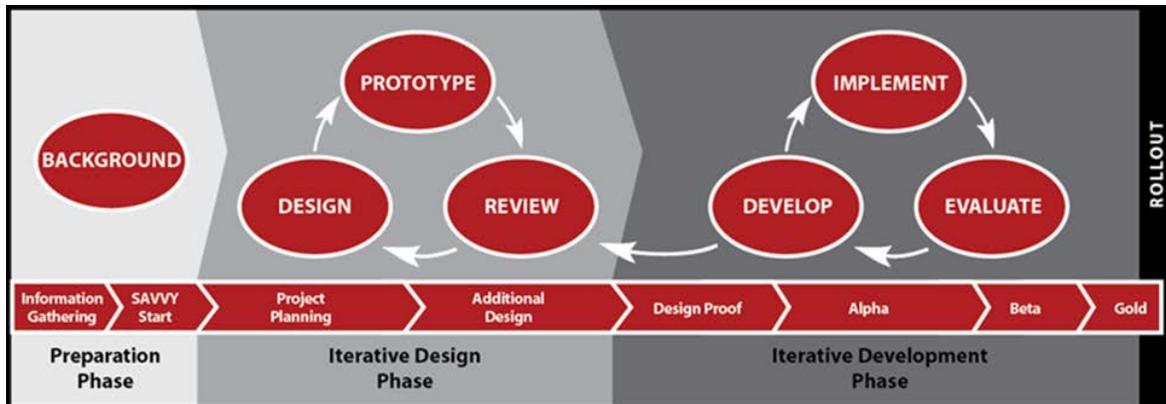


Image from [Michael Allen's book Leaving ADDIE for SAM Slide Share](#)

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.

Name	Title	Department
Nicole Joyce (Chair)	Research Administration Training Program Manager	Office of Research Affairs (ORA)
Jennifer Louie	Sponsored Project Manager	Div. of Biological Sciences
Maryam Attari	Chief Financial Officer/ Assistant DBO	Div. of Biological Sciences
Anton Del Rosario	Fund Administrator	Mechanical/Aerospace Engineering
Dani Elias	Asst. Business Officer	CALIT2
Ross Dammann	Manager/Business Systems	OCGA
Brianne Decker	Senior Admin Analyst-Supervisor	VCHS Research Service Core
Wella Garcia	Div. Senior Award Accountant	OPAFS
Janet Matsumoto	Financial Manager	IGPP/GRD
Judy Cheng	Principal Contract/Grant Officer	SIO-OCGA
Jasmyn Hornbuckle	Research Administrative Analyst	Physical Sciences
Stacey McDermaid	Senior HR Analyst	VC Research
Fernando Mares	Financial Manager	Medicine
Greg Buchanan	Manager	Audit & Management Advisory Services
Bell Chang	Auditor	Audit & Management Advisory Services
Yvette Obando	Senior Analyst Supervisor	VCHS Research Service Core

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

Name	Title	Department
Pam Tallarida	Sr. Training & Client Support Analyst	ORA
TBN	Training & Client Support Analyst	ORA

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:

Name	Title	Department
Marianne Generales	Assistant Vice Chancellor	AA/ORR
Sandra Brown	Vice Chancellor of Research	AA/ORR

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.

Name	Title	Approval Date
Marianne Generales	Assistant Vice Chancellor, Research Affairs	3/10/2016

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 CCRA 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 CCRA 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 for Academic Affairs](#)

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 Research & Resources](#)

Research of comparative institutional programs and inventory of UCSD research related trainings. *This document is subject to change as additional information is gathered.*

Revision Notes

Date	Revision Notes	Version
7/6/2016	Updated to reflect changes in the work group members under Resources, include cover page image and revision notes section	2.0
8/24/2016	Updated to reflect changes in the work group members under Resources	2.1