

Successful Project Management

Project BRIDGE  ST. JOHN'S
UNIVERSITY


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Research Coordinator



Summary of Comments on Title

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Thank you so much for inviting us to share our experiences on project management. My name is Jenny Yang, research coordinator of project BRIDGE at St. John's University in New York. Project BRIDGE was designed to teach advanced math to gifted English learners from Grade K to 2.

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Goals

- Measure the effectiveness of a research-based advanced math curriculum
- Create solutions to the underrepresentation of culturally and linguistically diverse students in G&T programs
- Build sustainable G&T programs in underserved community schools

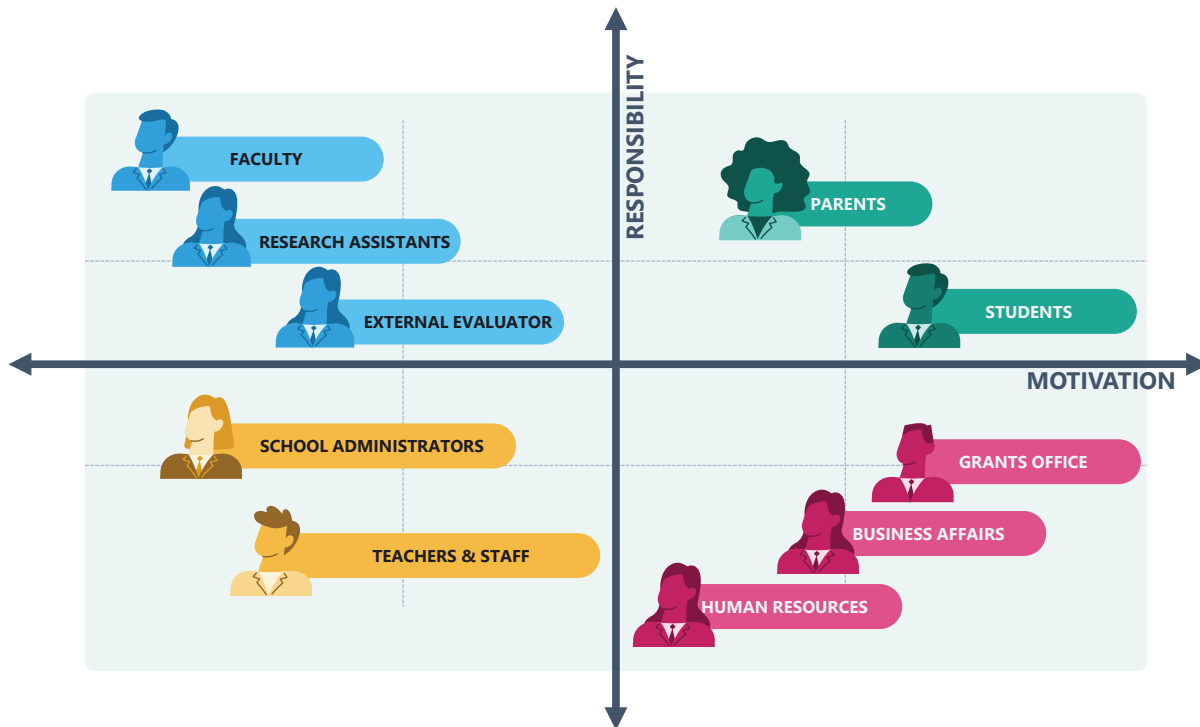
Activities




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Project BRIDGE has 3 overarching goals. There are 6 different categories of activities included in Project BRIDGE and each one of them is crucial in building towards that goal completion.

Stakeholders



- Communication
- Motivation
- Collaboration

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Goals of project management is efficiency and effectiveness of the Project management.

Each stakeholder should be fully invested in the success of the project and be motivated to find solutions to possible obstacles.

A successful team is not made of individuals who can do the job as prescribed, but individuals who are actively finding ways to do the job better.

Institutional Resources & Support



Discover & Utilize

What support and resources are available at your institution?



Grants Office

Assistance with proposal review, negotiation and acceptance of grant awards.

Assistance with negotiation and execution of contracts and cooperative agreements.



Business Affairs

Assistance with assuring compliance with fiscal policies and HR guidelines.

Support with maintaining an integrated system of financial reporting, account, and analysis of expenditures in service of the grant.



Human Resources

Assistance with hiring independent contractors or student workers and payment to members.

Assistance with assuring compliance with HR guidelines by federal, state and city.

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Support PI in adhering to regulations and policies, review of performance measures, evaluation results, work plans, and budget reports.

Assist in submitting accurate and timely reports to ensure continued funding.

I suggest you to immediately inform internal offices such as Business affairs, Grant office, and HR of our grant award to get their support in setting up the system for starting our project.

Communication



CONNECTION

Frequent communication

Reminders & updates

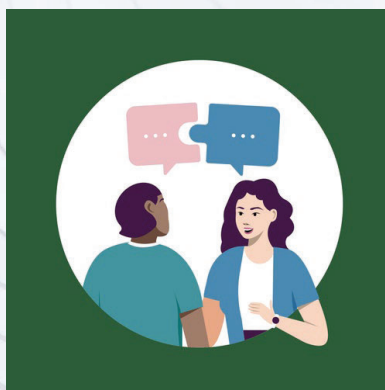


OPENNESS

Willingness to listen

Invite feedback

Make adjustments



Efficiency

Use shared digital depository of work materials



TRANSPARENCY

Be open-minded

Earn trust and respect




Action-Oriented

Be decisive

Be willing to try

Just do it!

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To increase responsibility and motivation of team members, support each other through effective and efficient communication. Shared digital depository such as drop box, teams, google are very useful for more efficient communication.

It is also very important to have short and frequent meetings regularly with and among sub-groups for factual checking and sharing.

The GOAL of communication should be to promote ownership, meaning that each member has the sense of responsibility and motivation of decision makings and processes and own the outcome and trust each other.

The HOWs of communication should be frequent, open to listen to others, transparent in processes and outputs, and action-oriented. (communication should not be delayed as much as possible, especially when you feel uncomfortable in talking about. Prompt initiation for communication is essential to prevent the issue from becoming destructive.)

These communication principles should be applied to communication among all stakeholders including project team members and university's internal offices, staff members of school district, and project participants.

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RESEARCH TEAM MANAGEMENT



Do not micromanage

Promote Ownership



- Empower your team members
- Provide members with opportunities to grow
- Leverage expertise and skills of each team member
- Be transparent and fair in sharing benefits
- Have team meetings be effective and efficient

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To increase motivation of each member, promote ownership

They should be able to see the value of participation and joy in participation. Provide opportunities for team members to grow.

ownership of each member is the most critical factor for retention of project personnel.

In order to promote ownership, leverage the expertise of each team member and provide opportunities to grow. Quality and quantity of communication matter.

Create a Work flow of each year and each month, so that members can be reminded of the tasks to be done.

Create a culture of transparency, openness, and trust.

Do not blame others. Take responsibility and Accountability.

Prepare in Advance

Purchase of instructional materials & resources

Anticipate delays in ordering process

Keep updates with vendor and purchasing department

Training of research assistants

Anticipate turnover in graduate and undergraduate assistants

Utilize turn-key training and incorporate in-field experience

Recruitment & retention of schools, teachers and parents

Allot time to meet with administrators at the school & district level

Anticipate wait time for schools to reach a decision

Allot time to recruit, select and gain contract approval for participating teachers

Initial and refresher courses of professional development throughout lifetime of the grant

Community outreach to parents in their native languages



Before anything else, preparation is the key to success.

-- Alexander Graham Bell

Acknowledgement



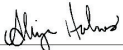
Certificate of Completion

This certificate is awarded to

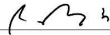
for successful completion of advanced math programs with distinction at

PROJECT BRIDGE

on this fifteenth day of September of the year 2021



Aliya E. Holmes, Ph.D.
Interim Dean
The School of Education



Seokhee Cho, Ph.D.
Principal Investigator, Project BRIDGE, and Professor,
Department of Administrative and Instructional Leadership
The School of Education


Strengthen Partnerships

Certificate of Completion for students

Graduation ceremony to celebrate the success of each cohort

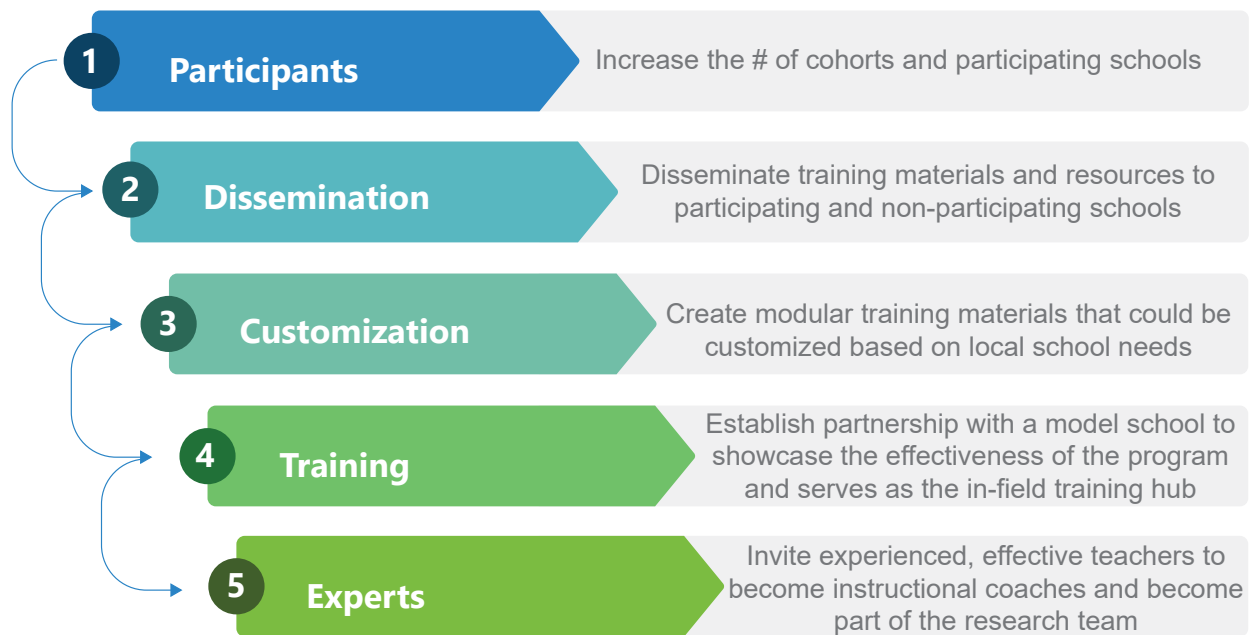
Certificate of Appreciation for principals and teachers

Award for superintendents on successful collaboration

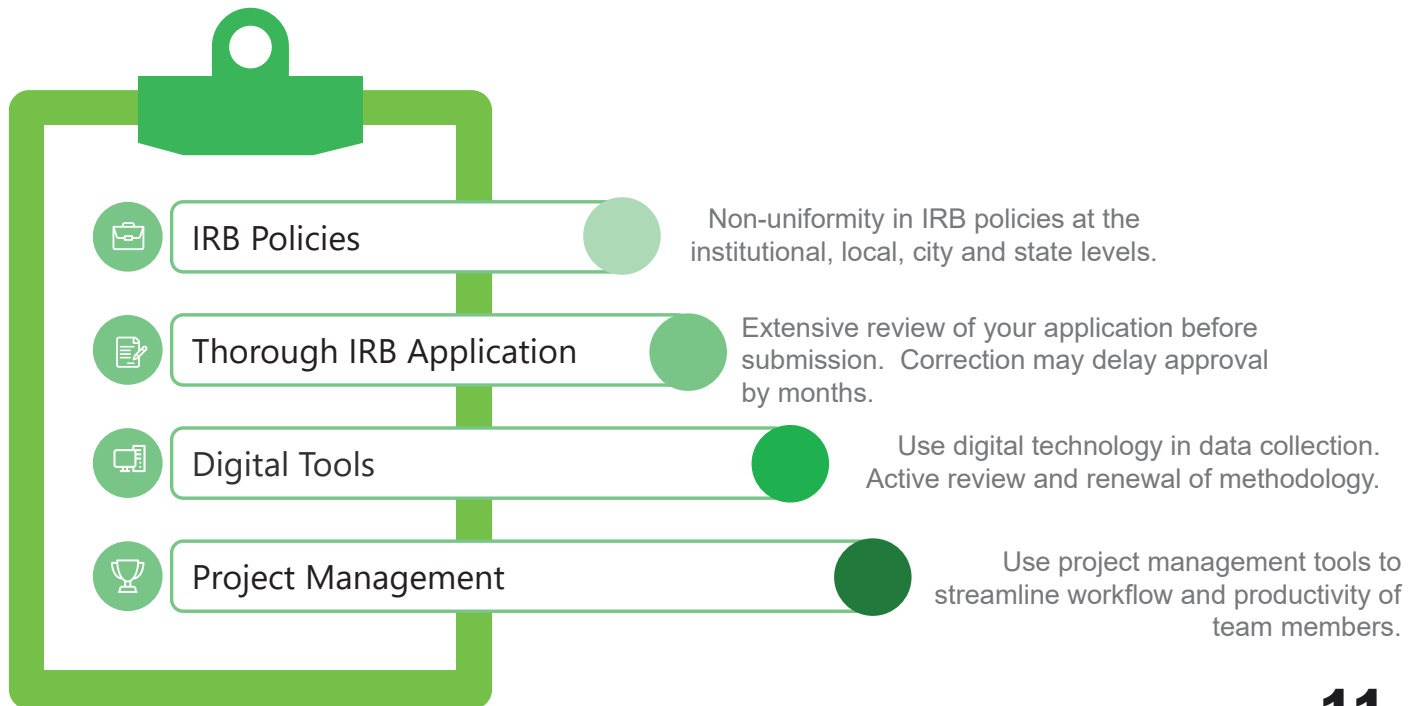
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We provided certificates of appreciation for teachers, administrators of schools and superintendents and certificate of completion to students. These certificates strengthened relationships between the team and our stakeholders. Certificates do not cost much but carry a great value to all stakeholders.

Expansion & Sustainability



Looking back, we wish we knew...

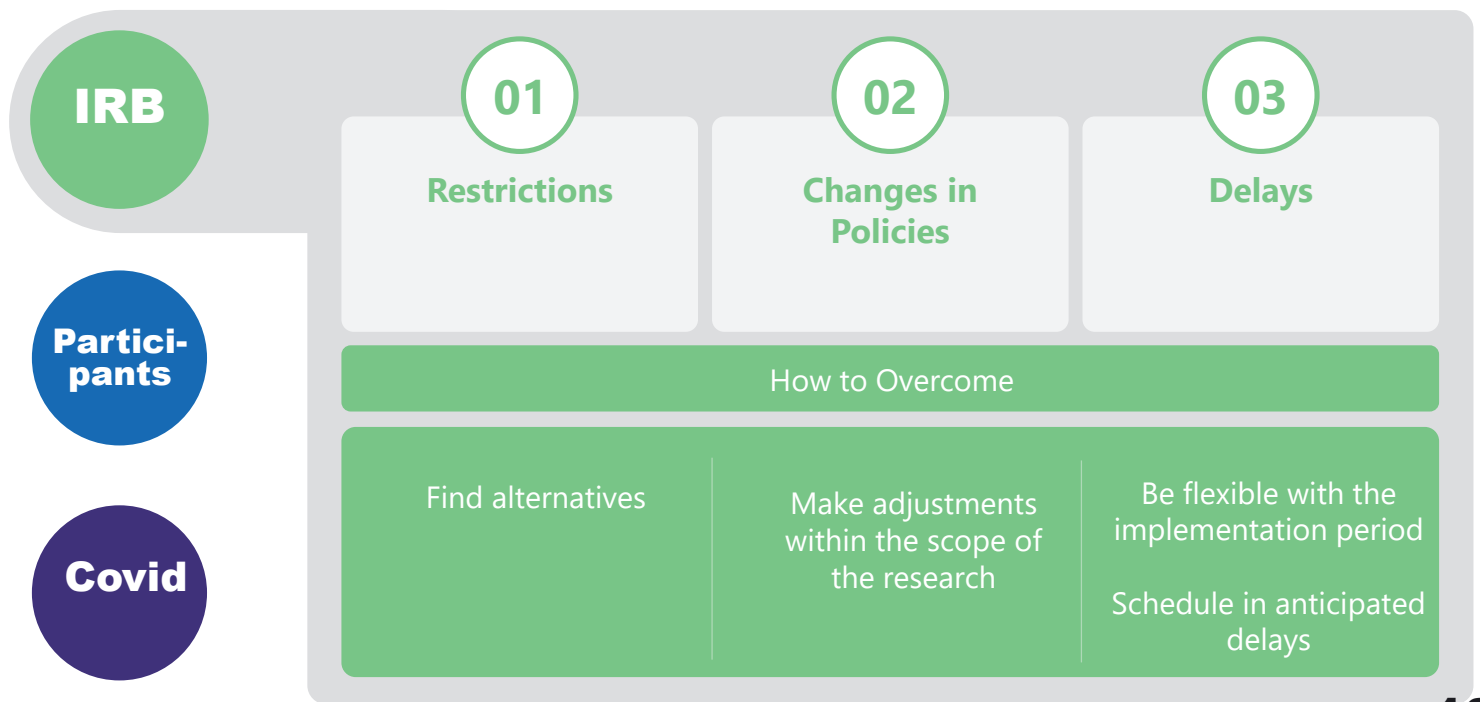



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We found IRB application and learning how to navigate the application procedures and policies to be the biggest obstacle in launching the project.

Digital tools were very helpful in project management, it reduces redundancy, creates transparency, and serves as a "filing" system from which data can be easily extracted for reporting purposes.

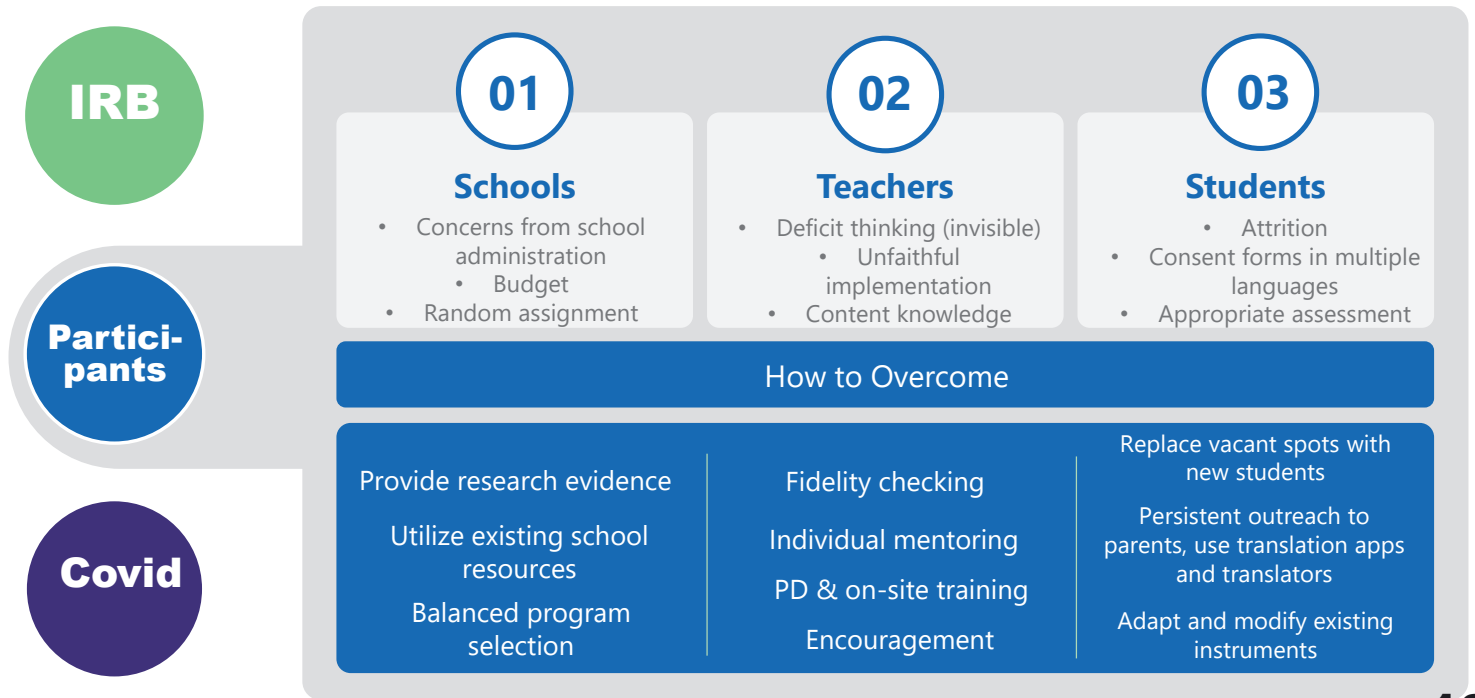
Unexpected Challenges & Successes




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IRB policies can change mid-project. You have to be flexible, within the parameters of the project, to find alternatives, whether that be a different delivery model, instructional material or assessment.

Unexpected Challenges & Successes



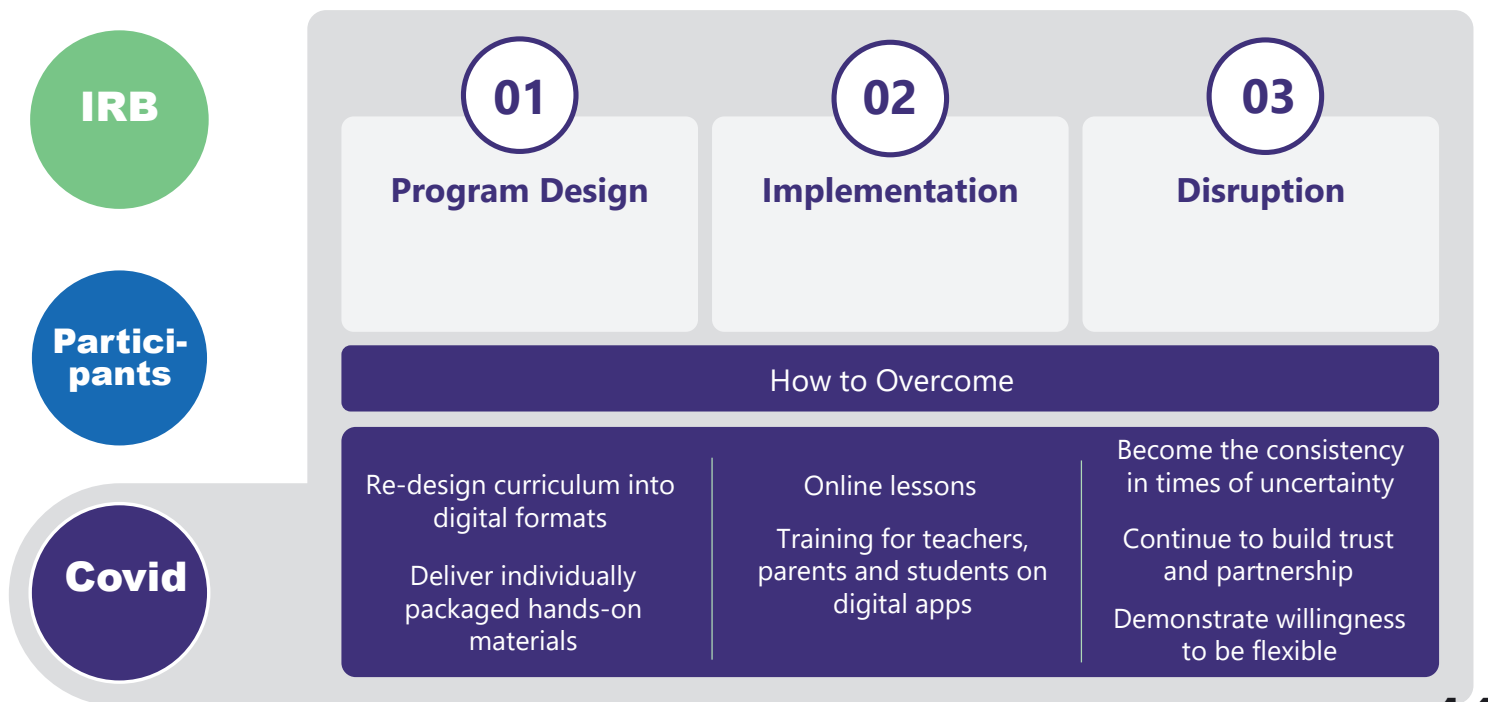
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Participants may withdraw mid-project, this decrease in sample is compounded by the expected attrition rate. For longitudinal projects such as ours, maintaining a stable size cohort is one of the biggest challenges. Hence we have open-enrollment into existing cohorts.

For teachers, we engage in individual mentoring and training to supplement the biannual professional development

For schools, we educate the administrators on the benefits of project participation and the value-add we bring to the school. We regularly update the administrators on the progress of the teachers and students. We also utilize existing school resources, such as funding for afterschool programs and math coaches.

Unexpected Challenges & Successes



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COVID pandemic was a great challenge for all. In the beginning, we did not know what to do but stopping all. But. After communication with our program officer, Jeannette, we changed our minds not to stop serving our children. Rather, we became more proactive and decided to create and provide online program. It was quite ambitious idea for us to teach mathematics to English learners in Grade K to 2 online because We knew their attention span is quite short. Not only parents, students, but also teachers were not used to teaching online to young children. We searched and found Articulate, a tool for creating interactive digital course materials. We converted all the necessary materials into a digital format so they can be disseminated to the teachers so they can conduct the lessons remotely. None of us were specialist in educational technology, however, we learned as we went. We felt a responsibility towards the project because each of us has a sense of ownership in the success of the project, and in continuing the education services for the underserved students.

In addition to digital materials, We purchased and provided children with hands-on materials through schools. We utilized the school's existing distribution process, when parents came to pick up chromebooks and meals for the kids, we handed out our materials along with those items. We supplemented the instructional materials with basic learning supplies as well when we discovered that some children did not have some of the common place household items that was required for the curriculum.

We trained children and parents with interpreters over the phone calls how to log in google classes. As the semester ends, Parents expressed their great appreciation, since they knew there was almost no other place they could rely on for their children's learning. Our continuation of valuable education services during this time of uncertainty went a long way in solidifying the trust between us and our teachers, parents and school leaders.

THANK YOU



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Project Director: John Spiridakis, Ph.D.

Research Director: Sonmi Jo, Ph.D.

Research Coordinator: Jenny Yang, Ed.D.