

Structuring
Professional
Development
Programs to
Cultivate a
Vibrant Learning
Community



What We Will Prepare to Do Today

Learning Objectives

- ▶ Identify specific modes of professional education
- ▶ Provide expertise and initiative for the research administration community

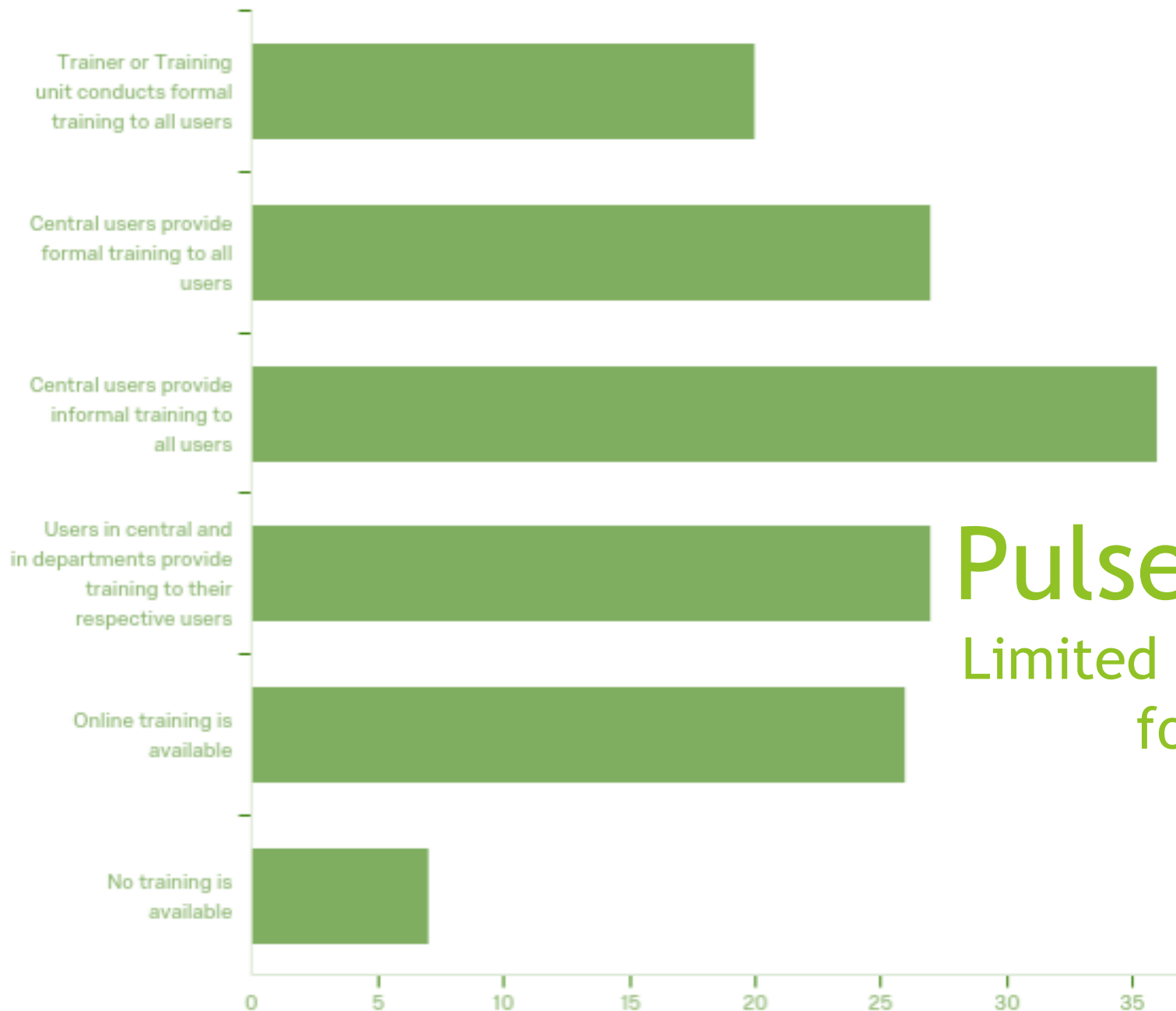




Key Questions for This Session

- ▶ **What** do Research Administrators at my institution need to know and what competencies do they need to succeed?
- ▶ **How** would they best learn each?
- ▶ **Who** could lead, facilitate, or provide expertise for each of these professional education offerings?

How can we structure these pieces together in a way that will cultivate a vibrant learning community?



Pulse Data

Limited Resources for Training

Current Strengths:

What & How Research Administrators Learn at Your Institution

- ▶ If I came to your institution today, **what** could I learn about research administration without having to figure it out by myself?
- ▶ **How** would I learn this information or skillset?
- ▶ From **whom** would I learn it?



Take a Step Back: How Do People Learn?

- ▶ Learning = struggling
 - ▶ to figure out how to solve a problem that matters to you, and
 - ▶ to practice making your brain locate the information again (recall)
- ▶ There is a limit: “frustration”
 - ▶ Frustration = “The struggle is impossible and I give up”
- ▶ So we need to think not just about **what** people need to know but **how** they can best learn it - about the specific mode of professional education that will allow productive struggle but not frustration



A Vibrant Learning Community: A Case Specific Modes of Professional Education Across Career

Explore

Research
Administration
Mentoring Program
(RAMP): Exploring
Research
Administration Track

Join

Research
Administration
Mentoring Program
(RAMP): RAs New to
Tufts Track

Orientation Day 0:
Welcome to Research
Administration

Orientation Day 1:
Welcome to Research
Administration at
Tufts

Grow

Research
Administration
Mentoring Program
(RAMP): Milestone
Track (includes CRA
Study Group)

Partnering Across
Research Topics
(PARTs) Workshop
Series – all campuses

RA Resource Portal
(online learning)

Systems & Process
Launch Labs

RAD Day

Lead

Research
Administration
Mentoring Program
(RAMP) Mentor
Training & Mentor
Cohort

Standing Committee
on Research
Administration &
Development (RAD)
Processes

Talk to Us Podcast
DELTA Committee

A Vibrant Learning Community: A Case Specific Modes of Professional Education

Explore

Research
Administration
Mentoring Program
(RAMP): Exploring
Research
Administration Track



Goal: Understand what research administrators do and decide whether the profession would be a good career fit

- **Online learning**
(content by RAMP committee, designed by learning team)
 - **Career counseling**
(partnership with Human Resources)
 - **Competency assessment**
(partnership with Human Resources)
 - **Job shadowing**
(led by established RAs)
- Program overseen by RAMP Committee**



A Vibrant Learning Community: A Case

Specific Modes of Professional Education

Explore

Goal:
Identify key
people,
concepts, &
systems to
launch a
successful
RA career
at this
institution

Join

Research
Administration
Mentoring Program
(RAMP): RAs New to
Tufts Track

Orientation Day 0:
Welcome to Research
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Orientation Day 1:
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Tufts

- Peer cohort learning
(led by established RA
mentor cohort, overseen
by RAMP Committee)
- Workshop: teaching,
discussion, exercises
(content by RAD
leadership, led by
facilitator/ trainer)
- Workshop: teaching,
discussion, labs
(led by RAD leadership &
facilitator/trainer)

A Vibrant Learning Community: A Case

Specific Modes of Professional Education

Explore

Join

**Goal: Develop/demonstrate
RA competencies**

- **Workshops: teaching, discussion, exercises**
(content by RAD leadership & Standing Committee, led by expert RAs & facilitator/trainer)
- **Online learning**
(content by expert RAs, design by learning team)
- **Discussion, exercises**
(by/for RA community)

Grow

Research Administration Mentoring Program (RAMP): Milestone Track (includes CRA Study Group)

Partnering Across Research Topics (PARTs) Workshop Series – all campuses

RA Resource Portal (online learning)

eRA Systems & Process Launch Labs

RAD Day

- **RA mentee (or mentee cohort) works toward milestone (led by RA mentor, overseen by RAMP Committee)**

A Vibrant Learning Community: A Case

Specific Modes of Professional Education

Explore

Join

Grow

Lead

Goal: Share expertise to lead a vibrant learning community

- Established/senior RA cohort learning (content by RAD leadership, led by RAD leadership & facilitator/trainer, overseen by RAMP Committee)
- Content taught by expert RAs via dialog
- Content gaps identified and content developed by RAD leadership & expert RAs across the community
- Learning program strategy/ structure directed by RAD leadership

Research
Administration
Mentoring Program
(RAMP) Mentor
Training & Mentor
Cohort

Talk to Us Podcast

Standing Committee
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Development (RAD)
Processes

DELTA Committee

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Tool: Identifying What the RA Community Needs to Know & How They Can Learn It

Gaps exist where you see problems made up of repetitive patterns of ineffective behaviors within a community.

Four Steps to Identify a New Learning Solution:

1. Describe who is doing what right now
2. Consider why each group does what it does
3. Address the *causes* of the behavior and describe **who** should do **what** to carry out the agreed learning solution (if any)
4. Evaluate whether the learning solution is working, and refine as needed

Tool: Solution Analysis to Address Causes (ROCCIPA)

People are doing what they are doing due to:

<u>R</u> ule	<u>O</u> ppportunity	<u>C</u> apacity	<u>C</u> ommunication	<u>I</u> ncentives	<u>P</u> rocess	<u>A</u> ssumptions
Submitting only to sponsors that don't require cost share	Failing to include a required form in a proposal built in the eRA system	Falling behind schedule to pay subrecipient invoices within 30 days	Omitting a statement from proposal budget justifications that student travel must be approved by the International Travel Review Committee	Failing to maintain plans-to-spend (projections) in the system of record	Award records contain incomplete information	PIs charge travel at the end of an award for travel to network at conferences
Solution:						

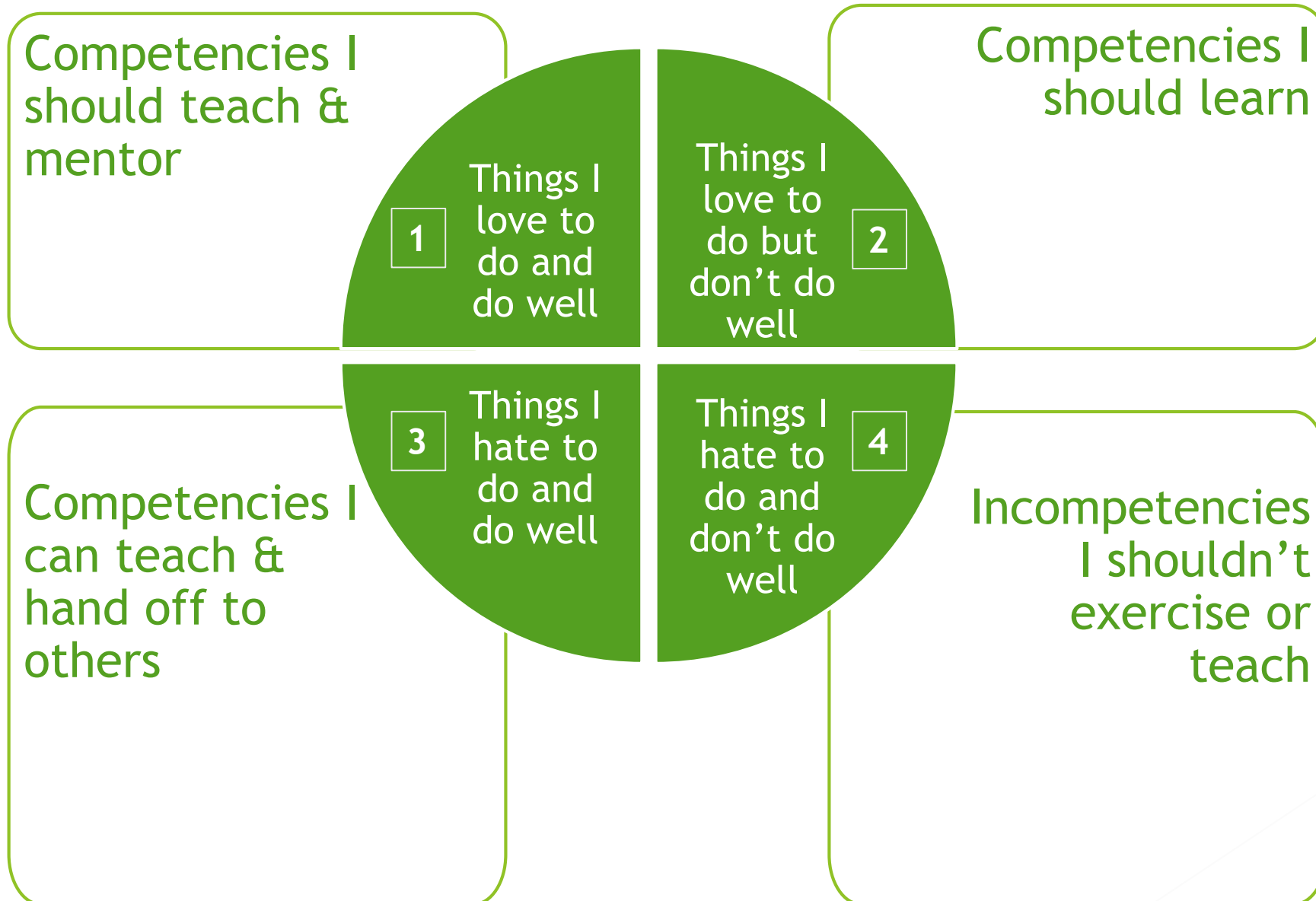
Tool: Solution Analysis to Address Causes: ROCCIPA

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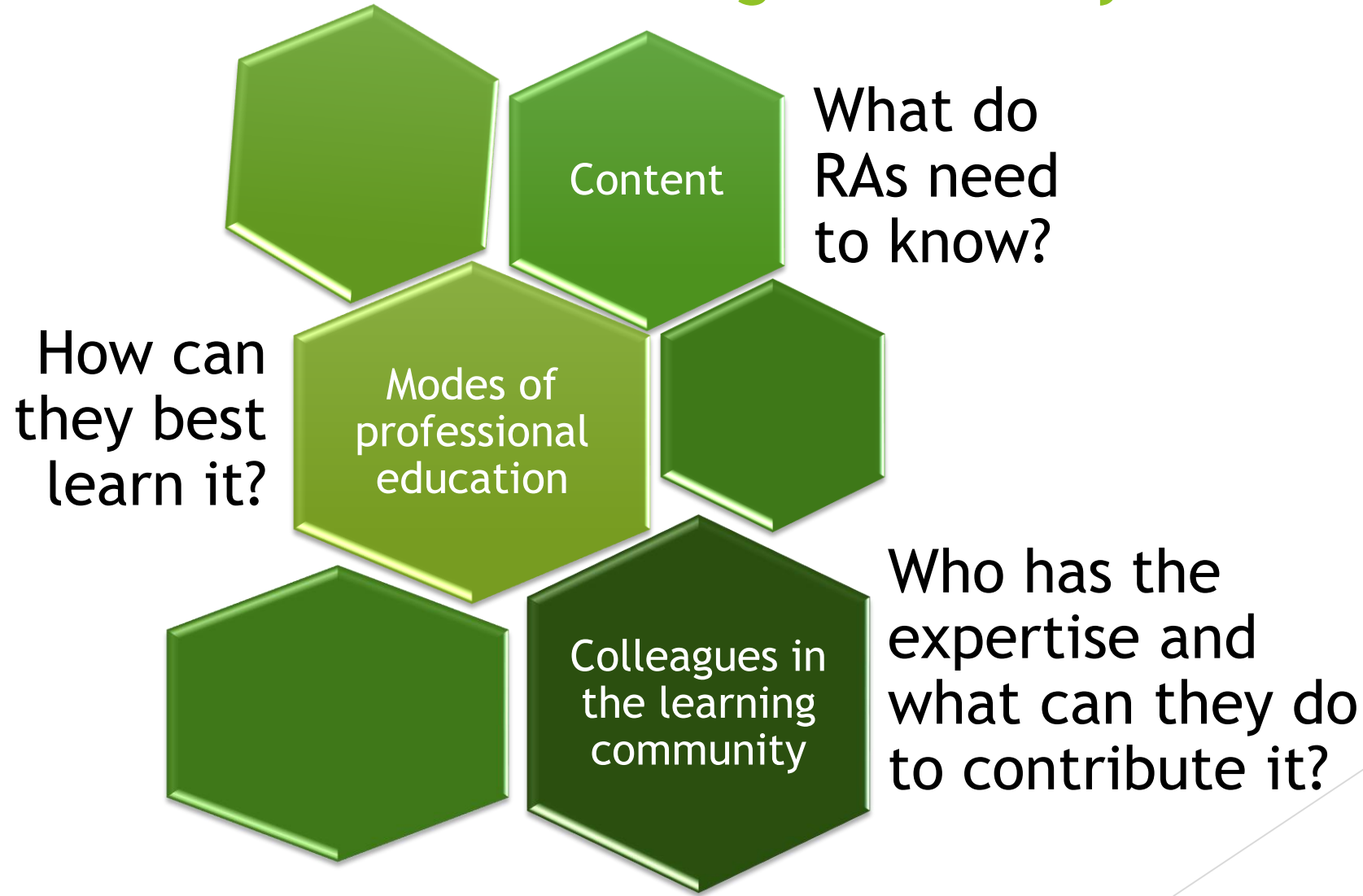
Solution:						
Change rule	Remove barrier	✓ Educate * Provide resources	✓ Educate	Incentivize/ hold accountable	✓ Educate * Change process	✓ Educate

Tool: Who Should Educate Whom?



Putting It All Together:

Structuring Professional Development Programs to Cultivate a Vibrant Learning Community



“A leader is best when people barely know the leader exists; when the work is done, the aim fulfilled, they will say: ‘we did it ourselves.’”

- Lao Tzu

