UC San Diego Research Administration Training Program

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Research Administration Training Program Manager
Office of Research Affairs
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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

Knowledge Acquisition

Skills Acquisition

Problem Solving and Affective Learning (Behavior)

Talent Retention

Professional Growth and Development
Justification (Problem)

UC San Diego sponsored research funding surpassed $1 billion in 2010. This growth in volume and complexity has led to increased scrutiny and demand for accountability from constituencies and federal sponsors, while under pressure to maintain or reduce administrative costs.

Lack of coordinated and centralized training options is problematic because:

- 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
- Greater audit risk due to mistakes and lack of consistent training
- Could suffer loss of funding due to bad audit findings and loss of UC reputation

See the RA Training Paper, Summary and Research
Justification (Solution)

Inefficient for departments to create and maintain their own separate sets of training materials that may not be consistent with federal and UC policies and best practices. Current practices are not meeting needs. 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
- Managed by a training and development professional

See the RA Training Paper, Summary and Research
Managing Expectations
Deliverables / Scope

All trainings should have a direct correlation with research and research administration.

Short term and long term approach so immediate needs can be met while allowing time to scale the program to meet long term objectives.

Mitigate scope creep while still offering immediate deliverables.
Out of Scope

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.)
Deliverables / Scope – Long Term

Research Administration Training Program

Department
- Fund Manager (or equivalent)
- MSO/DBO (or equivalent)
- General Campus
- SIO
- HS

Central Office
- PI
- OCGA
- HSSPPO
- SIO-OCGA
- OPAFS
- Other
Deliverables / Scope – Short Term

Research Administration Training Program

Department
- Fund Manager (or equivalent)
- MSO/DBO (or equivalent)

Central Office
- PI
- OCGA
- HSSPPO
- SIO-OCGA
- OPAFS
- Other

General Campus
- SIO
- HS

General Campus
- SIO
- HS
General Information

Will cover Pre-Award, Post-Award, Compliance, Tools and Systems
Align with Sponsored Projects Lifecycle
Will be applicable to all VCs Areas
Will leverage and collaborate with existing UCSD training content and materials
Will leverage existing external resources (i.e. NCURA, etc.)
Aligns with HR Career Tracks for Sponsored Research Administrators, Individual Development Plans and Learning Road Map
**Fund Manager Training Module**

### Proposed Classification Matrix for Sponsored Research Administrators

<table>
<thead>
<tr>
<th>Job Level (Career Tracks)</th>
<th>Education (Career Tracks)</th>
<th>Generic Scope (Career Tracks)</th>
<th>Tracks Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry</td>
<td>Bachelor's degree in and/or equivalent experience/tra</td>
<td>Entry-level professional or no prior experience, professional concepts to problems of limited accessibility, works on diverse assignments that are in nature, requiring time and decision making.</td>
<td>Develops and oversees proposals, awards and allocations related to research programs and compliance with institutional policies and regulations.</td>
</tr>
<tr>
<td>Level 1: Basics</td>
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<tr>
<td>Level 2: Intermediate</td>
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<tr>
<td>Level 3: Experienced</td>
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<tr>
<td>Level 4: Advanced</td>
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#### Request Summary

- **Job Description No:** 302989
- **Version:** 1
- **Previous Job No:**
- **Position Control No:** 1

**Research Administrator, Specialist 1**

- Based on job card #302989

**Admin Spec**

- Background Check: Yes
- Supervision Name: Incumbent Name
- Incoming Name: New Position
- Current Title: Incumbent Title
- Requested Title: Requested Title

**Department Class**

- Department Class: Ross, Steven M.
- Approved Title: Approved Title
- Effective Date: Admin Spec

**Important Info**

- This job description is sponsored by the EVC area and coordinated by departments.

**Pre-Award Processes**

- **Pre-Award Applications - All Sponsors & Proposal Types**
  - Detailed Process:
  - Proposal Request
  - Budget
  - Internal Forms excluding PI Exception
  - Sponsor Form Completion
  - JIT (Due in Time)

- **Pre-Award Clinical Trials**
  - PI Initiated
  - Sponsor Initiated

- **Pre-Award Confidential Disclosure Agreement (CDA) Process Application**
  - Internal Form
  - Proposal & VCOH Bus Con
  - Application/External Form
  - VMIF Packet
  - Process VA Packet

- **Pre-Award PA Process**
  - Application/Prop Request Including Budget for all sponsor types
  - Complete Internal Forms
  - Complete Sponsor Application Forms

- **Pre-Award IPA Process**
  - PI Initiated
  - Sponsor Initiated

- **Pre-Award Sub Contract** (UCSD Prime - UCSD is giving $)
- **Pre-Award Sub Contract** (UCSD Subprime - UCSD is giving $ from a sponsor)

See Academic Affairs Classification Matrix and corresponding Job Cards for Sponsored Research Administrators.
Fund Manager Training Module

Level 1: Basics
- No Pre-requisites
- Core Competencies Coursework
  - Class 1
  - Class 2
- Electives
  - Class 1
  - Class 2
- Certificate of Completion

Level 2: Intermediate
- Pre-requisite (Level 1)
- Core Competencies Coursework
  - Class 1
  - Class 2
- Electives
  - Class 1
  - Class 2
- Certificate of Completion

Level 3: Experienced
- Pre-requisite (Level 1 & 2)
- Core Competencies Coursework
  - Class 1
  - Class 2
- Electives
  - Class 1
  - Class 2
- Certificate of Completion

Level 4: Advanced
- Pre-requisite (Level 1, 2 & 3)
- Core Competencies Coursework
  - Class 1
  - Class 2
- Electives
  - Class 1
  - Class 2
- Certificate of Completion

*Materials and assessments will correspond as needed*
Fund Manager Training Module

Completion of all 4 Levels =
UC San Diego
Sponsored Research Administrator Certification

*Materials and assessments will correspond as needed
Current RA Training

- Research A-Z
- OPAFS STaRT
- Other

Existing Content
Future RA Training

Existing Content

Collaborate, Curate

and...

Incorporate

RA Training Program
Timeline 2016

Jan-Mar
- Information Gathering & Research
- Program Kick Off
- Project Planning & Infrastructure
- Conduct Outreach

Apr-May
- Assemble Work Group & Resources
- Conduct Additional Needs Analysis (if applicable)
- Design Program Content

Jun-Jul
- Design Program Content – cont’d
- Prototype Content
- Review Content
- Additional Design & Revisions as Needed
- Develop Proof

Aug-Sept
- Implement Trainings
- Review Feedback
- Make Adjustments as Needed

Oct-Dec
- Evaluate
- Redesign as needed
- Continue to Develop and Implement Trainings

*may be subject to change*
Training and Development Models

Successive Approximation Model (SAM) for overall project management

Curation Model to apply and leverage existing content

Kirkpatrick’s Model for evaluation

Image from Michael Allen’s book Leaving ADDIE for SAM slide share
Blended Learning Solution

Active Teaching Methods
- Teaching Others (90%) (application of real situation)
- Practice Doing (75%)
- Discussion (50%)

Passive Teaching Methods
- Demonstration (30%)
- Audio-Visual (20%)
- Reading (10%)
- Lecture (5%)
Blended Learning Solution

Instructor Led
mLearning
Simulation
Coaching
Mentoring
Training ‘on the job’
Self-Study (e.g. books, videos)
Cross Training

Case Studies
Job Aids
Handouts
Online Reference Materials
Manuals
Assessment
Evaluation
Measuring Success

Based on Kirkpatrick’s Model Four Level Evaluating Program

- **Results**: Links training to business and organizational performance
- **Behavior**: Observation or Interview, may involve support from manager or supervisor
- **Learning**: Assessment or test before and after training
- **Reaction**: “Happy Sheets” immediately after training
Resources

Work Group made of subject matter experts (SMEs) to assist with the creation, coordination and implementation of deliverables.

This group will be made up of the following representatives:

- All three VC areas (General Campus, SIO and Health Sciences)
- Departments, ORUs and Central Offices
- Fund Managers and MSO/DBO/CAOs (and/or equivalent positions), preferably members of either ORUBA and/or ABA
- At least one HR representative
- Primary areas of Academic Affairs (i.e. Physical Sciences, Social Sciences, Biological Sciences and Engineering)

*Note broader audiences may be engaged in other capacities and further in the future as the program develops*
## Resources

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Nicole Joyce (Chair)</td>
<td>Research Admin Training Program Manager</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>Jasmyn Hornbuckle</td>
<td>Research Administrative Analyst</td>
<td>Physical Sciences</td>
</tr>
<tr>
<td>Brianne Decker</td>
<td>Senior Admin Analyst-Supervisor</td>
<td>VCHS Research Service Core</td>
</tr>
<tr>
<td>Fernando Mares</td>
<td>Financial Manager</td>
<td>Medicine</td>
</tr>
<tr>
<td>Janet Matsumoto</td>
<td>Financial Manager</td>
<td>IGPP/GRD</td>
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<tr>
<td>Rachel Sievert</td>
<td>Assistant Director</td>
<td>OCGA</td>
</tr>
<tr>
<td>Wella Garcia</td>
<td>Div. Senior Award Accountant</td>
<td>OPAFS</td>
</tr>
<tr>
<td>Judy Cheng</td>
<td>Principal Contract/Grant Officer</td>
<td>SIO-OCGA</td>
</tr>
<tr>
<td>Stacey McDermaid</td>
<td>Senior HR Analyst</td>
<td>VC Research</td>
</tr>
</tbody>
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Systems and Tools

- **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
- **MS 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 interactive polling software, eLearning gamification templates and more may be used on an as-needed basis
Project Risks

Resources

Timeline for Deliverables

Scope/Prioritization

Jurisdiction
Change Management

Trying to align with best practices not just “the way we have always done things”

Will use Prosci A.D.K.A.R. model:
- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement
Sponsored By...

**Office of Research Affairs**
- Marianne Generales, Assistant Vice Chancellor of Research
- Sandra Brown, Vice Chancellor of Research

**Affiliate Sponsorship**
- [Standing Committee on Service and People Oriented Administrative Culture (SC-SPOC)](#)
- [Organized Research Unit Business Administrators (ORUBA)](#)
- [Academic Business Administrators (ABA)](#)
Summary

The goal is to make this a world class RA certification program that echoes the prestige of UC San Diego and the $1 billion a year research effort it supports and set the tone and example in order to be a leader that others will look to as best in class.
For more information...

Visit:  
http://blink.ucsd.edu/go/ra-training

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