



National Organization of Research Development Professionals

April 29 - May 1

2015 NORDP ANNUAL RESEARCH DEVELOPMENT CONFERENCE

Bethesda North Marriott Hotel • Bethesda, Maryland



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WEDNESDAY, APRIL 29

8:00 AM - 7:00 PM	Registration
8:30 AM - 12:30 PM	Pre-Conference Workshops
12:30 PM - 2:00 PM	Lunch <i>(for workshop participants only)</i>
3:00 PM - 5:00 PM.....	Regional Meetings
5:00 PM - 6:00 PM	Welcome Reception
6:00 PM - 7:00 PM	Keynote Address Sylvester James Gates, Jr. <i>Research on the Theory of Everything</i>

THURSDAY, APRIL 30

7:00 AM - 5:30 PM	Registration
7:30 AM - 8:30 AM	Continental Breakfast and Working Groups/Committee Meetings
8:30 AM - 8:45 AM.....	Opening Remarks, David Stone
8:45 AM - 9:30 AM	Keynote Address Hunter Rawlings III <i>The Lion in the Path</i>
9:30 AM - 10:30 AM	General Session David Stone <i>Research Development's Role in Knowledge Mobilization</i>
10:30 AM - 10:45 AM.....	Break
10:45 AM - 11:45 AM	Concurrent Breakout and Roundtable Sessions 1
11:45 AM - 1:30 PM.....	Recognition Lunch, Networking and Sponsor Conversation
1:30 PM - 2:30 PM.....	Concurrent Breakout and Roundtable Sessions 2
2:40 PM - 3:40 PM.....	Concurrent Breakout and Roundtable Sessions 3
3:45 PM - 5:30 PM	Sponsor Demonstrations/Idea Showcase/Reception
6:30 PM	Optional Networking Dinners

FRIDAY, MAY 1

7:30 AM - 3:15 PM.....	Registration
7:30 AM - 9:00 AM.....	Continental Breakfast and Meet the Candidates
9:00 AM - 10:00 AM.....	Concurrent Breakout and Roundtable Sessions 4
10:10 AM - 11:10 AM	Concurrent Breakout and Roundtable Sessions 5
11:20 AM - 12:15 PM.....	NORDP Business Meeting and Working Group Reports
12:30 PM - 2:00PM	Lunch Plenary and Keynote Address Kathie L. Olsen <i>Some Assembly Required: Building Success in R&D Partnership</i>
2:15 PM - 3:15 PM	Concurrent Breakout and Roundtable Sessions 6

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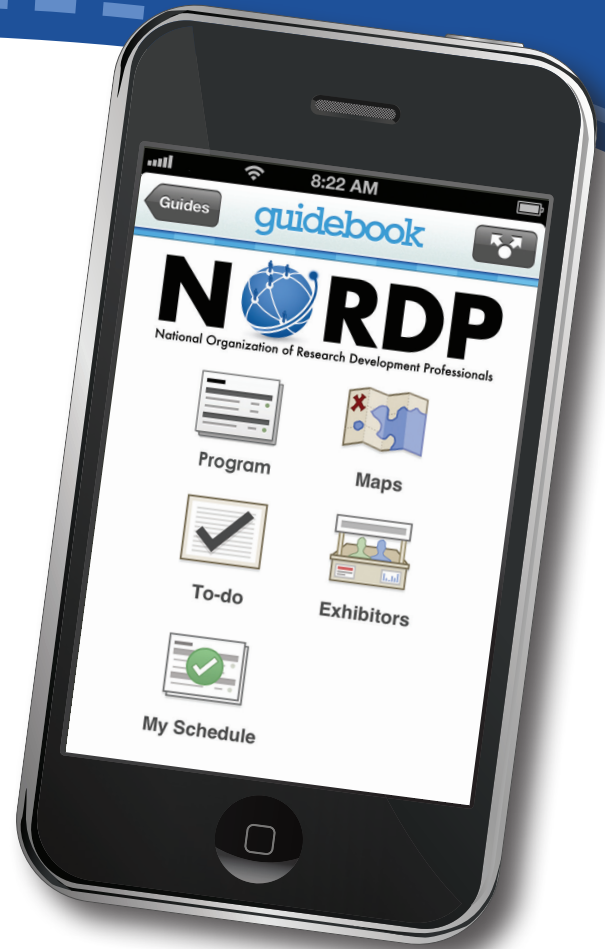
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PROGRAM

Browse the full conference schedule and click “Add to My Schedule” to plan your conference experience.

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Interactive hotel map helps you find that intriguing discussion or fun networking event quicker and easier.

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Create your own To-Do list to ensure you accomplish your personal and professional goals.

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Browse or search the exhibitor list for general information, booth numbers, and link to an exhibitor’s website to learn more.

MY SCHEDULE

Personalize your conference experience by adding sessions and events to the “My Schedule” feature.

WELCOME



Dear Research Development Colleagues and Guests,

Welcome to Bethesda, Maryland and NORDP's 7th Annual Research Development Conference!

As we all know, when it comes to federal research funding, flat is the new up. That fact, which I fear will be with us for a while, has three important consequences for research development: increased competition, the need for greater cross-disciplinary and cross-institutional collaboration, and the need for new forms of cooperation between government, industry, and academe. Our conference co-chairs, Jeff Agnoli, Susan Carter, and Anne Geronimo, have developed this year's theme – Strategy, Innovation, and Partnership – to meet those challenges.

In this era of increased competition, research development is strategic when it ensures that scarce research dollars go to the highest quality and most promising research projects. By working with faculty and teams to produce proposals that are clear, well-articulated, and responsive to agency requests so that reviewers have clear choices, and by helping develop projects that are feasible and manageable so that they yield usable results, we are a strategic resource to science and the nation. Institutionally, research development is a far more efficient mechanism for increasing support for research than cluster hires or other manifestations of the faculty talent arms race. In this environment, this fact will become ever more evident and the kinds of research development we have already been doing ever more important.

The drive for innovation is pushing scientists, researchers, and scholars out of their disciplinary and institutional silos and into collaborative contexts. In these contexts, research development professionals serve as coordinator, facilitator, ringmaster, translator—Jane of all trades—to get disciplinary thinkers to stretch beyond their accustomed common ground in collaborations with other disciplinary experts and to get institutions to properly align their efforts in support of a project. In this environment, our capacity to develop and deploy these skills will become ever more important.

Limited federal resources are also driving new cooperative arrangements between government, industry, and the academy. These new models challenge the old formula that university researchers produce new knowledge and industry and government apply it. That model is quickly being replaced by various forms of knowledge mobilization (knowledge transfer, translation, management, brokering) where partnerships are formed to span problem formulation, knowledge production, knowledge use, and even policy formation. Research development professionals are well-positioned to support and enhance the effectiveness of such partnerships and this year's conference will provide additional programming in this area.

Thousands of volunteer hours, from the more than 75 volunteers, have been contributed to this national conference. And many more hours will be volunteered over the next three days in support of research development. Individuals have assisted with generating and reviewing abstracts, marketing the conference to our liaison organizations, garnering the crucial financial sponsorship to sustain our organization and host this conference, as well as planning all of the logistical details associated with this outstanding three-day program. We also express our heartfelt thanks to the expert meeting planners – Designing Events – who provide the administrative and professional expertise to execute this annual event.

We have continued to provide conference attendees with multiple session formats and events, i.e., receptions, group/individual sessions, idea showcase, and roundtable discussions, to facilitate networking. This year, NORDP Board and Program Committee members have been recruited to serve as facilitators of the roundtable sessions to ensure a lively discussion around best practices in research development.

Under the expert leadership of Kari Wittenberger-Keith, co-chair of the Effective Practices & Professional Development Committee, we have provided three unique preconference sessions to expand our professional development. Details and descriptions may be found on page 11.

Our keynote speakers have achieved great distinction within their own fields of study and have contributed much to advancing our conference theme: Innovation, Strategy, and Partnerships. You can read more about their accomplishments and the description of their talks in this program. More importantly we invite you to make an effort to meet and talk with them about your own professional journey in research development.

Throughout the conference, participants will have many networking opportunities, time to interact with sponsors, and opportunities to learn more about NORDP as an organization. If you are new to NORDP or will be attending your first NORDP conference, we welcome you and encourage you to ask questions and participate fully in the conference by: attending a pre-conference workshop, participating within the sessions and discussions, networking with colleagues, talking with sponsors, joining a networking dinner, sitting next to people you don't already know at the lunches, and learning more about NORDP through committee meetings and attending the NORDP Business Meeting, which is open to all conference participants.

The NORDP Conference has been successful because of the enthusiasm and energy of our members and volunteers. Please embrace the volunteer culture of NORDP and get involved. Consider this your invitation: we need all of our members to participate actively within NORDP, identify ways to volunteer and give back to this organization that we hope provides you with excellent professional development and a community in which to connect with your research development peers. If you are not sure how to get started, find a NORDP Board member and ask questions.

As NORDP continues to grow and develop, we strive to be a resource for you and to develop programs and events targeted toward your professional needs. We are made better by your participation!

With my sincerest appreciation,

David A. Stone
President
ACE Fellow, Office of the President
Wright State University
Associate Vice President for Research
Northern Illinois University



SPECIAL THANKS

SPECIAL THANKS TO NORDP MEMBERS WHO HAVE CONTRIBUTED THEIR TIME AND ENERGY TO PLANNING AND ORGANIZING THIS CONFERENCE.

CONFERENCE PLANNING COMMITTEE

Jeff Agnoli, Co-Chair

Education, Funding and Research Development
Office of the Vice President for Research
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University of California, Merced

Anne Geronimo Co-Chair

Director for Research Development, Division of
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University of Maryland

Rachel Dresbeck

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& Communication
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Tokesha Warner

Project Manager
GrantSMART

Shandra White

Director, Research Enhancement
The George Washington University

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Kudos helps researchers and institutions increase the reach and impact of published research. We provide a cross-publisher platform for explaining and sharing work with wider audiences, and mapping the effect this has on downloads, citations and altmetrics. We are running a free pilot for institutions and would welcome your participation!

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OUR EXHIBITOR TABLES,
LOCATED IN THE GRAND
BALLROOM LOBBY – OPEN
THURSDAY AND FRIDAY
DURING CONFERENCE HOURS.**



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CONFERENCE OVERVIEW



#NORDP2015

**FOLLOWING IS A BRIEF OVERVIEW OF THE
PROGRAM GUIDE, EVENTS AT THE CONFERENCE, AND
WAYS TO TAKE FULL ADVANTAGE OF YOUR TIME HERE.**

FIRST TIME AT NORDP?

Be sure to sign up for one of our Networking Dinners and, if you feel like it, attach a ribbon to your name badge to let people know you're new. The conference staff and volunteers at the registration desk can guide you.

AN ABUNDANCE OF NETWORKING OPPORTUNITIES

NORDP was born from the desire to get together and work on common problems. Networking is what this organization and conference are all about. This is your chance to make lasting connections and learn from your colleagues.

We have ample ways for you to get connected:

- **Receptions:** So you can mingle with other research development professionals in an informal manner. This is a friendly crowd eager to make connections.
- **Sponsor interactions:** Learn about new tools and innovations from our NORDP sponsors, who will be exhibiting outside the ballroom area.
- **Breakfast and lunch** are great times to introduce yourself to people you don't know and connect with them.
- **Thursday evening Networking Dinners:** Ask at the registration desk about joining a networking dinner after the Idea Showcase. Dinners might be organized around a research development theme, a shared love of a cuisine, or multiple other themes. You can also offer to host a networking dinner—conference staff and the hotel concierge will help arrange reservations and transportation.
- **Message area at the Registration Desk:** Do you need to leave a note for a colleague? Check out the message board.
- **Twitter:** Check out our Twitter feed - #NORDP2015
- **Board interactions:** there are numerous opportunities to talk to the NORDP Board and learn how to get involved in this all-volunteer organization.

INFORMATIVE EDUCATIONAL SESSIONS

In addition to General Sessions and Keynotes, you will see that we offer additional educational sessions including Roundtable Discussions and an Idea Showcase poster session.

WORKSHOP SESSIONS

These individual and panel format presentations have been chosen to deliver maximum value from colleagues across the world of research development.

ROUNDTABLE SESSIONS

This year's Roundtable Discussions build on a format piloted two years ago at the NORDP 2013 conference. Each discussion group will be limited to 20 participants. This format is particularly suited to in-depth discussion and brainstorming--as well as relationship-building.

IDEA SHOWCASE

The Idea Showcase provides an opportunity for one-on-one interaction with a variety of presenters, while you enjoy a drink and refreshments. Presenters will be highlighting a particular study, solution, or approach in a poster format.

GENERAL SESSIONS AND KEYNOTES

The conference includes four all-conference general sessions and keynote addresses. You will hear important updates in the world of research development as well as foundational inspirations for thinking about our work as research development professionals.



ABOUT NORDP



#NORDP2015



National Organization of Research Development Professionals

The National Organization of Research Development Professionals was formally established in 2010 from a grassroots movement to build a peer community. The organization grew from this informal network to an organization of more than 600 individuals engaged in research development activities at universities and research institutions across the country. The central goals of NORDP are to serve these professionals by supporting their professional development, enhancing institutional research competitiveness, and catalyzing new research and institutional collaboration.

ABOUT NORDP RESEARCH DEVELOPMENT

Research development is a set of strategic, proactive, catalytic, and capacity-building activities designed to facilitate individual faculty members, teams of researchers, and central research administrations in attracting extramural research funding, creating relationships, and developing and implementing strategies that increase institutional competitiveness.

Research development professionals initiate and nurture critical partnerships and alliances throughout the institutional research enterprise and between institutions — and with their external stakeholders. With the goal of enabling competitive individual and team research and facilitating research excellence, research development professionals build and implement strategic services and collaborative resources that span disciplinary and administrative barriers within their organizations and beyond.

Research development includes a broad spectrum of activities that vary by institution, including funding opportunity identification and targeted dissemination, grant/contract proposal development, budget preparation, forms and submission assistance, collaboration enhancement, research team building, interaction with funding agencies and institutional research administration and leadership, and outreach activities and training.

BENEFITS OF DEVELOPING A RELATIONSHIP WITH NORDP

- Access to a nationwide network of strategically placed professionals who work closely with deans, provosts, vice presidents/vice chancellors of research, and faculty;
- Liaison with faculty experts and senior academic leadership for input on position papers, funding solicitations, and sponsored conferences;
- Easy and broad dissemination of materials for informative or evaluative purposes;
- Institutional coordination to implement regional workshops by agency staff;
- Wide geographic and academic size distribution to encourage diverse responses to funding solicitations;
- Information to enable proactive responses to novel funding solicitations; and
- Coordination of multiple universities, encouraging regional or national collaboration.

www.NORDP.org

WEDNESDAY
APRIL 29TH

8:00 AM - 7:00 PM

8:00 AM -
7:00 PM

REGISTRATION
OPEN

BALLROOM
FOYER

PRE-CONFERENCE CONCURRENT WORKSHOPS

8:30 AM - 12:30 PM

COLLABORATIVE COMMUNICATION FOR TEAM SCIENCE

Room: Grand Ballroom, Salon A

The Toolbox Project^{1,2} Collaborative Communication Workshop provides an empirically-grounded, practical approach to fostering cross-disciplinary communication in team science. Rooted in philosophical analysis, the workshop enables investigators, research development professionals, project managers, and collaborators to engage in a structured dialogue about research assumptions and cross-disciplinary collaboration. This approach yields both self-awareness and mutual understanding, supplying individuals with the robust foundation needed for effective collaborative research.

Led by Toolbox Project developers and a leader in research development, the NORDP Collaborative Communication Workshop will offer a train-the-trainer approach to engaging research development professionals in conducting workshops at their campuses. Participants will engage in the Toolbox Project questionnaire via small group discussion, sharing respective views in response to a number of probing statements about science motivation, methodology, confirmation, objectivity, values, and reductionism. They will receive detailed instruction on how to facilitate workshop discussions with groups of researchers and/or trainees at their home institutions and learn how they can participate in ongoing research related to collaborative communication. After an

initial overview, the workshop will be conducted through interactive small group activities.

Limit: 36 participants

1) Eigenbrode, S.D., O'Rourke, M., Wulforth, J.D., Althoff, D.M., Goldberg, C.S., Merrill, K., Morse, W., Nielsen-Pincus, M.A.X., Stephens, J., Winowiecki, L., et al. (2007). *Employing Philosophical Dialogue in Collaborative Science*. *Bioscience* 57, 55-64.

2) Crowley, S., Eigenbrode, S.D., O'Rourke, M., and Wulforth, J.D. (2010). *Cross-disciplinary localization: A philosophical approach*. *MultiLingual*, September, 1-4.

Presenters:

Holly J. Falk-Krzesinski
Vice President, Global Academic &
Research Relations, Elsevier, and Senior
Adjunct Instructor, Nonprofit Programs,
Northwestern University

Steven Crowley, Ph.D.
Associate Professor, Philosophy
Boise State University

Michael O'Rourke, Ph.D.
Professor, Philosophy and AgBio Research
Michigan State University

MAXIMIZING THE EFFECTIVENESS OF THE RED TEAM REVIEW

Room: Grand Ballroom, Salon B

"Red teams" are a tool the Research Development professional can use to improve proposal quality. An effective proposal Red Team review requires a skilled leader who can select reviewers, train the team, and facilitate a review that contributes to the proposal team's goals. Poorly conducted reviews often end up being disjointed peer reviews that provide conflicting messages, perfunctory check-mark milestones that interrupt writing without providing clear benefits or, at their worst, are exercises that demoralize weary proposal teams. This workshop will address the purpose of the Red Team in the proposal development process, the roles of the Red Team leader and Red Team reviewers, and tools and techniques for conducting effective reviews.

The workshop will begin with an overview and brief Q&A session. Participants will then work in simulated Red Teams to review a solicitation, prepare score sheets, review a proposal document, evaluate and score the document, discuss their reviews, and prepare a debriefing for a proposal team.

Limit: 40 participants

Presenters:

Ruth Ann Hendrickson
Vice President, Corporate Bids and
Proposals
Battelle

Jeff Agnoli
Education, Funding, and Research
Development
The Ohio State University

WORKSHOPS

CRITIQUING PROPOSALS WHEN YOU'RE NOT A WRITING OR SUBJECT MATTER SPECIALIST: A HANDS-ON EXPERIENCE

Room: Grand Ballroom, Salon C

Because they are not writing or subject matter experts, many pre-award administrators or proposal development specialists feel awkward when asked to critique proposals prior to submission. What aspects should they critique? What can add value?

This workshop will offer ways to implement the following four strategies via the associated activities:

(1) assessing the persuasiveness of the writing from a classical rhetoric perspective, via a rhetorical analysis of a sample proposal;

(2) assuming the persona of an educated reader with no knowledge of the field, via a script and related role-play scenario;

(3) addressing the logic and structure of the proposal elements at the subsection and sentence levels, via guided small-group editing and revision exercises; and

(4) reminding the writer of the inherent "sales pitch" aspect of a proposal's rhetorical situation, via a summary of existing advice and best practices, a related script, and a related role-play scenario.

Limit: 50 participants

Presenter:

Paul Tuttle
Director of Proposal Development
North Carolina Agricultural and Technical
State University

WEDNESDAY
APRIL 29TH

12:30 PM - 7:00 PM

LUNCH / REGIONAL MEETINGS WELCOME RECEPTION / KEYNOTE

12:30 PM -
2:00 PM

WORKSHOP LUNCH
(FOR WORKSHOP
PARTICIPANTS ONLY)

**GRAND BALLROOM
SALONS D & E**

3:00 PM - 5:00 PM

REGIONAL MEETINGS

Enjoy an opportunity to network with NORDP members from your region to share alternate perspectives, experiences, tools, and methods, as well as gain new cross-institutional partnerships.

REGION I: NORTHEAST REGION

Grand Ballroom, Salon A

Domestic: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

International: Quebec, Ontario

REGION II: ATLANTIC REGION

Grand Ballroom, Salon B

Domestic: Delaware, Maryland, New Jersey, New York, Pennsylvania, District of Columbia

International: Europe, Africa, Western Russia, China, countries west and south of China

REGION III: SOUTHEAST REGION

Grand Ballroom, Salon C

Domestic: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, U.S. Virgin Islands, West Virginia

International: Caribbean, South America

REGION IV: GREAT LAKES REGION

Grand Ballroom, Salon F

Domestic: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

International: Manitoba

REGION V: MIDWEST/MOUNTAIN REGION

Grand Ballroom, Salon G

Domestic: Iowa, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Idaho, Montana, Wyoming, Nevada, Colorado, Utah

International: Alberta, Saskatchewan

REGION VI: SOUTHWEST REGION

Grand Ballroom, Salon H

Domestic: Arizona, New Mexico, Oklahoma, Texas

International: Mexico, Central America

REGION VII: PACIFIC REGION

Forest Glen (lower level)

Domestic: Alaska, California, Hawaii, Oregon, Washington

International: British Columbia, Eastern Russia, Korea, Japan, Philippines, Australia, New Zealand, and other countries east of China

5:00 PM -
6:00 PM

**WELCOME
RECEPTION**

**GRAND BALLROOM
SALONS D & E**

6:00 PM - 7:00 PM

KEYNOTE ADDRESS

Grand Ballroom, Salons D & E

RESEARCH ON THE THEORY OF EVERYTHING

Sylvester (Jim) J. Gates, Jr., Ph.D.

Dr. Gates, a Distinguished University Professor, University System of Maryland Regents Professor, John S. Toll Professor of Physics, and Center for String and Particle Theory Director at the University of Maryland, College Park, holds a position on the President's Council of Advisors on Science and Technology (PCAST), appointed by President Obama.

In 2013, Dr. Gates received the National Medal of Science and the Mendel Medal from Villanova University. A graduate of the Massachusetts Institute of Technology, Dr. Gates is renowned for his research in theoretical physics, as well as his ability to bring an understanding of unification theory and string theory to non-scientific audiences. He has been featured on various PBS programs.



THURSDAY
APRIL 30TH

7:00 AM - 6:00 PM

COMMITTEE MEETINGS

7:30 AM - 8:30 AM

COMMITTEE MEETINGS

MEMBER SERVICES

Room: Grand Ballroom, Salon A

This committee is responsible for developing policy and procedure recommendations related to NORDP membership, membership renewal, and membership surveys. A subset of the Committee actively manages the NORDP Membership Database and the RD list serve. The Membership Services Committee is always exploring ways to enhance services to NORDP members, so your ideas and comments are welcome and appreciated.

COMMUNICATIONS

Room: Grand Ballroom, Salon B

The Communications Committee, <http://www.nordp.org/communications-committee>, focuses on the creation of media representing NORDP both internally to members and externally to the public at large. For example, the Communications Committee oversees the NORDP website, NORDP News, the NORDP Brochure, and NORDP by the Numbers.

The Opening Remarks for the 7th Annual Research Development Conference set the stage for nearly two days of intensive networking, thinking, learning and inspiration. NORDP's president will welcome new and established members, sponsors, and participants and provide an overview and personal perspective on this year's conference and the current state of research development.

Presenter:

David Stone
President
ACE Fellow,
Office of the President
Wright State University
Associate Vice President
for Research
Northern Illinois
University

ENHANCING RESEARCH COLLABORATIONS

Room: Grand Ballroom, Salon C

The Enhancing Research Collaboration Committee involves members in working on a range of ways in which research collaboration across departments, disciplines, states, and countries can be improved and the role the research development professionals can play in those improvements. The committee currently hosts five subgroups. The first has been working for over a year on a Center Resources Guide, which will be a web-based compendium of information and sources for institutions and individuals interested in all aspects of the establishment, running, and sunset of research centers. A second is focused on the needs and opportunities of student centered and specialty research institutions. The third is addressing needs and opportunities of institutions in EPSCoR states and those who want to work with them. The fourth looks at collaboration with minority serving institutions. The fifth subgroup is exploring mechanisms for improving collaboration among faculty. Members are welcome to join in any of these areas. Most of the subgroups have a monthly phone meeting to keep projects moving and there is a quarterly meeting of the whole to address larger questions and to update members on progress within the subgroups.

EFFECTIVE PRACTICES AND PROFESSIONAL DEVELOPMENT

Room: Grand Ballroom, Salon G

The Effective Practices and Professional Development (EPPD) Committee provides opportunities for research development professionals to build their skills and knowledge and share information about research development practices and activities that have been used successfully in various settings. EPPD webinars are a great way for any NORDP member to share expertise with other members. The EPPD Committee is also seeking volunteer members for its three working groups (Mentor Program, Online Professional Development, and Special Programs), involving either small or large time commitments. This is a fun and active committee with plenty of room for new ideas.

EXTERNAL ENGAGEMENT

Room: Grand Ballroom, Salon H

The External Engagement Committee focuses on the interactions between NORDP and all external entities, including research funding, government and private agencies, and other professional organizations. Our goal is to become recognized as the "go-to" organization regarding interactions between funding agencies and research performing institutions, and to facilitate communication and collaborations between research institutions themselves. The signature program of the External Engagement Committee is the member-led NORDP Liaison program which utilizes a matrix approach to reach out to over 20 organizations including AAAS, APLU, the National Academies, and the European Commission.

7:00 AM - 6:00 PM

REGISTRATION
OPEN

GRAND
BALLROOM
FOYER

YOU ARE WELCOME
TO GET YOUR
BREAKFAST FROM
THE BUFFET AND
TAKE IT INTO
THE COMMITTEE
MEETINGS WITH YOU.

7:30 AM - 8:30 AM

CONTINENTAL
BREAKFAST

GRAND BALLROOM
SALONS D & E

8:30 AM - 8:45 AM

OPENING
REMARKS

GRAND BALLROOM
SALONS D & E

THURSDAY
APRIL 30TH

7:00 AM - 6:00 PM

KEYNOTE / GENERAL SESSION BREAK



8:45 AM - 9:30 AM

KEYNOTE ADDRESS

Grand Ballroom, Salons D & E

THE LION IN THE PATH

Hunter R. Rawlings III, Ph. D.

Dr. Rawlings has been the president of the Association of the American Universities (AAU) since June 2011. Prior to this position, Rawlings served as President of Cornell University from 1995 to 2003, and President of the University of Iowa from 1988 to 1995. A scholar of Classics, Dr. Rawlings received his Ph.D. from Princeton University. His life work has been to make scholarly opportunities for students and faculty alike in all fields more accessible.

9:30 AM - 10:30 AM

GENERAL SESSION: RESEARCH DEVELOPMENT'S ROLE IN KNOWLEDGE MOBILIZATION

Grand Ballroom, Salons D & E

The goal of this session is to bring multiple perspectives to the ways in which knowledge is moved from discovery to application in various fields and through various types of partnerships between academe, industry, government, and non-governmental actors. Specifically, the hope is to open up the dynamics of this area of work so that research development professionals can see how they are already engaged in aspects of it and can identify new ways that they can bring their strategic focus and expertise to dimensions of the knowledge mobilization process.

David Stone

President

ACE Fellow, Office of the President

Wright State University

Associate Vice President for Research

Northern Illinois University

Anita J. La Salle

National Science Foundation's Division of
Computer and Network Systems (CNS)
Program Director

Kristina Thorsell

Associate Program Officer for the
Government-University-Industry Research
Roundtable & the University Industry
Demonstration Partnership
National Academy of Sciences

10:30 AM -
10:45 AM

BREAK

GRAND
BALLROOM
FOYER

10:45 AM - 11:45 AM

CONCURRENT BREAKOUT AND ROUNDTABLE SESSION 1

WHAT TYPES OF SUPPORT DO CLINICAL AND TRANSLATIONAL RESEARCHERS NEED DURING PROPOSAL PREPARATION?

Room: Glen Echo

At the Research Development Core at the Michigan Institute for Clinical and Health Research, we provide consultation to investigators during grant proposal preparation. Our original goal was to improve the grantsmanship of the grant proposals, help investigators form collaborations and effectively utilize research resources. Using our consultation records, we examined the types of guidance that we provided to 124 investigators (mostly faculty members) in the past three years. Three main features emerged from this analysis.

First, we advised many investigators to revise their study design and specific aims. Though our consultation is not focused on providing content expertise, we advised 38% of the investigators to change their specific aims, in some cases very extensively; we also advised 60% of investigators to change their study design, in many cases also very extensively. In contrast, only 4% and 10% of the investigators received guidance on the presentation only of the specific aims and the study design, respectively.

Second, even though only 29% of the investigators requested help in improving mentoring and/or collaboration, we gave advice to 63% of the investigators in this area, and often suggested mentors and collaborators. Third, 45% of investigators received guidance on finding the right funding agencies, 36% on submission and resubmission strategies, 41% on biostatistics. The biostatistician(s) also played a significant role when we advised investigators on study designs.

The areas in which the investigators received the most guidance are specific aims, study design, mentoring and collaboration, biostatistics, identifying funding sources and submission strategies. However, the greatest need is in fact the science (defining the scientific questions and planning the best study design) and the building of the research team, before guidance on proposal presentation becomes most useful.

Presenter:

Jing Liu
Study Development Specialist, Research
Development Core, Michigan Institute for
Clinical and Health Research

THE COLLABORATION CONTINUUM: AN RD PERSPECTIVE ON BUILDING TEAMS

Room: Grand Ballroom, Salon F

Fostering collaboration, building research teams, and facilitating proposal development teams are highly contextual activities. Each team varies depending on the stage on the team, membership, purpose, and institutional setting, challenging Research Development professionals to find applicable best practices.

The NORDP Facilitating Collaboration Working Group has begun to address this challenge through the development of a knowledge tool for locating best practices in specific contexts. Acknowledging that there is no single solution to research team building, the Collaboration Continuum establishes a framework for locating the specific developmental stage of a research team in temporal and collaborative order: Shared Interests, Clusters or Interest Groups, Collaborative Working Groups, Proposal Teams, and Research Teams. Each developmental stage allows us to pin specific best practices for both maintaining the team at that stage, and facilitating the team's growth to the next stage. Best practices are further differentiated according to disciplinary and institutional challenges.

Best practices have been culled from multiple sources: NORDP listserv messages, NORDP conference presentations, Science of Team Science conferences, and other research based documentation. This group panel session will walk through the Collaboration Continuum and demonstrate how it can be used by research development professionals to support research teamwork. In addition, as the Collaboration Continuum is a work in progress, we will invite session participants to engage in a discussion regarding the further development, availability, and continued maintenance of the tool.

Presenters:

J. Quyen Wickham
Interdisciplinary Consultant, University of
Oklahoma

Karen Eck
Assistant Vice President for Research,
Office of Research, Old Dominion
University

Kelly Deal
Research Analyst, Duke Global Health
Institute

Joann Waite
Director of Sponsored Research and
Programs, Gonzaga

THE GRANT DEVELOPMENT LIFECYCLE: A STRATEGIC & MULTIFACETED APPROACH

Room: Grand Ballroom, Salon G

In the current competitive funding climate, proposal success rates increase significantly with tailored support provided during the prewriting, writing and rewriting stages of grant development. This complex process requires that grant specialists understand investigators' unique needs and establish effective practices to guide investigators through each step. In this session, presenters with diverse backgrounds will share their perspectives on how they provide strategic support and assist investigators with:

- 1) the pre-writing process, understanding the funding mechanism and aligning with the funder's mission,
- 2) the writing process, an internal review of the initial draft proposal intended to share lessons learned and common pitfalls to avoid and 3) the rewriting process, editing the final draft proposal to identify red flags before submission and to engage the creative process to enhance competitiveness.

The presenters will highlight best practices and common mistakes they encounter when helping investigators develop strong grant applications. This session is intended for audiences who seek a broad understanding of how to assist investigators at various stages of grant development and may help NORDP members identify novel services to establish in their own research development offices.

Presenters:

Beth LaPensee
Project Manager, University of Michigan

Christine Stroh
President, Engineering-Science Editors

Sharon Pound
Manager, University of Tennessee

STRATEGIES TO SUPPORT MULTI-INSTITUTIONAL, CROSS-CONFERENCE RESEARCH COLLABORATIONS

Room: Grand Ballroom, Salon B

Increasingly, the solutions to grand societal challenges demand the efforts of large interdisciplinary teams of researchers from multiple institutions. The Big Ten/CIC-Ivy League Traumatic Brain Injury (TBI) Research Collaboration – a coalition with the potential to tap the time and talent of more than 500 investigators, 600 clinicians, and 17,000 student-athletes from 23 institutions – was formed in 2012 to help develop science-based strategies for preventing, detecting, and treating TBI and sports-related concussion.

To realize these outcomes, academic researchers and university sports medicine personnel contributing to the collaboration are partnering to standardize research approaches, establish appropriately-sized study populations, develop evidence-based protocols, and co-author peer-reviewed publications and proposals for grant funding. Through a shared vision of student-athlete health and well-being, this effort provides a positive representation of the position of intercollegiate athletics within the higher education setting. However, a number of challenges like institutional commitment, differences in culture (across campuses and conferences and between academics and athletics), disciplinary and geographic separation, and the tension between collaboration and competition have the potential to lessen the focus and impact of this unprecedented research partnership.

To date, a number of research development strategies such as dedicated project leadership, strategic coordination, and open communication have enabled the collaboration to maintain its momentum and ramp up its activity.

This presentation will outline a set of recommendations and practical research development approaches others should consider when nurturing large-scale, collaborative research efforts. Qualitative and quantitative data provided by TBI Research Collaboration participants, which have been leveraged to inform course corrects and enhance the collaboration's activities, will be shared.

Presenters:

Martha Cooper
Visiting Traumatic Brain Injury Project
Coordinator, Committee on Institutional
Cooperation

Nathan Meier
Director of Research Strategy, University
of Nebraska-Lincoln

MOTIVATING RELUCTANT, INACTIVE OR INEXPERIENCED INVESTIGATORS TO PURSUE GRANTS

Room: Oakley

*ROUNDTABLE SESSION –
Attendance Limited to 20*

One of the challenges for research development professionals is engaging individual faculty/principal investigators to pursue grant funding in the extremely competitive grant environment when they have not been successful with initial attempts. Unless investigators find success early in their careers, they will find it increasingly difficult to be motivated for proposal development and funding later in their careers.

Based on literature, best practices and experience, the presenter will offer an overview of the characteristics of reluctant, inactive or inexperienced investigators that deter them from pursuing grant funding. New, mid-level and senior investigators have different challenges in pursuing grant support so the strategies and approaches that have worked for these groups also differ. Some of the ideas to be presented include incentives, mentoring, special workshops, individual strategic plans, and partnering. Participants will be encouraged to share examples and case studies of their own best practices for motivating and working with these investigators.

This session will be interactive and participatory for research development professionals from all types of institutions.

Facilitator:

Marjorie Piechowski
Emerita Director of Research Support,
University of Wisconsin-Milwaukee

YOUR INSTITUTIONAL RESEARCH ENTERPRISE: TOOLS FOR ILLUMINATING AND COMMUNICATING ITS IMPACT AND INFLUENCES, AND STRATEGIZING FOR FUTURE DEVELOPMENT

Room: Forest Glen

Faced with growing competition for future funding and increased calls to better understand, disseminate, and demonstrate impact resulting from research activity carried out by their researchers many research intensive institutions are implementing Research Information Management Systems (RIMS) to help collate

the often fragmented data maintained across an institution. Here we'll reflect on the types of information that can be captured within a RIMS, the key features, with an eye toward flexibility in reporting and visualization – illuminating your institution's research enterprise and enabling accurate communication of its impact and influence.

Presenters:

Kelsey Rosell
Director of Sales, Symplectic Ltd.

Jeff Dougherty
Academic Solutions Specialist, Symplectic Ltd.

HOW DO I REVIEW THEE? LET ME COUNT THE WAYS

Room: Grand Ballroom, Salon H

Just as Elizabeth Barrett Browning recounts the numerous ways in which she loves her husband in her poem, "How Do I Love Thee? Let me Count the Ways," so too are there many ways to review and evaluate the potential for success of grant proposals. But are grant review criteria as endless as the ways of love? Upon initial glance of various federal funding agency review criteria guidelines, it does seem as though each has its own distinct set and number of "rules" regarding review of grant proposals for research and scholarship.

This session will present an examination of proposal review criteria from various federal funding agencies to demonstrate that there are actually only a small and finite number of ways that a grant proposal can be evaluated and that once you know the "rules" from any one funder, it makes it much easier to learn the "rules" for every other, including foundations and corporate funding bodies. But why does this matter? As the external federal funding landscape continues to become more competitive because of a decline in resources for research and scholarship support, it is important for investigators and scholars to consider multiple agencies to which they can submit grant proposals. So much of the grantsmanship process is dependent upon the review criteria, which represent the funders' desired impact of the research or scholarship. Thus, if investigators and scholars perceive that they need to learn an entirely new review system(s) before considering a grant proposal to a new funding agency, the task can seem overwhelming and researchers and scholars are less likely to diversify their funding portfolio.

Presenter:

Holly J. Falk-Krzesinski
Vice President, Global Academic &
Research Relations, Elsevier, and Senior
Adjunct Instructor, Nonprofit Programs,
Northwestern University

**THURSDAY
APRIL 30TH**

10:45 AM - 2:30 PM

BREAKOUT SESSIONS 1 & 2 / SPONSOR DEMO

RESEARCH DEVELOPMENT STRATEGY: DESIGNING A DE NOVO INSTITUTE WITH NUMEROUS DEGREES OF FREEDOM

Room: Grand Ballroom, Salon A

The session will present a case study exploring research development strategies (or “best practices”) related to the design and launch of the Rady Pediatric Genomics and Systems Medicine Institute, a major new research institute at Rady Children’s Hospital-San Diego. The Institute was internally-conceived, strategically-designed, and launched after securing an initial \$120 million in philanthropic and \$40 million in hospital funding. (The session presenter, Rand Haley, worked with Rady Children’s during 2014 to bolster their internal team and drive the Institute design process and development of a business plan for the new Institute.)

There was no RFA or RFP to guide development of the Institute. Instead, a process was undertaken to consider a wide range of design dimensions and the internal and external partnerships necessary to establish and support the de novo Institute. While the lack of a “map” (e.g., an RFA/RFP to which the Institute was being developed) was empowering, the resultant numerous degrees of freedom required many complex design decisions. Design dimensions included Institute goals, differentiators, organizational structure, leadership, governance, research strategy, operations, financial planning, and sustainability. Institute design and launch required partnerships with academic institutions (most notably, UC San Diego), industry, independent research institutes, and offices within the hospital. Rady Children’s tripartite mission required that some of these partnerships extended beyond research into patient care and/or education.

The case study will present a range of strategies (or best practices) applicable as research development professionals continually look to their toolkits for ways to provide proactive, strategic assistance to researchers and leadership developing complex, large-scale research programs, whether in response to defined RFAs/RFPs or for creation of major, de novo research efforts with numerous degrees of design freedom.

Presenter:

Rand Haley
Senior Manager, ECG Management
Consultants

AN INTERNATIONAL PERSPECTIVE ON PUBLIC IMPACT AND ENGAGEMENT

Room: Grand Ballroom, Salon C

Institutions of higher education are under pressure to convince the public about the value of university research and to document how their activities engage external constituents and contribute to the common good. Federal funders of academic research increasingly require projects to include indicators of public impact and contribution to society. Governments around the world seek to capitalize on research and innovation as drivers of economic and social well-being. Many in the scientific community struggle to address the calls for greater public accountability and engagement, finding it burdensome or beyond their purview. Research development professionals around the globe are stepping up to provide the necessary support and cultivate the skills and networks required.

This session will review the policies and procedures that shape this issue in the US and UK, and share strategies implemented at institutions in these and other countries.

Presenters:

Dianne Nagy
Grant Proposal Specialist, South Dakota
State University

Andrew Wray
Enterprise & Knowledge Exchange
Programme Manager, University of Bristol

**11:45 AM -
1:30 PM**

**RECOGNITION LUNCH,
NETWORKING,
AND SPONSOR
CONVERSATION**

**GRAND BALLROOM
SALONS D & E**

1:30 PM - 2:30 PM

SPONSOR DEMONSTRATION

Room: Great Falls

PROQUEST PIVOT UPDATES IN ACTION

Join Andrew Nagy, Product Manager for ProQuest Pivot, as he leads an interactive product session covering the latest enhancements to Pivot as well as updates on exciting new features rolling out soon.

CONCURRENT BREAKOUT AND ROUNDTABLE SESSION 2

WHEN RESEARCH DEVELOPMENT IS JUST ONE PART OF YOUR JOB DESCRIPTION

Room: Grand Ballroom, Salon B

Research and proposal development involves a great deal of time: time spent meeting with faculty and investigators to get a sense of what they do and what they need; time spent researching sponsors and identifying appropriate funding opportunities; time spent reading and revising proposal drafts and white papers; time spent developing budgets, budget justifications, and other key ancillary documents, and more. But when research development is only one of many other job responsibilities, it can be difficult to find this time, especially at smaller institutions or even large universities where only one individual may have development responsibilities. This panel discussion is geared toward research development professionals whose positions carry multiple tracks of responsibility. The panelists will discuss the challenges (and opportunities) involved in balancing research development with other job responsibilities, and the ways in which research development in these situations is different from work done on large center proposals and other major research projects, in addition to suggesting resources and best practices (e.g., for keeping track of investigators’ research interests and upcoming proposal deadlines) for individuals engaged in research development work as part of a combined position.

The panel will also engage the audience in the discussion, so that we can learn from each other. Participants will: (1) Gain an understanding of the challenges and opportunities inherent in blended positions; (2) Understand how blended positions are different from separate, full time research development roles; (3) Gain tools for enhancing one’s ability to conduct research and proposal development as only one responsibility among many.

Presenters:

Michael Spires
Senior Proposal Analyst, University of
Colorado Boulder

Kellie Dyslin
Assistant Director, Proposal Support,
Northern Illinois University

**THURSDAY
APRIL 30TH**

1:30 PM - 2:30 PM

BREAKOUT SESSIONS 2

THE SCIENCE OF TEAM SCIENCE: THE EVIDENCE AND A PATH FORWARD

Room: Grand Ballroom, Salon F

The past half-century has witnessed a dramatic shift in scientific publications and patents away from solo authorship and toward teams in order to address the complexity of modern science and societal challenges. Increasingly, research to address the most vexing societal problems, such as obesity and climate change, call for experts from a wide range of disciplines to work together in interdisciplinary research centers and institutes. As teams increase in complexity so do the number of challenges a team may face and thereby the imperative for developing strategies to ameliorate such challenges.

Two recent studies undertaken by the National Research Council address these challenges: Convergence: Facilitating Transdisciplinary Integration of Life Sciences, Physical Sciences, Engineering, and Beyond (May 2014) and The Science of Team Science: The Evidence and A Path Forward (to be published shortly). Convergence discusses examples of strategies and practices used by institutions to facilitate convergence endeavors and examines lessons learned from approaches for fostering convergence in different types of research institutions.

Advancing our understanding of team science and translating that knowledge into practical applications provides an unprecedented opportunity for investigators, researchers who study team science, administrators and policy makers, and other stakeholders to enhance the way team science is conducted, managed, and supported. In its final report (to be published in January or February, 2015), the science of team science committee will address factors such as team dynamics, team management, and institutional structures and policies that affect large and small science teams. Presenting the findings of both reports and engaging the NORDP community will be an instructive and important exchange.

Presenters:

Margaret Hilton
Senior Program Officer, National Research Council

James J. Gentile
Dean for Natural and Applied Sciences,
Hope College

Kara L. Hall
Health Scientist, National Cancer Institute

BUILDING PARTNERSHIPS TO ENHANCE GLOBAL RESEARCH

Room: Glen Echo

Today's grand challenges require interdisciplinary solutions of a global nature, and researchers who collaborate with international partners dramatically expand the audience for their work and extend the reach and prestige of their home institutions. International funding is an important complement to a federally funded portfolio and can open the doors to federal funds by showing evidence of productive partnerships, but international research collaboration can be complex and often challenges traditional business systems. Creating an environment for successful international research requires open lines of communication and partnerships across university units, alumni, and industry.

This session will discuss how universities can leverage the resources of offices outside the traditional research unit(s) to support the research enterprise. In particular, the focus will be on how to construct and utilize partnerships with international offices, advancement/alumni relations, and industry in support of international engagement. Why global research engagement is a necessary component of the research enterprise will be discussed and specific tools for enhancing collaboration across institutional research, international, and alumni offices will be identified. Best practices will include ways to use technology, internal grant programs, faculty expertise, and alumni connections to construct and strengthen international research partnerships across and outside the institution.

At least half of the time spent in this session will include a group discussion on enhancing global research, how to leverage nontraditional research units towards this end, and the feasibility of doing so across varying types of institutions. However, this session can also be presented from within a group format, and should not be only considered as a potential individual presentation.

Presenter:

Laurel Thomas
International Research and Global
Engagement Manager, University of South
Florida

MAKING THE MOST OF THE RESEARCH DEVELOPMENT MENTOR/MENTEE RELATIONSHIP

Room: Linden Oak

**ROUNDTABLE SESSION -
Attendance Limited to 20**

Are you mentoring a research development professional? Are you being mentored by an RD professional? Do you want to be? This roundtable discussion will focus on ways to maximize mentoring, sharing best practices and tips and techniques for developing and sustaining mutually beneficial relationships.

Facilitators:

Jan Abramson
Assistant Director for Clinical Research
Development, University of Utah

Leigh Botner
Research Development Director, University
of Delaware

DEVELOPING A MORE PRODUCTIVE, EFFICIENT AND SUSTAINABLE BIOMEDICAL RESEARCH ENTERPRISE

Room: Grand Ballroom, Salon A

Dr. Lorsch is the director of the National Institute of General Medical Sciences at the NIH. He will discuss current challenges to the health of the biomedical research enterprise and approaches for overcoming them. He hopes to get input from NORDP on the perspectives of academic research administrators and ideas for how all the parts of the research enterprise can work together to re-optimize the system.

Presenter:

Jon Lorsch
Director, National Institute of General
Medical Science (NIGMS)



**CONSIDERING THE VALUE OF
INTERNAL AND EXTERNAL
EXPERT REVIEW OF GRANT
PROPOSALS**

Room: Oakley

*ROUNDTABLE SESSION -
Attendance Limited to 20*

Many institutions facilitate internal and/or external expert review of grant proposals drafted by individual investigators or small faculty teams. The goal of this service is to formalize the process by which grant applicants may obtain panel-like feedback prior to proposal submission. This feedback is then leveraged during the revision process, helping investigators submit the strongest proposals possible. Research administrators are interested in assessing the value of this service, and a roundtable discussion will provide a platform to learn about the best practices of programs at different institutions and to consider the metrics that can be used to determine the success of internal and external proposal review.

Facilitator:

Ashton Waite
Proposal Development Coordinator,
Office of Proposal Development,
University of Nebraska-Lincoln

**NEW OPPORTUNITIES FOR
RESEARCH DEVELOPMENT
(NORD): ORGANIZING
SESSION**

Room: Grand Ballroom, Salon G

NORD is a new NORDP initiative intended to expand the scope and reach of NORDP. The goal of NORD is to advance Research Development as a field of study, through empirical research and theory development, and as a domain of expert action, through documentation and training in the areas of Research Development work, policy input, network building, partnership formation, and transdisciplinary action. The purpose of this session is to further delineate NORD's scope and discuss next steps for establishing Research Development as a field.

Presenter:

David Stone
ACE Fellow, Wright State University
NORDP President

2:40 PM - 3:40 PM

**CONCURRENT
BREAKOUT AND
ROUNDTABLE
SESSION 3**

**GENDER AND TEAM SCIENCE:
IMPROVING COLLABORATIVE
EFFECTIVENESS OF
RESEARCH TEAMS**

Room: Grand Ballroom, Salon C

This session addresses gender issues in team science from the perspective of advancing and facilitating actions at the organizational level, where the main goal is to improve the diversity, capacity, and quality of human capital by creating more responsive, effective and efficient research environment for people to develop and work. The presentation will review the literature related to gender and team science, with a focus on evidence-based policy implications designed to guide how research institutions can improve the processes and practices that affect how science is conducted.

Presenter:

Holly J. Falk-Krzesinski,
Vice President, Global Academic &
Research Relations, Elsevier, and Senior
Adjunct Instructor, Nonprofit Programs,
Northwestern University

**HELPING HUMANISTS AND
OTHER NON-SCIENTISTS**

Room: Grand Ballroom, Salon H

A significant percentage of faculty at many institutions work in fields not eligible for funding from major agencies such as NIH, NSF and DOD. Yet they face the same pressures to conduct research and publish. It is tougher to track down funding sources for these faculty, which makes assisting them one of the most rewarding tasks in research development.

This session will explore ways to help faculty in the arts and humanities find funding for their work. It will review some of the standard funding organizations such as the NEH and NEA, as well as the America Council of Learned Societies and other major private funders. Although these programs are highly competitive, there are ways to maximize the chances of your faculty receiving funding.

Another strategy is to integrate these faculty into scientific multidisciplinary projects. Agencies seek multidisciplinary approaches to complex problems, and these faculty can strengthen the project. For example, a project about the use and value of shoreline property can benefit from a philosophy professor who specializes in aesthetics.

A third strategy is to offer small internal grant programs aimed at arts and humanities faculty. My institution has two such programs: One provides summer money for projects for which little or no extramural funding is available (such as completion of a book), and one provides money to finish a nearly completed project (by paying for the use of images in a forthcoming book or a final trip to an archive).

Audience members will be encouraged to share their ideas and strategies as well.

Presenter:

Karen Markin
Director of Research Development,
University of Rhode Island

**HOW ONE INSTITUTION
COLLABORATED INTERNALLY
TO INCREASE SUCCESS
WITH THE NSF GRADUATE
RESEARCH FELLOWSHIP
PROGRAM (GRFP)**

Room: Grand Ballroom, Salon F

In 2012, the University of New Hampshire (UNH) Office of Research Development and Communications partnered with the UNH Office of National Fellowships and the UNH Graduate School to create a robust program to support students interested in applying to the 2013 NSF GRFP competition. UNH had little prior success with the program; most of the previous winners were undergraduates who took their fellowships to other institutions, and UNH had only had one winner since the 2009 competition. Today, UNH has its highest number of NSF Graduate Research Fellows in the history of the university.

Strategies to effectively recruit and retain students throughout the application process will be discussed at this session. UNH's GRFP programming now runs year round and involves faculty and administrators as well as the students themselves. A detailed description of UNH's GRFP programming will be provided. Attendees will gain insight into how to initiate similar programs on their campus and how to collaborate effectively with their institution's Graduate School, Fellowships Office and other relevant departments. Additionally, advice on tracking student applications and outcomes as well as publicizing successes will be shared. The GRFP application mainly consists of two essays. Tips for successful essays and advice on consulting student applicants throughout the writing process will be shared.

Presenter:

Michael Thompson
Associate, Research Development and
Communications, University of New
Hampshire

THURSDAY
APRIL 30TH

2:40 PM - 3:40 PM

BREAKOUT SESSIONS 3

DISRUPTING OHIO STATE, THE NATION, AND THE WORLD: FRAMING NON-TRADITIONAL RESEARCH DEVELOPMENT STRATEGIES WITH GLOBAL IMPACTS

Room: Grand Ballroom, Salon A

Several recent efforts to answer the call of global challenges have required the leadership team and faculty at The Ohio State University to frame and execute non-traditional initiatives. Asst. VP for Research Development Marty Kress will discuss three recent initiatives and how the "right" thing to do was something that the people in the room had not before considered—a deviation from standard university proposal and/or implementation processes. Kress will discuss lessons learned and persistent challenges with: 1) two manufacturing institutes that garnered \$148M in federal and corporate sponsorship in 2014; 2) an innovative shale energy/environmental sustainability concept that won \$7M from DOE but was jeopardized by

a post award policy shift; and 3) a water-food-health capacity-building program in Africa that has transformed the engineering, agriculture, business, veterinary and public health programs at Ohio State. These three successful research development efforts were as full of challenges as they were of potential.

The session will focus on the blend of business, technology and research innovation required to make large, non-traditional initiatives a success. Specific challenge areas include: securing buy-in from key faculty and internal support units to create a matrix organization; working with legal and tech commercialization offices to reframe key terms and conditions for high-value-added industry partners; framing innovative collaborations with other research university partners; recruiting a fully dedicated team of professionals with strong market skills to gain external support; and doing market opportunity assessments and validating them to secure funding. Kress will discuss how for Ohio State, a key challenge was to shift the internal discussion from "here is what I work on" to "here is what the funder/customer needs and how we are going to provide it."

Presenter:

Martin Kress
Assistant Vice President for Research
Business Development, Ohio State
University

DESIGNING INTERACTIVE ADULT EDUCATION IN RESEARCH DEVELOPMENT

Room: Glen Echo

Adult education is most effective when learners are themselves participants. To that end, lecture-style research development seminars can be transformed into engaging, participative environments where the faculty researchers are learning from each other and the facilitator. Being able to draw from the expertise and lessons learned in the room offer learners a richer understanding of research development.

This session will walk faculty developers through how to design interactive adult learning, including what questions the developer should ask to fit the appropriate designs to their audience, such as "What is the learning outcome?" and "What will learners need to know or do to achieve that outcome?" This session will also demonstrate a selection of interactive designs, including mind-mapping and small-grouping techniques. Participants will leave with an engaging approach to educating their faculty in research development and with tools to apply that approach at their own institutions.

Presenter:

Naomi Nishi
Assistant Director for Educational
Outreach, University of Colorado Denver

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**THURSDAY
APRIL 30TH
2:40 PM - 3:40 PM**

BREAKOUT SESSIONS 3

EVALUATING RESEARCH DEVELOPMENT: METRICS AND SATISFACTION SURVEYS

Room: Grand Ballroom, Salon B

Performance metrics and quantitative measures to evaluate the value of research development and research administration have become increasingly popular with administrators and policy makers. Given the complexity of research development paired with dropping funding rates, "success" rates and other commonly used metrics fail to provide meaningful information about the true impact of our work. In this session evidence-based tools for use in internal evaluation will be described, illustrating several of the highlighted approaches with examples from evaluations of the Tufts University Offices of Research Administration and Proposal Development. In particular, this session will highlight the utility of

using satisfaction as the key metric in assessing the success of a research development office. The process of developing, designing, implementing, and assessing the results of a satisfaction survey will be discussed.

Presenter:

Sarah Marina
Research Development Specialist, Tufts University

SUPPORTING SBIR/STTR APPLICATIONS

Room: Forest Glen

In the recent years, academic institutions have been increasingly interested in fostering innovation research among their faculty and students. This interest has paralleled the recent emphasis placed by federal agencies in translation research, which has been seconded by dedicated funding – increase in support for Small Business Technology Transfer Research (STTR) and Small Business Innovation Research (SBIR). However, innovation research and development has not been a staple in traditional research development offices. How can you help

augment the number of competitive STTR/SBIR applications in your institution?

- The concept of innovation research vs. "normal" research
- Funding sources for research with innovation potential;
- Federal funding programs pertinent to innovation research: STTR and SBIR;
 - Similarities and differences;
 - Technology transfer, spin-offs, and start-ups;
- Marshaling a team of diverse competencies to support innovation research.

Presenters:

Joana Rosario
Principal, Health R&D

M.S. (Peg) AtKisson
Associate Member, Grant Writers'
Seminars and Workshops, LLC



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**THURSDAY
APRIL 30TH**

2:40 PM - 5:30 PM

BREAKOUT SESSIONS 3 / SPONSOR DEMO

STRATEGIES AND BEST PRACTICES FOR MANAGING BOTH UP AND DOWN IN RD TEAMS

Room: Linden Oak

**ROUNDTABLE SESSION -
Attendance Limited to 20**

Do you sometimes feel that your efforts go unrecognized? Or hear teammates complain that they never know what's going on? In this session, we will share ideas around techniques for managing both up and down "the chain". Our discussion will include tips on supporting individual team member success, the role of performance reviews, strategies for communication, tips for pitching new ideas and presenting RD successes, when and how to ask for what the team needs, and rewarding team and individual efforts.

Facilitator:

Gretchen Kiser

Director, Research Development Office,
University of California, San Francisco
(UCSF)

WORKING WITHIN INTERNATIONAL COLLABORATIONS

Room: Oakley

**ROUNDTABLE SESSION -
Attendance Limited to 20**

In this session, we will discuss critical elements for successful international collaboration, some common hurdles and potential solutions, the impact of cultural differences, tips on keeping the lines of communication open, and avenues for funding international collaborative efforts.

Facilitator:

Caroline Ang

European Research Development
Manager, University of Bath, United
Kingdom

A STARTING POINT: SIX CRITICAL QUESTIONS TO LAUNCH A SUCCESSFUL GRANT PROPOSAL

Room: Grand Ballroom, Salon G

When starting to write a grant proposal, researchers are prone to lapse into the same mindset and writing habits they employ when writing an academic paper. This can be risky, as the writing style that works best for competitive grant proposals differs from the preferred styles of most academic journals. This presentation will describe a practical exercise proposal writers can use to create a mental outline of the key points that grant reviewers will look for in the early sections of the document, especially on the first page. Answers to these questions can also be used to construct a preabstract from which to obtain early feedback from colleagues and to start a dialogue with grant program officers.

Presenter:

Robert Porter

Owner, Grant-Winners Seminars

3:45 PM - 5:30 PM

SPONSOR DEMONSTRATION

Room: Great Falls

PLUM ANALYTICS GET THE GRANTS YOU DESERVE: USING MODERN METRICS IN PRE-AWARD WORKFLOWS

Providing citation metrics has always been an important component of the biographical data section of a grant application. However, these metrics are lagging indicators of the impact of researchers' output. When including recent publications for grant submissions, researchers are resigned to merely saying that articles have been published. New modern metrics are now available that provide both qualitative as well as quantitative data for recent publications. These metrics uncover stories about the research that can be used for new BioSketch and "alternative metrics" sections of grant applications. In addition these modern metrics give color to research output in forms other than journal articles, including books, datasets, source code, and more. This session will provide a background and overview of what you can expect from modern metrics, a demonstration of PlumX from Plum Analytics, a modern metrics dashboard, and a review of a variety of use cases from institutions using this dashboard.



THURSDAY
APRIL 30TH

3:45 PM - 5:30 PM

IDEA SHOWCASE & RECEPTION

3:45 PM -
5:30 PM

IDEA SHOWCASE AND RECEPTION

LOWER LEVEL
FOYER

The Idea Showcase format, akin to a poster session, is designed for individuals or small teams to present their own approaches to problems and solutions in research development, to showcase best practices, or to introduce innovative ideas. This format is particularly suited to one-on-one discussion and networking. You are invited to attend this stimulating event for great conversation and networking.

INNOVATION

I1 POST-DOCTORAL EXPERIENCE 2.0

University research development and sponsored programs offices can create the opportunity for reimagining the post-doctoral traineeship as a focused position in research development and administration, rather than an extended semi-permanent training position in a research lab. Recent PhD graduates can bring such obvious advantages as the ability to communicate with (and translate from) a technical audience, and practical knowledge of grant administration (re: salaries for science PhD students, varying levels of grant writing experience). They will also often bring less advertised but equally valuable experience in creative problem solving techniques and time/project management. The University will need to invest some time in helping such a postdoc transition from specialist to generalist—for instance, by learning about organizational/institutional structure, or learning to adopt different communication styles when talking/writing to different audiences, from specialist, to technical generalist to non-technical.

From the PhD graduate's perspective, a career in research development and/or research administration offers an opportunity to engage daily in multiple avenues of research. For the post-doctoral associate, advantages include broad exposure to multiple disciplines, initial credibility with faculty, varied projects and learning

opportunities, refining skills learned during the PhD process, professional development opportunities, and a novel job market. Potential disadvantages from the perspective of the post-doc include knowledge gap regarding institutional organization and protocols, culture shock of moving from lab work or fieldwork to office work environment, difficulty transitioning between administrative role to faculty role later in career, and perception of peers.

Despite disadvantages real or perceived, working as a post-doctoral associate in research development and/or research administration is a worthy opportunity and one that more should pursue.

Presenters:

Alice Clark
Vice Chancellor for Research and
Sponsored Programs, University of
Mississippi

Jessica Mankus
Post-Doctoral Research Associate,
University of Mississippi

Jason Hale
Director of Research Resources, University
of Mississippi

I2 THE STEAM FACTORY: FOSTERING INTERDISCIPLINARY COLLABORATION AND INNOVATION IN AN ACADEMIC ENVIRONMENT

The STEAM factory has adopted a novel approach in enabling cross-disciplinary conversations and developing a creative space to further collaborative research with the community. The STEAM Factory is a grassroots network of mostly early career faculty with two primary goals: 1) to promote interdisciplinary collaboration and innovation across all disciplines, and 2) to disseminate research, technology and pedagogy through creative methods. In slightly over a year, STEAM has 60 members representing 45 different disciplines.

The STEAM Factory has relied on a variety of activities to spark faculty collaborative conversations including a monthly salon style workshop series called "STEAM Exchange." These events bring multiple disciplinary perspectives to bear on a single topic with a view toward identifying opportunities for cross-collaboration & unique research opportunities.

To further facilitate a culture of creativity, STEAM is establishing a permanent presence among artisans at an off campus, economically disadvantaged location. This venue provides a neutral creative space for brainstorming research ideas and facilitates the potential for "accidental" research innovations from cross-pollination of ideas, gives faculty the opportunity to conduct collaborative research, host workshops, colloquia, public lectures, and showcase current research while fulfilling broader impacts requirements to the university and greater public that might otherwise be difficult to reach.

The STEAM Factory's innovative approach has resulted in multiple interdisciplinary collaborations, research activities, and community partnerships, including: 1) O/HIO Hackathon by faculty

representing Computer Science Engineering and University Libraries, 2) Project Color, a multi-dimensional course that evolved to include faculty from chemistry, art and food technology, and 3) partnerships with Columbus Idea Foundry, City of Columbus, 400 West Rich Association, and Franklinton Development Association.

Presenter:

Charlene Brenner
Project Coordinator, The Ohio State
University

I3 IMPLEMENTATION OF AN INTERPROFESSIONAL FACULTY DEVELOPMENT RESEARCH FELLOWSHIP

We have developed an interdisciplinary and interprofessional research fellowship program to enhance the research skills of early and mid-career clinical faculty with limited prior research training, opportunities, and experience.

We use a team science approach to:

- 1) facilitate interprofessional research where health professionals from different fields collaborate and integrate their knowledge, skills and perspectives to complete research projects,
- 2) generate non-siloed, clinical and biomedical knowledge that supports interprofessional team-based clinical work, and

- 3) translate the findings into collaborative clinical practice that incorporates multiple dimensions of biomedical expertise.

Clinical and biomedical faculty are supported by structured formal mentorship and protected time for the development of scientific research that is focused on population health outcomes. Fellows query and analyze large publicly available databases including: public health surveillance, medical/health records, and laboratory and drugs databases. Epidemiologic analytic approaches and study designs connect various professions, disciplines and individual fellows' clinical and/or biomedical expertise. Fellows develop computational and quantitative analytic approaches and tools needed in the biomedical sciences research community to competently work with relevant big data. Each fellow is expected to produce one first authored manuscript and is a co-author on the other fellows' manuscripts produced during the fellowship within a one year time period.

The long-term benefits of this program include:

- 1) the provision of comprehensive solutions to health care problems affecting populations,
- 2) strategic support for the advancement of scholarly activity and academic promotion of junior and mid-career faculty and
- 3) facilitation of the development of interdisciplinary/interprofessional teams that engage in collaborative research practice to provide the highest quality of healthcare.

Presenter:

Catherine St. Hill
Research Coordinator, Assistant Professor,
University of Minnesota

I4 A MATRIX-MENTORING MODEL TO SUPPORT CAREER DEVELOPMENT

Over the past seven years, the University of Utah Health Sciences has developed and evolved the clinical and translational scholars (CATS) program into a holistic institutional mentoring program to support junior faculty members as they transition to principal investigators. This Idea Showcase will present the Matrix Mentoring Model, a snapshot of CATS program objectives and outcomes and summarize lessons learned as the program has grown.

The CATS program uses a multi-level mentoring matrix that includes self, senior, scientific, peer and research staff mentorship. During the two-year program, scholars learn management essentials for principal investigators and participate in leadership training designed to develop skills in communication, collaboration, negotiation, and self-awareness. Potential scholars must apply to the program, have support of their department chair, be guaranteed a minimum of ~30% (or more) time for research and scholarship, and have an identified research focus. Applicants are reviewed and selected by the Associate Vice President for Academic Affairs and Faculty Development and a 13-member team of senior mentors. To date, 86 scholars have participated in the program; an additional cohort of 14 began in January 2015.

The CATS program has benefitted both scholars and the institution. Of the program graduates, 95% have received extramural awards; 207 awards generating \$29.3 million in direct costs. 98% remain in academic medicine and 94% remain at the University of Utah. 50% of program participants have been promoted and 20% have received tenure, with the remainder on track for advancement while still in the probationary period. The CATS program has also been associated with increased inclusion of women and under-represented minorities as funded principal investigators contributing to the institutional research enterprise. The model can be translated to other academic health centers in order to support and sustain the biomedical workforce.

Presenter:

Jan Abramson
Assistant Director, Clinical Research Development, University of Utah

I5 UC MERCED GOES TO WASHINGTON: STRATEGIES TO MAXIMIZE FACULTY ENGAGEMENT WITH FEDERAL AGENCIES

The University of California Merced Office of Research Development Services (RDS), in collaboration with the Office of Federal Government Relations (FGR), coordinates faculty trips to Washington DC to introduce junior to mid-career faculty to federal agency program representatives. The impetus for starting these agency visits was a recommendation from a 2012 external peer review of UC Merced research development activities performed by a NORDP team. To date, two trips have been held; participating faculty have met with at least 10 federal agencies, including NSF, NIH, DOE, USDA, DOD, NASA, and the NEH. The February 2014 trip (originally scheduled Fall 2013 but postponed due to the government shutdown) supported 7 participants. In October 2014, 12 faculty participated.

The primary purpose has been to meet with program officers at federal agencies to discuss research projects and to explore potential funding and partnership opportunities. Faculty also meet with Congressional representatives and staff on Capitol Hill, staff of the UC Federal Government Relations Office, and participate in a reception with DC area alumni and students interning in DC. Faculty are accompanied by RDS and FGR staff, as well as by campus administrative leadership including the Vice Chancellor for Research and Economic Development (ORED) and the Provost/Executive Vice Chancellor. Trip participants are chosen via a competitive application process with preference given to those who had participated previously in RDS Grant Writing Institutes. Trip funding has been provided by ORED and by the schools of participating faculty; permanent funding mechanisms to continue annual trips for 12 to 20 faculty have been established.

The poster will describe trip funding mechanisms, the application process, and outcomes based on follow up assessment. Logistical information on the planning and execution will also be provided; these details will be useful to other institutions considering similar programs.

Presenters:

Susan Carter
Director, Research Development Services, Office of Research and Economic Development, University of California Merced

Lacey Kiriakou
Director, Federal Relations, University of California Merced

Vanity Campbell
Senior Research Development Officer, University of California Merced

I6 CREATIVITY'S PURPOSE, PLACE, AND APPLICATION IN RESEARCH DEVELOPMENT AND PROPOSAL PRODUCTION

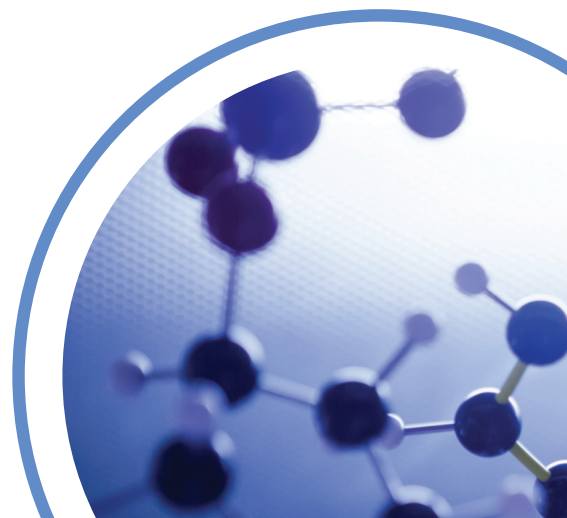
Understanding the nature, function, and application of creativity is essential for research development professionals as many of their tasks clearly involve creative thought. Identifying and capitalizing on institutional strengths, solving relational, strategic, professional, or organizational challenges, formulating new or revising existing processes, facilitating new partnerships, and a host of other tasks test creative ability. Similarly in respect to the development of grant proposals, creativity is essential for success in project planning, developing collaborative relationships, establishing implementation plans, and writing appropriate and convincing descriptions. At each juncture in proposal development there are different creative purposes which align with genre-relevant applications for the material in the grant application.

Utilizing information drawn from the psychological, physiological, educational, and sociological research literature, this session will facilitate a discussion of: 1) what creativity is, 2) evidence-based understandings of the elements of creativity, 3) the types of creative activity that are applicable in research development, in general, and in proposal development, 4) the purposes these activities can facilitate, and 5) when and how these activities can most effectively be implemented by research development professionals. The known characteristics of creativity will be discussed as an overlay across research development in general, proposal writing genre, and proposal development tasks.

As a result, attendees will increase their understanding of what is known about creativity, the creative nature of research development, and appropriate means of approaching and facilitating creativity and creative solutions in their areas of responsibility.

Presenter:

Michael Preuss
Grants Consultant, Hanover Research



STRATEGY

S1 STATISTICAL EVIDENCE SUPPORTING THE INCREASED USE OF TARGETED FUNDING OPPORTUNITY RECOMMENDATIONS FOR FACULTY

Utilizing analytics emanating from the Pivot product as well as feedback received from faculty, this showcase/poster will provide usage data and other evidence connecting the increased deployment of targeted, highly personalized funding opportunities with increased interest by faculty in pursuing grant-related activities.

Presenter:

Jeff Baer
Independent Consultant

S2 BUILDING RESEARCH DEVELOPMENT INFRASTRUCTURE: THE IMPORTANCE OF PROJECT MANAGEMENT AS RESPONSIBILITIES GROW

As research development offices are asked to take on more responsibilities for increasing extramural grant funding at their institutions, two important areas of project management become increasingly important. First, individual grant proposals need to be "project managed" in such a way that researchers do not feel any additional administrative burden in submitting their proposals. Second, research development offices need to manage their own internal projects to ensure that benchmarks are met and to provide data for institutional metrics.

The Tufts Office of Research Development has developed effective project management strategies for both challenges. For grant proposals, particularly those proposals submitted by new or inexperienced faculty and complex, multi-investigator proposals, we have developed checklists and timelines to delineate responsibilities among available resources (e.g., the researcher's team members, departmental research administrators, the corporate and foundations relations office) and to set expectations for internal timelines. The goal for these documents is to provide a framework that shows a genuinely collaborative culture between administration and researchers and that acts as another form of assistance. Internally, the Tufts Office of Research Development has implemented shared documents to track

proposals, funding opportunity announcements, workshops and other trainings, and other tasks. Additionally, a recent hire will be responsible for tracking internal and external projects, for ensuring that timelines and benchmarks are met, and consolidating data for institutional use.

This presentation will discuss strategies for project management of different types of proposals and for internal projects to ensure that workload among research development staff is balanced and efficient, to identify potential challenges early, and to provide institutions with a clear and compelling snapshot of the value provided by research development offices.

Presenter:

Amy Gantt
Director, Tufts University

S3 EMAIL MARKETING SERVICES AS A TOOL FOR TARGETED DISSEMINATION AND DYNAMIC LIST MANAGEMENT

Designed for businesses and non-profits to dynamically manage communication with their audiences, email-marketing services such as MailChimp offer Research Development professionals the opportunity to deliver discipline-specific funding opportunities to subsets of their broader audience of researchers. Disseminating funding opportunity information in a targeted manner is cumbersome in a traditional listserv format where subscribers must choose to join a broadly targeted list and sift through opportunities, or to join numerous interest-based lists.

The Office for Research & Discovery at the University of Arizona employs MailChimp to produce attractive, weekly Funding Opportunity Announcements directed at specific audiences. MailChimp allows us to identify groups based on self-selected criteria or information about subscriber habits interacting with our FOA. This allows us to isolate specific segments of a single list for targeted funding information; subscribers need only to sign up for one list and modify their profile and preferences to receive discipline-tailored announcements. Finally, we use Qualtrics to gain statistics on subscriber-reported use and opinions to further improve efficiency in circulating funding opportunities and promoting events.

Presenters:

Kim Patten
Associate, Research Development,
University of Arizona

Rebekah Keating
Graduate Assistant, Research
Development Services, University of
Arizona

Ann McGuigan
Director, Research Development Services,
University of Arizona

S4 TEACHING SCIENCE FACULTY TO WRITE BETTER

Scientists often struggle with their writing; their native language might not be English, or they may have had terrible experiences in college composition courses and thus never learned to write well. Institutions may try to use English departments or writing centers to assist their scientists, but often the cultural gap is too broad. This poster describes a workshop-based approach to teaching scientists to write better grants and papers. Led by a Ph.D.-trained editor, the course guides scientists in reader-based approaches to writing so that they can teach one another to become better writers and grantsmanship mentors.

Presenter:

Rachel Dresbeck
Director, Research & Academic
Development & Communication, Oregon
Health & Sciences University (OHSU)

S5 USING CLASSICAL RHETORIC PRINCIPLES TO FACILITATE GRANT WRITING AND PROPOSAL DEVELOPMENT

This session will provide an approach to facilitating researchers' grant writing and proposal development activities that is rooted in classical rhetoric concepts (e.g., the philosophical underpinnings of rhetoric vis-à-vis sophistry; the relationships among writer, text and audience; the Aristotelian appeals to logic, emotion, and the speaker's credibility; Cicero's use of hypotheses and theses; and Quintilian's five canons of rhetoric). These concepts will provide a foundation for fellow research development professionals to refine the ways they organize and present grant writing and proposal development workshops and seminars to investigators at their institutions. Research development professionals will also be able to use these concepts while helping individual faculty members and teams conceptualize their proposals as well as review and revise them for increased competitiveness. Case studies and demonstrations of how to use these concepts in training seminars and one-on-one proposal development assistance situations will be offered. The presenter will also solicit feedback, input, and further ideas related to these classical rhetoric concepts from research development professionals in attendance.

Presenter:

Paul Tuttle
Director of Proposal Development
Division of Research and Economic
Development, North Carolina A&T State
University

S6 WORKING EFFECTIVELY & EFFICIENTLY WITH AN EXTERNAL EVALUATOR

Today's results-driven research environment often mandates an evaluation component as part of the proposal submission. With increasing regularity, federal agencies as well as private foundations ask researchers to plan for program monitoring and to link outcomes to original objectives.

This poster will overview researching and approaching an external evaluator; sample RFP language regarding evaluation; working with your evaluator through the pre-proposal process and into the award phase.

The poster will also highlight evaluation basics:

- How to create a logic models? What are outcomes and outputs?
- What is formative evaluation vs. summative evaluation?
- How to develop measurable goals and objectives? What are performance indicators?
- What is technical assistance?
- What are the best data collection methods for my program or project? How do I determine appropriate timeframes for data collection?
- How to allow for/encourage ongoing program improvement via evaluation feedback?
- What is a RCT (randomized control trial)? What is a mixed-methods approach? What other methodologies might be appropriate to my project?

Presenter:

Cate Racek
Proposal Development Consultant, Center
for Evaluation & Education Policy at
Indiana University

S7 FROM PROPOSAL DEVELOPMENT TO PROJECT IMPLEMENTATION: SUPPORTING RESEARCHERS IN START-UP PROJECT MANAGEMENT

Proposal development services often end once the proposal has been submitted to the sponsor. If awarded, large complex proposals require rapid staffing which can be hampered by recruitment delays while finding and assessing qualified candidates. As a new unit, fully established during the 2014-2015 academic year, UA's RDS has been seeking innovative solutions for campus-wide research challenges.

One challenge identified is the gap in support, particularly on large and complex proposals, between proposal submission and project implementation. To mitigate the issue and provide additional institutional support for highly-competitive proposals, UA is piloting a Project Management Start-up Program. For a large and complex proposal preparation and submission process in which an RDS Associate invests significant effort, RDS may offer support of up to 3 months at 0.3 FTE to assist the PI in initiating the project.

Services offered can include: assistance with staffing the project, coordinating the kick-off meeting and team communications, and mapping contract requirements to the work plan and project deliverables. This support can be incorporated into the proposal to increase competitiveness.

Presenters:

Kim Patten
Associate, Research Development,
University of Arizona

Robin Richards
Associate in Research Development,
University of Arizona

Ann McGuigan
Director, Research Development Services,
University of Arizona

Michele Zacks
Associate Research Development,
University of Arizona

S8 OPTIMIZING INSTITUTIONAL APPROACHES TO ENABLE RESEARCH

Challenges that face the academic research enterprise are numerous. These concerns include, but are not limited to: declines in extramural funding for investigator-initiated research, an aging faculty workforce (the average age of securing a faculty's first R01 is over 42), insufficient funds to support faculty laboratories, and limited access to cutting-edge, next generation infrastructure and methods to support research. This presentation describes an institutional approach to providing leading-edge core facilities and enhancing the effectiveness of their operations by implementing process improvements, managing the lifecycle of core facilities, and monitoring key core facilities' metrics.

This approach has created a number of standardized, transparent processes to effectively manage central infrastructure that enables enterprise-wide research, including a process for capital equipment planning, a procedure to evaluate new cores, a method for reviewing and managing the lifecycle of existing cores (invest, maintain, or sun-down), an investment in the administration and operational efficiencies of the cores, and support for the development and implementation of new methodologies for our investigators. The execution of these processes has provided faculty with forward-looking technologies to facilitate innovative research and provide a competitive edge for extramural support.

Presenter:

Jeff Horon
Consultant, Elsevier Research Intelligence



S9 MEASURING GRANT CAPACITY AND READINESS: PRESENT CONTEXT, APPLICABLE THEORY, KEY ISSUES, AND PILOT OUTCOMES

Gauging an organization's capacity for grant activity is practiced, at present, in a subjective manner. Consideration of funder guidelines and the opinions of research administrators and/or experienced Principal Investigators are the primary forms of evidence used. This circumstance does not allow for quantification of institutional capacity, benchmarking against past capacity or peer institutions, strategic planning of grant activity based on measured levels of capacity and readiness, or other important applications. The presenter knew of no formalized system to appraise grant capacity and readiness and, in an effort to understand the current state of knowledge about assessing these institutional factors, conducted a systematic review of the research administration literature. Every article published from 1982 to the end of 2013 by five major journals in the field of research administration was considered as a source. Across that 31 year period there has been no substantial work published in the journals regarding the assessment of institutional grant capacity and readiness and little evidence-based content is present related to the topic. However, the strong focus among research administrators and research developers on process comprehension, management, and improvement could support development and use of grant capacity and readiness assessments. Studies that demonstrate constructs which influence activity related to sponsored projects, the results from national surveys of research administrators and faculty, and targeted surveys of highly experienced parties could serve a foundational role in the development of such assessments.

Maturity modeling and assessment theory can provide the necessary framework for evidence-based and reliable measurement of institutional grant capacity. The outcomes produced could be compared across time and institutions and the procedures would be applicable to all types of organizations that seek grants.

Presenter:

Michael Preuss
Grants Consultant, Hanover Research

S10 LARGE GRANT PROPOSAL DEVELOPMENT: MAKING DREAMS COME TRUE

As research developers (RDs), don't we all dream of stress free proposal development? Even if many of you have already worked out how to best achieve this, repetition and positive reinforcement is always helpful.

Large proposal development will be considered from PIs and RDs' perspectives. Solutions, taking into account both parties, and best practices will be discussed.

Presenter:

Huguette Albrecht
Editorial Coordinator, UC Davis

S11 CONTINUOUS PROCESS IMPROVEMENT AND THE OFFICE OF SPONSORED RESEARCH

The current political and economic stage threatens the NIH budget and with it, the pace of scientific discovery. Rather than implementing reactive cost reduction strategies, it is time for research institutions to adopt long term, sustainable approaches to cost control. Continuous Process Improvement (CPI) can have a dramatic effect on productivity, cost and quality within the Research setting. (Axelrod, 2011) The Office of Sponsored Research at Seattle Children's Research Institute embarked on the CPI journey massively transforming their processes and culture. The results have been dramatic and completely worth every research institution's attention.

Presenter:

Cynthia Bellas
Executive Director Strategy, Evisions

S12 GET THE GRANTS YOU DESERVE: PLUMX AND MODERN METRICS

In the era of networked communication, the opportunities to discover and share research are almost limitless. With these new technologies come new ways to understand what is going on with research output that reach far beyond print-based metrics such as Journal Impact Factor, or other article citation-based metrics. PlumX from Plum Analytics is a modern impact dashboard you can use to discover and tell the stories of your research output. This poster will show you what PlumX is, the types of metrics and output it tracks and what you can do with the metrics. For example, metrics can be used to showcase work for follow-on grant opportunities before it has time to gather citations. Metrics can be used to determine the best opportunities for single-source grants.

Presenter:

Mike Buschman
Co-founder, Plum Analytics

S13 MARKET BRANDING AT A LARGE RESEARCH INSTITUTION: WHAT DO WE DO AND HOW CAN WE HELP YOU REACH YOUR RESEARCH FUNDING GOALS?

In this poster session, we illustrate a transferrable strategy underlying the approach of our research development team to communicating with campus faculty, administrators, and research scientists regarding a significant increase in our services for proposal development. As our group has greatly expanded over the past five years, in both personnel and mission, we have moved beyond providing grant writing services for only large, interdisciplinary proposals to now offering 'something for everyone.' In this poster session, we highlight the process through which we use a matrix of faculty needs as a basis for developing a resource portfolio that targets: 1) 'just-in-time' needs; 2) culture building for successful approaches to grant development and writing; 3) point-of-access consultations/early-career mentoring; and 4) extensive, hands-on support for large, complex proposals.

Our poster will show how to link a strategy-based portfolio with the right communication agent in our progressive engagement from 'traditional' guidebooks and basic web information to multi-sourced media through word-of-mouth (administration hierarchy), print and web resources as well as how we engage through social media.

The goal of this poster is to communicate to other RD groups challenges of engaging faculty and other stakeholders and to promote efficient use of resources and support across the spectrum rather than just on large 'high stakes' proposals. We will showcase not only communication strategies but also ideas for how to improve services to faculty using current investments and how to develop cases for increasing RD investments in proposal support at a variety of levels.

Presenter:

Lynne Dahmen
Senior Proposal Coordinator, Purdue University

PARTNERSHIPS

P1 RESOURCE MOBILIZATION AND STAKEHOLDER ENGAGEMENT

As biomedical research development professionals, the members of the MSKCC Office of Research and Project Administration (ORPA) share with our investigators the common goal of advancing research and identifying cures for diseases. ORPA's pre-pre-award Proposal Development Managers (PDMs), pre-award Grants Management Specialists (GMSs), and post-award Research Fund Managers (RFMs) have decades of experience in the development, preparation, and management of a grant throughout its lifecycle from proposal to award. ORPA has leveraged the combined knowledge base of its staff and developed resources and services to support the research community.

The challenge is to identify the best way to mobilize central office resources in support of the research community. Email blasts, newsletters and web-postings are useful strategies, but they are impersonal and may not engage users in a constructive dialogue. So over the past year, in an effort to make connections between ORPA's expertise and the research community, we have run initiatives that focus on in-person outreach to stakeholders that range from Trio meetings (GMS, RFM, and PDM presentations at faculty meetings), Mini-Trios and Repurposing (in-person outreach to individual PIs) and a Research Funding Strategy initiative (planning meetings with department chairs).

Our approach is unique because each type of meeting can be tailored to the specific needs of the department or individual. Initial assessment of the initiatives shows a successful information exchange between ORPA and departments, increased submission of applications thru PI utilization of resources, and increased collaboration between ORPA and PIs as well as among ORPA members themselves.

Presenters:

David Widmer

Manager, Scientific Development Grants & Contract, Memorial Sloan Kettering Cancer Center

Vaso Bitas

Proposal Development Manager, Memorial Sloan Kettering Cancer Center

Jernell Alexander

Proposal Development Manager, Memorial Sloan Kettering Cancer Center

P2 A FUNDING MECHANISM FOR TEAM SCIENCE AT THE NATIONAL CANCER INSTITUTE; SPECIALIZED PROGRAMS OF RESEARCH EXCELLENCE (SPORES)

The mission of the Translational Research Program (TRP) at the National Cancer Institute (NCI) is to bring together scientists engaged in basic cancer research and clinical researchers so that new discoveries can quickly move along the pipeline and impact clinical care for patients. This is primarily achieved via a P50 specialized center grant program called "Supporting Programs of Research Excellence (SPORES)". SPORES have built in many requirements that foster team science: they pair basic scientists with applied (clinical) investigators, encourage "horizontal" collaborations to achieve the immediate aims of the grant and "vertical" collaborations to test new therapies in later stage clinical trials.

This presentation will describe the philosophy behind SPORES as an example of a program to foster team science, contrast SPORES with other centers programs at the NIH, provide advice to institutions who may be considering assembling a group of investigators to apply for a SPORE, and provide practical information relating to compliance with program guidelines during the pre- and post-application phases.

Presenter:

Steve Nothwehr

Program Director, Translational Research Program, National Cancer Institute

P3 CONNECTING THE DOTS: COMMUNITY PARTNERSHIPS TO ENHANCE RESEARCH DEVELOPMENT

Representing prominent academic institutions in Syracuse, New York – SUNY Upstate Medical University (UMU), SUNY College of Environmental Science & Forestry (ESF), and Syracuse University (SU) – the authors had crossed professional paths on occasion, but in 2014 began meeting intentionally to discuss opportunities and challenges in their research development roles. Avenues already existed for their respective Provosts, Deans and Vice Presidents for Research to exchange ideas, and individual PIs from each institution have sought out local collaborators. But recent purposeful networking by those charged to find and develop funding opportunities for PIs has already yielded takeaways, such as:

- Collegiality and knowledge sharing in a non-competitive atmosphere
- Mentoring for less-experienced peers
- Strength is in numbers; especially for smaller schools (UMU and ESF) which have one person shops vs. larger schools with built-in peers (SU)
- We are uniquely situated to 'connect the dots' between PIs with complementary interests

Our Idea Showcase presentation will cover:

- Brief history and development of our group; growth trajectory & new members
- Mini-analytics of our group's representation
- Intention/design: flexibility, open to new members, loose meeting agendas
- Early accomplishments: trading funding notices by email group, establishing Blackboard site for resource sharing, targeted PI "matchmaking"
- Questions going forward: expansion plans? formalization of meetings? growing Blackboard use?

Presenters:

Holly Chanatry

Director, Strategic Research Initiatives, SUNY Upstate Medical University

Kathleen Keough

Chair, Faculty Education, Falk College, Syracuse University

**THURSDAY
APRIL 30TH**

3:45 PM - 5:30 PM

IDEA SHOWCASE & RECEPTION

P4 MAXIMIZING YOUR CAMPUS CONNECTIONS: ADVANCING RESEARCH DEVELOPMENT THROUGH LIBRARY PARTNERSHIPS

Breaking down silos to create an atmosphere conducive to collaboration is a challenge for any institution but especially for highly decentralized research universities. University libraries are a natural point of connection for researchers across disciplines since library resources and services enable their work. By building strong partnerships between library faculty/staff and research development professionals (RDPs), both groups are better able to support their common goal of fostering interdisciplinary research collaborations.

At The Ohio State University, the University Libraries is creating a Research Commons that leverages campus partnerships to provide support at each stage of the research lifecycle through consultations, education and training, referrals, and showcasing research. Before the opening of a physical space in early 2016, the Research Commons staff has already established partnerships with 14 research support units within the Libraries and across campus. Through their joint efforts, the Research Commons and its partners provided programming for hundreds of researchers from over 60 departments during the Autumn 2014 term. In addition, the Research Commons website acts as a virtual referral point, highlighting these partnerships and expertise across the university. Once the space opens, RDPs will also offer one-on-one consultations and conduct open sessions on assembling interdisciplinary research teams and grant proposals. Showcasing research and providing conference rooms for group meetings, in a centrally-located and discipline-neutral library space, are additional strategies that can make the Research Commons a hub for connection, collaboration, and innovation for Ohio State's researchers and RDPs alike.

Presenters:

Joshua Sadvari
Research Commons Program Manager &
GIS Specialist, University Libraries, The
Ohio State University

Meris Mandernach
Head of Research Services, University
Libraries, The Ohio State University

Jeff Agnoli
Education, Funding, and Research
Development, Office of Research, The
Ohio State University

P5 LESSONS LEARNED AND PRACTICAL STRATEGIES FOR SCIENTIFIC RESEARCH TEAMS

Deliberately creating scientific teams in a university setting has unique challenges, whether for internal emerging areas of interest, industry prospects, federal sources, or other opportunities as they arise. However, the fostering and development of teams does not end after the proposal is submitted. This interactive presentation will provide one case study of a center in a tier-one research institute building scientific teams. Topics will include: how to identify the players, building networks to build teams with different purposes, identifying gaps and how to know who to add; an example internal funding proposal model and review process for seed type funding; creating a dashboard for measuring the health of a team ecosystem, supporting teams, and keeping the system healthy and productive.

Donnalyn will provide an introduction to the center, models for building teams based on opportunity types, lessons learned from a unique budget model, measuring success, supporting faculty, and thoughts for looking forward.

Andy will discuss the work they have been doing with ARMA in Europe to help research managers bring the tools and techniques of deliberate creative thinking into the arena of interdisciplinary research proposal development.

Presenter:

Andy Burnett
CEO, KnowInnovation

Donnalyn Roxey
Program Manager, The Ohio State
University



**THURSDAY
APRIL 30TH**

3:45 PM - 6:30 PM

IDEA SHOWCASE & RECEPTION

INTERNATIONAL PERSPECTIVES

IP1 REFORMING JAPANESE RESEARCH UNIVERSITIES IN PURSUIT OF RESEARCH DEVELOPMENT

The necessity of universities' reform have been discussed repeatedly in Japan over decades. The most recent one is strongly linked to Japan's economic recession since 1990s. It has been understood that loss of technological competitiveness in high-tech industries is important reason, whose root are attributed to failure of research development in academic research despite competitiveness in research itself. That coincident with arrival of globalization era. Anticipated development of research will be discussed in the context of Japanese research universities in the era of globalization, by taking example of newest research university; Okinawa Institute of Science and Technology (OIST).

The idea of promoting fundamental science in the universities as foundation of competitiveness for the state and the industries can go back to as early as 1910s in Japan, marked by great success of RIKEN and generated group of enterprises bearing the name, e.g. RICOH. Although Japanese government have been providing numbers of funding programs and measures in this regards especially since 1980s, emphasis in discussion seems to be on failures in development of research rather than successes. That leads to needs of Japanese research universities reform. Two characteristic in Japan, i.e. hierarchy and segmented research organization are generally cited as major inhibiting factors. Hindrance to research development potential may be removed by implementing new governance system.

OIST has been established in these background 10 years ago that based on design provided by international board members, with two key founding principles i.e. interdisciplinary research and globalization. It would be too early to review its outcome, but meaningful to discuss its effects in reform of Japanese research universities which has also been characterized by interdisciplinary research and globalization, that must be derived from lessons of Japanese universities.

Presenter:

Yoshio Okada
Sponsored Research
Section Manager,
Okinawa Institute
of Science and
Technology



6:30 PM

OPTIONAL NETWORKING DINNERS

**Visit the registration desk
to join a dinner organized
around a theme after the
Idea Showcase.**

**FRIDAY
MAY 1ST**

7:30 AM - 3:15 PM

BREAKFAST / MEET CANDIDATES BREAKOUT SESSIONS 4

**7:30 AM -
3:15 PM**

**REGISTRATION
OPEN**

**GRAND
BALLROOM
FOYER**

**7:30 AM -
9:00 AM**

**CONTINENTAL
BREAKFAST AND MEET
THE CANDIDATES**

**GRAND BALLROOM
SALONS D & E**

MEET THE CANDIDATES

We invite all conference attendees to grab some breakfast and join us for an informal meeting with the candidates for the NORDP Board of Directors, as well as current NORDP Board Members. After a brief presentation from each candidate, there will be an opportunity to ask questions. This is a great opportunity to learn more about NORDP and about candidates for NORDP Board positions before the upcoming election.

9:00 AM - 10:00 AM

CONCURRENT BREAKOUT AND ROUNDTABLE SESSION 4

TEACHING EFFECTIVE WRITING

Room: Grand Ballroom, Salon H

It's challenging to teach adults with PhDs to write better. Often, they are too close to their subject matter to see the problems in their own writing, or they don't understand the difference between writing to inform (articles) and writing to persuade (proposals). Sometimes, they even actively resist changes to their writing style until a "teachable moment" occurs. Investigators certainly benefit from learning to write better proposals and articles, and the research development staff's editing process would be streamlined if we received better documents in the first place.

We will present techniques for teaching university faculty to write more concisely, clearly, and effectively, and we will share ideas for implementing research development writing programs. Panelists will provide tips for effective proposal writing based on Gopen's sentence- and paragraph-level reader expectations, Levin's plot archetypes, Sant's writing improvement lessons, Williams' "Lessons in Clarity and Grace," and strategies for concise writing to fit in the page limit. We will discuss several formats for formal writing workshops, including one-on-one and group sessions ranging from a half-day peer review roundtables to a 4-week professional development course to a 7-session writing academy. We also will cover informal methods, including both instructive editing and hiding writing instruction in other grant-skills workshops.

Our goal is help you identify ways to teach faculty members to write more effectively. We will provide tools, techniques, and ideas for both individual consultations and group training.

Presenters:

Eva Allen
Research Development Specialist, Indiana University

M.S. AtKisson
Associate Member, Grant Writers' Seminar & Workshops

Rachel Dresbeck
Director, Research & Academic Development & Communication
Oregon Health & Science University

Alan Paul
President, Giant Angstrom

Joanna Downer
Director of Research Development, Duke University

GRAND CHALLENGE RESEARCH INITIATIVES AND THE 'GRAND CHALLENGE' OF BUILDING PARTNERSHIPS WITHIN AND OUTSIDE THE UNIVERSITY

Room: Grand Ballroom, Salon C

A Grand Challenge research initiative is a unique way to enhance the research enterprise. In these "mega-research" efforts, dozens of participants rally around a common goal with a defined endpoint aimed at solving some of society's greatest problems. Bigger and bolder than traditional campuswide research initiatives that organize efforts around a general topic, a Grand Challenge initiative requires extensive partnering both within and outside the university for success. Within the university, faculty and researchers from a breadth of disciplines must collaborate to develop the novel technologies, policies and solutions needed to solve the societal problem (e.g., sustainability). These teams must partner with campus units, including development, the technology transfer office, and government relations to increase their chances of garnering more non-traditional support for their new cross-disciplinary projects, and with communications and media relations to increase the visibility of their innovations. However, the partnering does not stop there. To effectively implement a research initiative aimed at solving society's greatest challenges, partnerships must also be formed with a number of entities outside of the university, including government, NGOs, non-profits and industry.

This presentation will discuss strategies and best practices for forming effective partnerships among the diverse stakeholders involved in any major research initiative. It will also address the role that research development professionals might play in bridging these relationships.

The objectives of the presentation are to provide participants with an understanding that

- 1) collaborations and partnerships increase productivity and innovation and are critical to the success of major research initiatives;
- 2) partnerships should be strategic and mutually beneficial; and
- 3) different layers of partnerships integral to major research initiatives should be approached using different strategies.

Presenters:

Casandra Rauser
Director, Sustainable LA Grand Challenge, UCLA

Michelle Popowitz
Executive Director, UCLA Grand Challenges and Assistant Vice Chancellor for Research, UCLA

Tara Roth McConaghy
President, Goldhirsch Foundation

Marjorie Duske
Director of Science & Technology,
University of California, Federal and
Government Relations

FRIDAY
MAY 1ST

9:00 AM - 10:00 AM

BREAKOUT SESSIONS 4

RESEARCH DEVELOPMENT IS FACULTY DEVELOPMENT: PROGRAMMATIC INTEGRATION TOWARD EARLIER SUCCESSES

Room: Grand Ballroom, Salon B

As the profession of research development continues to mature, we are expanding the approaches we take to help prepare faculty for their roles as academic researchers. This session will provide an overview of four very different programs that have been developed to assist junior faculty in developing highly competitive proposals. One common variable among these programs is that they integrate traditional research development training with key elements from faculty development programs.

These programs, which have been developed based on best/effective practices, reflect the convergence of research development and faculty development approaches and offer the audience an opportunity to learn about the philosophy behind the development of these programs; their goals and objectives; what has worked and what was revised; and, where the presenters plan to take these programs in the future.

Presenters:

Ann McGuigan
Director, Research Development Services,
University of Arizona

Jan Abramson
Assistant Director for Clinical Research
Development, University of Utah

Jill Jividen
Associate Director, University of Michigan

Alicia Knoedler
Associate Vice President for Research,
University of Oklahoma

LETTERS OF INTENT, WHITE PAPERS, PREPROPOSALS, REQUESTS FOR INFORMATION AND ABSTRACTS: THE ROLE OF THESE SHORT PAPERS IN SUCCESSFUL GRANT APPLICATIONS

Room: Forest Glen

Many funding agencies have begun to require short preliminary documents before a full grant proposal can be submitted. These short papers take several different forms, such as letters of intent, preliminary proposals, and white papers and serve several purposes for the sponsoring agency. However, principal investigators often do not take these documents seriously or are not skilled in presenting their research ideas concisely and directly to fit the limited space or word count.

This session will present information about the federal and private funding agencies that require these documents and provide formats and guidelines for developing successful documents. The presenter will also describe qualities of successful short papers and help attendees to convey this information and strategy to the principal investigators they mentor and advise.

Presenter:

Marjorie Piechowski
Emerita Director of Research Support,
University of Wisconsin-Milwaukee



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**FRIDAY
MAY 1ST**
9:00 AM - 10:00 AM

BREAKOUT SESSIONS 4

PROMOTING CROSS-BOUNDARY COLLABORATIONS: SHOWCASING RESEARCH ASSETS VIA RESEARCH NETWORKING SYSTEMS

Room: Grand Ballroom, Salon G

One tangible challenge in research development is increasing the impact of researchers at our organizations. Studies have shown that collaborations that cross boundaries, whether across disciplines, sectors, or even nations, may increase citation rates by as much as a two-fold factor. How can organizations leverage data from their own internal systems, aggregate this with those of external systems, and mine the resulting data pool for insight into the unique expertise already residing within its walls?

In this session, we will discuss the drivers for cross-boundary collaborations whether they be a desire to increase research visibility, a goal to increase interdisciplinary research, or an aim to work with corporate entities and international initiatives.

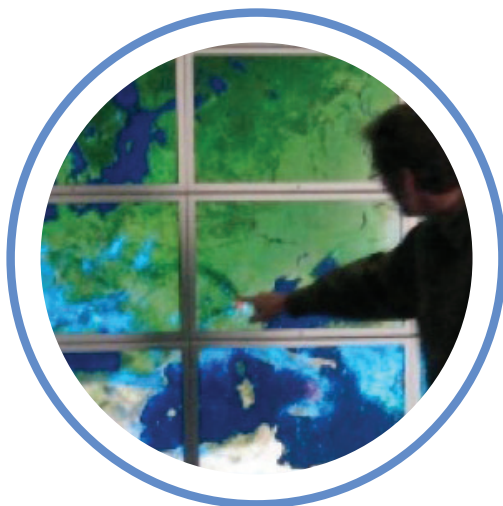
The results of such an endeavor will be shared as anecdotal evidence, underpinned by some quantitative data on the workings of the

Research, Engagement, and Capabilities Hub of North Carolina (REACH NC). REACH NC, a research networking system, is a collaborative partnership of 20 public and private North Carolina institutions which increases visibility of and access to the state's research assets. It houses over 10,000 experts across various disciplines including the physical, health, social sciences and engineering. REACH NC utilizes advanced natural language processing and semantic technology (Elsevier's Fingerprint Engine) in order to easily derive researchers' focus areas based on their body of published work. We will show how this tool can be leveraged to find expertise, stimulate various forms of collaboration, and in some cases, even to facilitate the process of economic development.

Presenters:

Sharlini Sankaran
Executive Director, REACH NC

Cynthia Cleto
Regional Systems Manager, Elsevier



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DEVELOPING AND ASSESSING UNIVERSITY-INDUSTRY PARTNERSHIPS: A DATA-CENTERED APPROACH

Room: Glen Echo

The old university-industry (UI) partnership model has undergone significant transformation with the emergence of incubators, accelerators, shared workspaces, and shared IP agreements. Federal funding to universities for research has been flat to declining in most disciplines since 2004. Universities are looking to enhance research funding via UI partnerships. Such activity can showcase university-based research as a forge for innovation, entrepreneurship, and job creation far beyond academia. This allows universities to make a stronger case for continued support and increased funding from both the state and Federal sectors.

Similarly, industry is developing open innovation models for a variety of reasons, from de-risking their in-house R&D activities and lowering costs to harnessing key non-core competencies to accelerating product development. But how can such UI partnerships be developed most successfully? How can the results of existing partnerships be effectively assessed and quantified? The ability to make a compelling data-centric case when demonstrating success to a funding agency or a legislature juggling competing priorities is essential in today's "show-me-don't-tell-me" funding environment.

This presentation will focus on a subset of successful models for UI partnerships. There are a surprising number of variations which have been successfully implemented, not only at the most research-intensive institutions but also at research and teaching universities. The second part of the presentation will look at some of the most compelling metrics that can be used to make the all-important case for sustained funding of research, including basic research, from key funding bodies and legislatures. A number of metrics that were not previously available for use are becoming more accessible through data mining, algorithmic, and data visualization techniques on very large data sets, and we will focus on a few key measures of special interest and explanatory power.

Presenters:

Daniel Calto
Director of Solution Services, Research Intelligence, Elsevier

George Lan
Analytical Product Manager, Research Intelligence, Elsevier

BUILDING AN NIH RESEARCH PORTFOLIO WITHOUT A LOCAL MEDICAL SCHOOL

Room: Grand Ballroom, Salon A

In an increasingly competitive research environment where NIH funding is flat and funding success rates continue to drop, how can institutions that do not have local medical schools hope to increase their NIH funding? The University of Tennessee, Knoxville is one such institution. Although classified as a Research University with very high research activity, UT's main campus in Knoxville is located nearly 400 miles away from its Health Science Center in Memphis, its local Graduate School of Medicine has a teaching rather than a research focus, and there are few other options for clinical collaborators in the region. Are such institutions precluded from competing for NIH funding, or can creative thinking have encouraging results?

Join us for a discussion of strategic planning for NIH success, including:

- Understanding baseline data in order to accurately measure progress and set targeted goals
- Building a critical mass of researchers, stakeholders, and facilities
- Developing and strengthening collaborations on and off campus
- Identifying core capabilities and matching to appropriate NIH programs
- Nurturing the NIH competence and confidence of researchers
- Increasing the number and strength of NIH proposals submitted

Presenters:

Janet E. Nelson
Associate Vice Chancellor for Research Development, University of Tennessee

Jennifer L. Webster
Manager of Strategic Research Initiatives, University of Tennessee

Meredith Murr
Director, Research Development, University of California, Santa Barbara

NEW FACULTY GO TO WASHINGTON: PROCEDURES, POLICIES AND IMPACT

Room: Grand Ballroom, Salon F

Kansas State University early career faculty participate in an annual visit to the nation's capital to pull back the curtain on what is often an intimidating process — obtaining research funding. The pilot occurred in 2013. The long-term objectives were increases in: proposals submitted; successful proposals; amount of funding; engagement as reviewers and site visitors.

The procedures included: assigned readings, an online trip site; briefings and post-trip debriefings; social events on campus and in D.C., and evaluation. Survey demonstrated a positive immediate impact on the confidence, knowledge, and collaborative efforts of the faculty who participated. Follow-up showed continuing impact, including significant numbers of proposals submitted. All found the briefings and materials to be helpful. The social events related to the activity were rated very highly. Seventy percent reported increased confidence in seeking funding, in helping others seek funding opportunities, in building research networks on campus, and in being more competitive in seeking funding. Investigation of university records showed a positive impact on proposal submission, within-college and across-college collaborations, and knowledge, skills and confidence in developing successful proposals for external funding. For example, 85% submitted proposals, with 71 submitted. "Meeting few faculty from other colleges was beneficial beyond research and proposal writing", said one faculty, "We are an informal mentoring group."

At this time, policies are being formulated to institutionalize this annual event.

Presenter:

Linda P. Thurston
Associate Dean Education, Kansas State University

MANAGING THE SELECTION OF LIMITED SUBMISSIONS AND FACULTY AWARDS

Room: Linden Oak

**ROUNDTABLE SESSION -
Attendance Limited to 20**

This roundtable will involve discussion of different strategies for selecting the best proposal for limited submission competitions, as well as the most deserving candidates for prestigious faculty awards. Attendees will compare best practices for these campus-wide selections that have successfully identified the most competitive candidates, while maintaining a fair, transparent, inclusive, and efficient process.

Facilitator:

Rita Teutonico
Executive Director of SEAS, Florida International University

10:10 AM - 11:10 AM

CONCURRENT BREAKOUT AND ROUNDTABLE SESSION 5

INNOVATION AND ECONOMIC PROSPERITY UNIVERSITIES: LESSONS LEARNED THROUGH INTENSIVE SELF-STUDY

Room: Forest Glen

Today's knowledge-based economy makes it vital for universities to play a larger role in their communities to create and apply new knowledge to improve the health and prosperity of our citizens. The Association of Public and Land-Grant Universities instituted the Innovation and Economic Prosperity (IEP) University designation that acknowledges universities working with public and private sector partners in their states and regions to support economic development through a variety of activities, including innovation and entrepreneurship, technology transfer, talent and workforce development, and community engagement. To earn the designation, universities must complete an intensive self-study, including surveys of stakeholder groups and town hall meetings, and provide an action plan for future change. The proposed interactive session provides an overview of the IEP process, best practices from a university successful in receiving the designation, and useful tools for future applicants.

Presenter:

Kayla Tindle
Director of Research Development, Texas
Tech University

PREPARING COMPETITIVE STEM EDUCATION DEVELOPMENT PROPOSALS: PLANNING FOR SUSTAINED ADOPTION

Room: Grand Ballroom, Salon F

One area of significant proposal development is in improving undergraduate STEM education. Efforts in this area have generated many great ideas, but few have caught on. Funding agencies (e.g., NSF, HHMI) are increasingly looking for proposals that not only develop good products, but that also have strong plans for sustained adoption by others. We call this propagation. We have analyzed the research literature, current practice, and the development and dissemination behind successfully propagated education innovations. Based on this analysis we have developed a framework of designing for propagation (see <http://www.increasetheimpact.com/>). An important aspect of this framework is the articulation of six components of a strong propagation plan:

- The intended audience for adoption is identified with a clear description of why they were selected.
- There is an extensive plan for attracting, training, and supporting potential adopters.
- The project begins to address issues of propagation from the very beginning, including plans for interaction with the intended audience during all phases of development, dissemination, and support.
- The project plan identifies the instructional system elements that are likely to impact adoption.
- Propagation plans are clearly articulated, including a detailed rationale for the strategies chosen.
- Propagation plans are well aligned with the type of product and the instructional system.

This session will summarize core ideas from our framework and introduce participants to the larger set of resources (all freely available). These resources are designed to provide a comprehensive way of thinking and planning for propagation of educational innovations and include an assessment instrument and a How-To Guide. Both research development professionals, and the clients with whom they work, can use these tools to prepare competitive proposals to improve undergraduate STEM education.

Presenters:

Charles Henderson
Professor, Western Michigan University

Jeff Froyd
Professor, Texas A&M University

OPEN DATA FOR RESEARCH ANALYTICS: THE SHARE NOTIFICATION SERVICE

Room: Grand Ballroom, Salon A

Research professionals need better data about the research produced in their institutions. Tools to aggregate and analyze the cumulative research at the institution are expensive, and/or lack crucial data. Efforts to manage data about research are duplicated across campus units. A growing list of funding agency and public policy requirements will add additional pressure to manage this information, but their implementation is, in essence, an unfunded mandate. Demonstrating to anyone—funding agencies, campus departments, donors, the world-at-large—the depth and breadth of our intellectual output will remain difficult until we can capture and meaningfully use the data about research output.

SHARE is a higher education initiative to maximize research impact. A joint initiative of the Association of Research Libraries (ARL), the Association of American Universities (AAU) and the Association of Public and Land-grant Universities (APLU), SHARE will maximize research impact by making both research (publications, data, and myriad other forms) and information about that research (metadata, data management plans, grant award information, etc.) widely accessible, discoverable, and reusable. This undertaking is of particular importance to research professionals, who provide the administrative infrastructure that brokers the relationship between the individual researcher and the funding bodies that support them. SHARE makes it easier for research professionals to track the research outputs associated with specific grants. SHARE can and will also convey these details to other campus units in an efficient, automated manner. No longer will different campus units have to devote distinct resources in a scramble to get the same information. SHARE reports also allow research professionals to aggregate information about the research release events scholars are generating. This helps to discern trends, highlight growth areas, and identify opportunities for fundraising and publicity.

Presenters:

Julie Speer
Director, Center for Digital Research
and Scholarship and Associate Dean for
Informatics, Virginia Tech University

Andrew Sallans
Partnership Manager, Center for Open
Science

STRATEGIES TO SUPPORT NETWORKING BETWEEN FACULTY AND PROGRAM OFFICERS

Room: Grand Ballroom, Salon G

This session details strategies used at the University of Nebraska-Lincoln (UNL) to engage faculty in direct conversation with program officers prior to the development and submission of their grant proposals. UNL has a strong commitment among its administration to facilitate face-to-face meetings between faculty and program officers, with special emphasis on early career faculty who are striving to identify the appropriate sponsor and program to fund the projects that will be at the core of their research programs. The goal of such networking is to streamline and accelerate the path to funding by increasing the likelihood that a proposal will initially be submitted to the appropriate funder and program, thus eliminating an unnecessary trial and error period during which no funding is received. Facilitation often takes the form of UNL research administrators escorting groups of faculty to visit with program officers in their offices in Washington, DC or elsewhere around the country at agency-specific conferences.

The presentation will include perspectives on these types of activities from a former program officer and current research administrators, including discussion of the philosophy driving such interaction and guidance regarding getting the most out of this type of networking. Tips and tricks regarding effective ways research development professionals can support faculty who are preparing to participate in visits with program officers will also be presented. These will include best practices for the development of specially designed marketing materials meant to introduce a program officer to a faculty member's research (e.g., concept paper) and to guide the faculty member and program officer discussion (e.g., tear sheet). By way of assessment, success stories will be shared.

Presenters:

Prem S. Paul

Vice Chancellor for Research and Economic Development, University of Nebraska-Lincoln

Debora Hamernik

Associate Dean, Agricultural Research Division and Professor of Animal Science, University of Nebraska-Lincoln

Tisha Mullen

Director of Proposal Development, University of Nebraska-Lincoln

IT TAKES TWO - RESEARCH AND FOUNDATION OFFICES WORKING TOGETHER

Room: Grand Ballroom, Salon B

At Rutgers University, professionals from the research office work closely with those from Corporate and Foundation Relations (CFR) to assist faculty in developing robust research portfolios consisting of large, small and medium sized research grants from federal and corporate sponsors. The research office provides expertise on the federal funding landscape while CFR provides the expertise on corporate engagement. Through monthly meetings with research development professionals from throughout the multi-campus university, our CFR colleagues gain insight about faculty strengths that can be leveraged through corporate and foundation funding. Over the course of two years of monthly meetings (and some additional more focused meetings in between), a vibrant community of professionals has been established to meet faculty research funding needs. When a new corporate opportunity is issued, CFR comes to the research group to present it, and the research group identifies potential faculty to "match" to the opportunity. As a result, we have developed strong faculty collaborations and matched teams of researchers to funding opportunities.

Presenters:

Eileen Murphy

Director of Research Development, Rutgers University

Josephine Faass

Director, Proposal and Content Development, Corporate & Foundation Relations, Rutgers Foundation

Katherine Norton

Senior Associate Director, Princeton University

GOING BIG: DEVELOPING MULTIPLE IDEAS, AND PROPOSALS, TO SCALE

Room: Grand Ballroom, Salon C

In this panel discussion, we ask: "How do we, as RD professionals, rise to the challenge of concurrently supporting and coordinating the development of multiple large proposals to a single sponsor program?" These often involve interdisciplinary projects for funding opportunities that limit the number of applications from a university, and often require pre-proposals, site visits, and long-term institutional commitments. Speed, timing, resourcefulness and creativity are crucial for success. Research development offices are increasingly involved in broadening institutional research portfolios by supporting multiple large-scale proposals—those with a budget greater than \$1M per year for more than two years and larger projects that involve multiple faculty and institutions and often imply significant university investment before, during and after the award period—at the same time and with increasing frequency, to the same program. Proposal development teams contribute to strategic planning, navigating university politics, and team building to craft competitive proposals with enough planning for the infrastructure to assure successful award management. How can we help make all of the disparate pieces come together when two, three, or more major proposals could each, alone, consume all available time?

This panel discussion will focus on challenges and opportunities associated with concurrent development of multiple large proposals to the same program, including institutional strategy, idea development, preparation, and submission, and offer practical solutions for RD professionals who support these efforts. Attendees will leave the session with fresh ideas that will be adaptable to their institutions and be able to bolster their involvement across a wider spectrum of RD activities, ultimately contributing to a deeper and more diverse research portfolio.

Presenters:

Faye Farmer

Associate Director, Arizona State University

Sharon Franks

Director, Research Proposal Development Service, UC San Diego

M. S. (Peg) AtKisson

Associate Member, Grant Writers' Seminars and Workshops

Lynne Dahmen

Senior Proposal Coordinator, Purdue University

FRIDAY
MAY 1ST

10:10 AM - 2:00 PM

BREAKOUT SESSIONS 5 BUSINESS MEETING / LUNCH KEYNOTE

THE NATIONAL SCIENCE FOUNDATION EPSCoR PROGRAM

Room: Grand Ballroom, Salon H

The Experimental Program to Stimulate Competitive Research (EPSCoR) is designed to fulfill the statutory mandate of the National Science Foundation (NSF) to promote scientific progress nationwide. Its mission is to advance science and engineering research and education that can sustain increases in research, education, and training capacity and competitiveness of EPSCoR jurisdictions. EPSCoR seeks to do this via five strategic goals:

- 1) To catalyze the development of research capabilities and the creation of new knowledge that expands jurisdictions' contributions to scientific discovery, innovation, learning, and knowledge-based prosperity;
- 2) To establish sustainable STEM education, training, and professional development pathways that advance jurisdiction-identified research areas and workforce development;
- 3) To broaden direct participation of diverse individuals, institutions, and organizations in the project's science and engineering research and education initiatives;
- 4) To effect sustainable engagement of project participants and partners, the jurisdiction, the national research community, and the general public through data-sharing, communication, outreach, and dissemination; and
- 5) To impact research, education, and economic development beyond the project at academic, government, and private sector levels. Through this program, NSF establishes partnerships with government, higher education, and industry that are designed to effect sustainable improvements in a jurisdiction's research infrastructure and academic research competitiveness.

Presenters:

Denise Barnes

Section Head for EPSCoR, Office of International and Integrative Activities (OD/IIA), National Science Foundation

Kelvin Chu

Program Officer, Experimental Program to Stimulate Competitive Research (EPSCoR), National Science Foundation

THE ROLE OF CREATIVITY IN RESEARCH DEVELOPMENT

Room: Linden Oak

*ROUNDTABLE SESSION -
Attendance Limited to 20*

What's the one quality that characterizes the best work, workplaces, and workers? Creativity. It's easy to feel so constrained that administration and creativity may seem like opposite ends of a spectrum, but in fact space for creativity is always present if we are open to it and deliberate in creating opportunities for it. Research development involves densely interconnected sets of problems and constraints as we help people develop proposals, design programs, and overcome roadblocks. While we've "seen it all before," every situation and group of people are also an opportunity to engage everyone in finding creative solutions. The purpose of this roundtable is to explore and mutually learn about the ways we can and do use creativity in our research development work.

Facilitators:

Kari Whittenberger-Keith
Proposal Development
Services, University of
Wisconsin-Milwaukee

Eric Dickey
Research Program
Administrator,
Oregon State
University



11:20 AM -
12:15 PM

NORDP BUSINESS MEETING AND WORKING GROUP REPORTS

All are welcome!

**GRAND BALLROOM
SALON A**

12:30 PM - 2:00 PM

LUNCH KEYNOTE

Grand Ballroom, Salons D & E

SOME ASSEMBLY REQUIRED: BUILDING SUCCESS IN R&D PARTNERSHIP

Kathie L. Olsen, Ph. D.

Dr. Olsen is the Founder and Managing Director of ScienceWorks, a consulting firm that helps academic institutions, educational coalitions, companies, and research entities create successful, well-supported science programs and projects. Previously, Dr. Olsen was the Deputy Director and Chief Operating Office of the National Science Foundation. She has also served as the Associate Director for Science at the Office of Science Technology Policy in the Executive Office of the President and as Chief Scientist at the National Aeronautics and Space Administration. A graduate of University of California-Irvine, her mission has been to enhance capabilities in research and learning for all, including women and under-represented minorities.

2:15 PM - 3:15 PM

CONCURRENT BREAKOUT AND ROUNDTABLE SESSION 6

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY'S MISSION AND GOALS

Room: Grand Ballroom, Salon F

The mission of the Biological Technologies Office (BTO) is to foster, demonstrate, and transition breakthrough fundamental research, discoveries, and applications that integrate biology, engineering, and computer science for national security. BTO seeks to establish and invest in new communities of scientific interest at the intersection of traditional and emerging disciplines. Its investment portfolio goes far beyond life sciences applications in medicine to include areas of research such as human-machine interfaces, microbes as production platforms, and deep exploration of the impact of evolving ecologies and environments on U.S. readiness and capabilities. BTO's programs operate across a wide range of scales, from individual cells to complex biological systems including mammalian and non-mammalian organisms and the macro- and micro-environments in which they operate.

Presenter:

Justin Sanchez
Program Manager, Biological
Technologies Office, Defense Advanced
Research Projects Agency (DARPA)

PROPOSAL DEVELOPMENT STRATEGIES AND BEST PRACTICES: HOW STRATEGIC PLANNING, MARKETING, AND PEER REVIEWS CAN GREATLY IMPROVE PROPOSAL SUCCESS

Room: Grand Ballroom, Salon C

This panel will discuss ideas and activities research development professionals can facilitate, and faculty can use, to greatly improve proposal competitiveness. These activities include pre-proposal strategic planning that ties proposed research to grand challenges, national and university priorities, program requirements, and reviewer needs. Effective pre-proposal activities also include ongoing efforts to market both proposal ideas and research capabilities. And finally, proposal success can be enhanced with peer reviews (including "mock" peer review panels) throughout the pre-proposal and proposal development cycle. Implementing all these

practices is a proven and effective way to ensure a well written proposal (the topic of another panel) has the best chance of succeeding.

Presenters:

Brian Ten Eyck
Assistant Dean, Research Development,
University of Arizona

Conrad Monson
Research Development Specialist,
Brigham Young University

Marilyn Korhonen
Associate Director, Center for
Development & Enrichment, University of
Oklahoma

John Crockett
Director, Research Project Development,
San Diego State University

OPPORTUNITIES TO MEASURE THE LONGITUDINAL RESEARCH IMPACT OF GRADUATE STUDENTS, LEVERAGING DISSERTATIONS AND THESIS DATA ALONGSIDE AUTHOR IDENTIFIERS

Room: Grand Ballroom, Salon B

As a direct result of a new class of unique person identifiers including ORCID (The Open Researcher and Contributor ID) and ISNI (the International Standard Name Identifier), the research community has an emerging capability to track and measure the research outputs and impact of graduate students during and after they have left their degree-granting institution. This would be accomplished by linking the student with their organization and dissertation using persistent digital identifiers. This presentation will provide an early glimpse of the possibilities by highlighting data from an example research intensive institution. The presenters will share lessons learned from initial efforts and prototypes, both within their organization and across research sectors. They will also offer forward-looking perspectives of best practices for institutions, in particular the use of ORCID. The goal of the session is to spread awareness of the benefit of persistent identifiers and to solicit feedback from the audience on first generation tracking and evaluation workflows.

Presenters:

Jeff Baer
Independent Consultant

Laurel L. Haak
Executive Director, ORCID

Pamela Garrett
Senior Manager Graduate Programs,
Graduate Academic Initiatives, Arizona
State University

Andrew Nagy
Senior Product Manager, ProQuest

Austin McLean
Director of Scholarly Communication and
Dissertation Publishing, ProQuest

HORIZON 2020: PRACTICE AND PITFALLS

Room: Grand Ballroom, Salon G

Research development professionals are sometimes charged with fostering international research collaborations in their institutions. A long standing favorite for such collaborations have been European countries, where there is a perceived similarity in culture. However, fostering these research collaborations has not been as easy and as successful as we had hope for. One of the major issues that had been identified is research funding.

Many of us have heard of the European Union's "Horizon 2020" program and of its goal of promoting collaborations with the United States. In related presentations, we usually hear about the political framework behind the program, and some practical considerations regarding its implementation. However, few of us had heard about the Practical - actions real world people take to prepare a competitive collaborative application - and the most common Pitfalls: Why, when we all seem to know what is needed, something still brings the collaboration apart?

Dr. Rosario has extensive knowledge and experience in US-EU research collaborations, and they will focus on the practical steps research development professionals can take to facilitate these collaborations. Along with program representatives of two major federal funding agencies, the NIH and the NSF, they will discuss some common pitfalls in the funding of trans-Atlantic collaborative research projects, especially when Horizon 2020 funding is being sought in Europe, and NIH and/or NSF support is sought in the United States.

Presenters:

Joana Rosario
Principal, Health R&D

Marjolein van Griethuysen
Director, European
Affairs & Innovation
(Brussels Office) Rotterdam University

Olaf Svenningsen
Head of Research Services, Faculty of
Health Sciences, University of Southern
Denmark

**FRIDAY
MAY 1ST**
2:15 PM - 3:15 PM

BREAKOUT SESSIONS 6 / BOARD OF DIRECTORS

NEH FUNDING OPPORTUNITIES

Room: Grand Ballroom, Salon A

The National Endowment for the Humanities (NEH) was established in 1965 and is the largest funder of research, education, preservation, and public programs in humanities in the United States. Grants are made to individuals and to organizations. Program officers from the divisions of Education, Research, and Challenge Grants will provide an overview of grant opportunities and updates on new programs and funding initiatives. After a short presentation, attendees can speak with program officers in break-out sessions.

Presenters:

Stefanie Walker

Senior Program Officer, National Endowment for the Humanities

Wilsonia Cherry

Deputy Director, Division of Education Programs, National Endowment for the Humanities

Joshua Sternfeld

Senior Program Officer, Preservation and Access Division, National Endowment for the Humanities

PROFESSIONAL DEVELOPMENT FOR NEW OR ASPIRING RESEARCH DEVELOPMENT PROFESSIONALS

Room: Oakley

**ROUNDTABLE SESSION -
Attendance Limited to 20**

With the increasing investment that universities are making in Research Development offices - from the creation of new offices to the expansion of existing ones - there are more opportunities than ever for people to enter the field of Research Development. This roundtable will focus on the options for professional development for early career research development professionals that want to expand their knowledge and skills as well as options for those individuals who are in other careers (such as researchers, research administrators, editors, etc.) who are interested in moving into research development.

Facilitator:

Meredith Murr

Director, Research Development, University of California, Santa Barbara



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Senior Proposal Analyst, *University of Colorado Boulder*

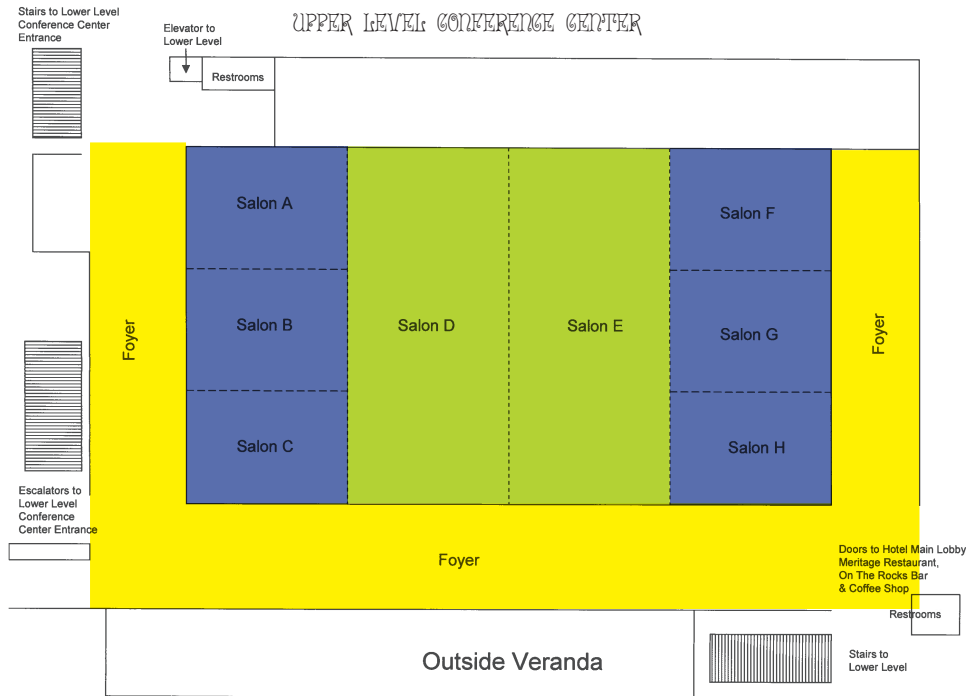
Anne Windham, Ph.D.

Associate Dean of the Faculty, *Brown University*

HOTEL MAP

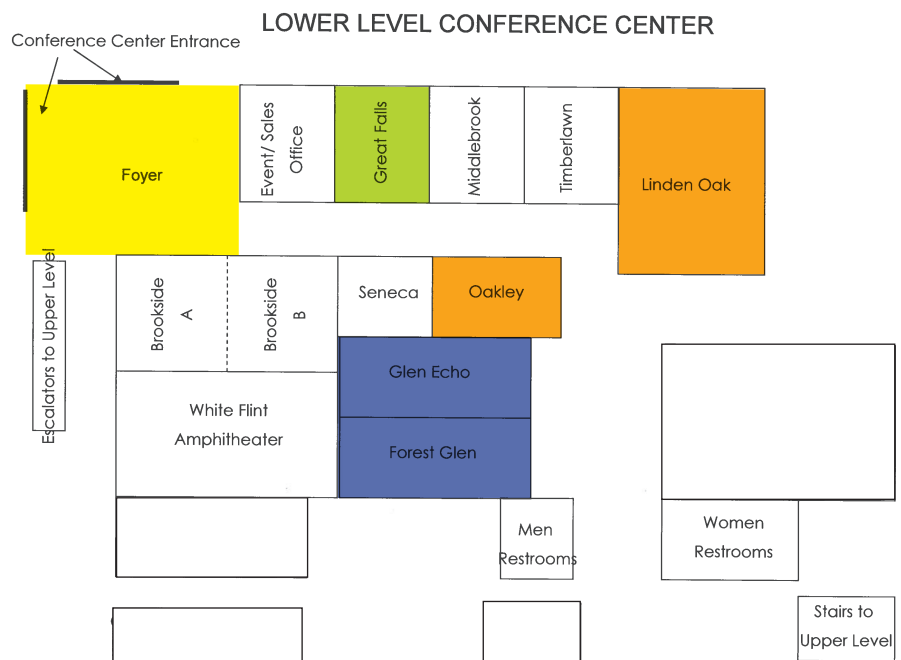
UPPER LEVEL

- Salons A, B, C, F, G, H**
Concurrent Breakout Sessions
and/or Pre-Conference Sessions
- Salons D&E**
General Session and Breakfast/
Lunch
- Ballroom Foyer**
Sponsor
Exhibits



LOWER LEVEL

- Glen Echo, Forest Glen**
Concurrent Breakout
Sessions
- Oakley, Linden Oak**
Roundtable
Sessions
- Great Falls**
Sponsor
Demos
- Lower Level Foyer**
Idea
Showcase



BIOGRAPHIES

Jan Abramson, MS, is the Assistant Director for Clinical Research Development and Program Manager for the CAT program; she holds a master's degree in higher education administration, and has been involved in research and research development programs since 2005. Prior to 2005, she worked with student leadership, training and development programs at universities across the US and England. Throughout her career, she has sought opportunities to present and share her knowledge. She is repeatedly invited to present on research and research development topics in graduate-level classes across the university, and enjoys speaking in front of a crowd, or engaging one-on-one on a variety of topics.

Jeff Agnoli oversees Education, Funding, and Research Development with the Office of Research at The Ohio State University. Jeff has more than twenty-five years of experience in higher education and consulting and is currently responsible for research development efforts, which include managing the internal nomination programs for Ohio State faculty and staff; assisting faculty and staff with the identification of funding opportunities to support their research efforts; identifying teams for interdisciplinary research opportunities; and coordinating education and outreach efforts for the Office of the Vice President for Research.

Huguette Albrecht has a Ph.D. in Molecular and Cellular biology and has worked as a researcher for many years. For over a year, he has served as an editorial coordinator for the preparation of large proposals.

Jernell Alexander joined Memorial Sloan Kettering Cancer Center (MSK) in August of 2014 in New York, NY as a Proposal Development Manager in the Grants & Contracts office where she works with several departments to secure extramural research funding, enhance the fundability of proposals, as well as provide training and outreach to the research community. Prior to joining MSK, Ms. Alexander spent over 5 years at Children's National Health System (CNHS) in Washington, DC where she provided management and fiscal oversight to three research centers. She was also responsible for pre-award, post-award, and compliance of grants and contracts funded by federal, state, and private sponsors. In her most recent role at CNHS, she was the Finance Director of a division providing funding to support child safety internationally. Ms. Alexander has been very active in her community. She served on the Board of Directors at the Rosemount Center, a dual language early childhood education center in Washington, DC, the former chair of Delta Academy, a mentoring program for disadvantaged middle school girls in Montgomery County, MD, amongst other roles. She holds an MBA from Howard University School of Business and graduated from Bowie State University with a Bachelor of Science in Business Administration. Ms. Alexander brings more than 17 years of experience in corporate and non-profit management and is a member of NCURA, National Black MBA, and other professional organizations.

Eva Allen trained formally as a writing and rhetoric tutor, funded her doctoral research with grants, and has worked as a research development professional for over 12 years.

M. S. (Peg) AtKisson, Ph.D., is currently an Associate Member of Grant Writers' Seminars and workshops. She began work in research development as a contract grant writer in 2001, working with major institutions and professional societies, and founded the Office of Proposal Development at Tufts University. She currently teaches grant writing, consults on individual and large grant applications, and is sometimes asked to consult on research development strategies.

Jeff Baer has worked alongside Research Development Professionals for more than 17 years. As the former CEO of Community of Science (COS) and a frequent presenter within the scholarly publishing industry, he understands the information needs and new opportunities presented by the changing data ecosystem. Jeff graduated from Princeton University where he studied Mechanical & Aerospace Engineering. After teaching Thermodynamics & Engineering Design in Singapore, he joined COS which is now part of ProQuest. As of February, 2015, Jeff is an independent consultant.

Denise M. Barnes is currently the Head of the National Science Foundation's Experimental program to Stimulate Competitive Research (EPSCoR). In this role, Dr. Barnes is accountable and responsible for the leadership and management of the EPSCoR program which seeks "to advance excellence science and engineering to achieve sustainable increases in research, education, and training capacity and competitiveness and catalyze engagement in areas supported by NSF". Dr. Barnes holds an AB in Chemistry from Vassar College and a Ph.D. in Chemistry from Brown University. She has also completed SMU's Executive MBA Program. Before joining National Science Foundation in 2007, she was Vice President of New Business Development for the Telecommunications and Electronics Markets with ITECS-Innovative; a technology marketing development company. She has also served as an Adjunct Professor of Chemistry at Spelman College in Atlanta, GA.; Vice President of New Product Development for Amalan Networks, where she was accountable for the emerging services business and Vice President of the Optical Connectivity Division Unit for OFS (formerly Lucent Technologies). Dr. Barnes is a past Chairman of the Executive Board of the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers. She has also served as a Board member of Georgia Industrial Fellowship for Teachers (GIFT), an organization that is focused on enhancing the technical skills of science and math teachers.

Cynthia Bellas is the Executive Director, Strategy Evisions Research Suite. While at Seattle Children's Research Institute she led her team through the Continuous Process Improvement conversion. Cindy is an active, presenting member of SRA and NCURA and has been active as a presenter and volunteer in Region VI, National NCURA and ARMS meeting activities. Cindy has presented at SRA International in New Orleans in October of 2013, in Orlando in October of 2012 and NCURA International in 2012, and 2013 and in Hawaii on the topic of "Continuous Process Improvement and the Transformation of the Office of Sponsored Research" as well as at the 2013 Healthcare Systems Process Improvement Conference and at ARM 2014 in Canberra. Her article "Diva Management: Reducing Waste, Lean Management and the OSR Transformation" is published in the SRA Fall 2012 Symposium journals. She currently working on a book Leadership in Research Administration publishing in the Fall of 2015.

Cynthia was the Chief Grants Officer at Anthem Grants and Advocacy in Seattle. She along with Former Secretary of the State of Washington Ralph Munro (1981-2001) worked at Anthem to provide their clients with cost effective contract services designed to secure critical Federal, State and Foundation funding in support of their institutional missions. Cynthia has over 15 years of experience in the nonprofit and business sector. She has developed successful grant, sales and marketing campaigns in the fields of Education, Technology, Arts, Health, Social Services, Environment, Community Development, Housing and Social Justice. She is a graduate of Bryn Mawr College, the University of Pennsylvania, and the prestigious Barnes Foundation. She lives on Bainbridge Island WA, enjoys hiking, birding, gardening, athletic training and being a mother to her daughter and wife to her husband, Brett.

Charlene Brenner holds a Juris Doctor from the Moritz College of Law at The Ohio State University and a Bachelor's of Arts in Political Science from Kenyon College. Previously, Ms. Brenner worked as the Grants Manager and Communications Coordinator for Clean Fuels Ohio where she gained significant grant writing experience on numerous federal, private and corporate foundation grant submissions. In this role, Ms. Brenner was responsible for project management, collaboration and development of extensive industry reports, including content creation, design and editing. Ms. Brenner has held the position of Project Coordinator with The STEAM Factory at The Ohio State University since June 2014. During her time with the STEAM Factory, Ms. Brenner has worked closely with the STEAM Factory Chair and Board of Directors and has been responsible for strategy, planning, programming and implementation of organizational activities that foster interdisciplinary conversations, creativity and planning.

BIOGRAPHIES

Andy Burnett is CEO of Knowinnovation Inc., a consulting firm that specializes in accelerating scientific innovation. Knowinnovation has designed and run a wide range of Ideas Labs for a wide range of organizations including the NSF, NASA, and the NIH.

Daniel Calto has 7 years of progressive research development positions (Mt. Sinai, NYU Medical & Columbia Univs.), 7 years as Director of Product Management and Director of Solution Services at Elsevier. He has an MBA in Finance and Int'l Business, NYU Stern School of Business.

Vanity Campbell, MPH, is a Research Development Officer within the Office of Research and Economic Development at UC Merced, with a background in clinical research administration. She has previously managed regulatory and compliance efforts for UCLA clinical trials. She accompanied faculty to NSF and NIH for the 2014 UC Merced DC trip.

Susan Carter, J.D. is the Director of Research Development Services in the Office of Research at the University of California, Merced, a position she has held since 2008. She oversees a staff of five professional and analytical staff engaged in strategic activities to promote growth in campus extramural funding for research and graduate training. Previously Ms. Carter served as a Program Officer at the California HIV/AIDS Research Program and the California Program on Access to Care, two statewide health sciences research funding programs based in the University of California Office of the President. Ms. Carter was a founding member and founding Secretary of the NORDP Board of Directors and has served on a number of NORDP committees and working groups.

Holly Chanatry, MS, is the Director of Strategic Research Initiatives at SUNY Upstate Medical University, in Syracuse, New York. Working through the office of the Vice President for Research, she is responsible for playing 'matchmaker' among the research faculty for collaborative funding opportunities and coordinating larger institutional submissions. She is also the primary project manager for a large research center on campus focusing on global health and translational science. She has been an advocate for the research enterprise at Upstate for over 10 years. Holly is a member of NORDP, NCURA and SRA professional associations.

Wilsonia Cherry is currently the Deputy Director of the Division of Education Programs at the National Endowment for the Humanities. She received her Ph. D. in English literature (with specializations in Renaissance and Medieval literatures) from the University of North Carolina at Chapel Hill. She taught at the Florida State University and at the University of North Carolina at Asheville prior to coming to the Endowment in 1984. At the National Endowment for the Humanities, Dr. Cherry has previously been a Senior Program Officer in the Division of Public Programs, the Federal-State Partnership, and the Research and Education Programs Divisions. Having served as a reader and table leader for the Advanced Placement (Literature) Exams, Dr. Cherry has also been a member of the Test Development Committees for the College Level Examination Placement Exams and the Advanced Placement Exams (Literature), both developed by the Educational Testing Service. Additionally, she has served as vice president and president of the Philological Association of the Carolinas, as chair of the English Advisory Committee for the Office of Academic Affairs for the College Board in New York, as vice chair of the College Board's Council on Academic Affairs, and as Director of Foundation Relations at the Children's Defense Fund.

Kelvin Chu is a Program Officer in the Experimental Program to Stimulate Competitive Research (EPSCoR) with the National Science Foundation. Prior to this, Kelvin worked for the Vermont State EPSCoR organization, building research and education infrastructure in Vermont. He served as Senior Associate Director of the organization, which has oversight of the EPSCoR and EPSCoR-like programs from the National Science Foundation, National Institutes of Health, Department of Energy and Department of Agriculture. His portfolio included evaluation and assessment, private sector initiatives, and cyberinfrastructure initiatives. In this role, his duties included serving as Associate Project Director for Vermont EPSCoR and the Vermont Genetics Network (Vermont INBRE). In addition, he served on the Executive Committee for the Northeast Cyberinfrastructure Consortium, a consortium of five EPSCoR/IDeA states in the North East that collaborated on building regional cyberinfrastructure. Dr. Chu holds a Sc.B. in Physics from Brown University and a Ph.D. in Physics from the University of Illinois at Urbana-Champaign. He was a Director's Postdoctoral Fellow at Los Alamos National Lab.

Alice Clark currently serves as Vice Chancellor for Research and Sponsored Programs at the University of Mississippi, a Carnegie-designated high research university. She is responsible for facilitating and coordinating the acquisition and administration of fiscal resources and the development of infrastructure for conducting research and scholarly activities. Prior to becoming Vice Chancellor, Dr. Clark was director of the National Center for Natural Products Research at the University of Mississippi. She is a Frederick A.P. Barnard Distinguished Professor of Pharmacognosy and has published extensively on the discovery of novel biologically active natural products and pharmaceuticals; she received continuous peer-reviewed NIH funding from 1984 to 2014 as principal investigator to conduct research related to the discovery and development of new drugs for opportunistic infections.

Cynthia Cleto is the Systems Manager for North America within Elsevier's Research Intelligence group. Cynthia facilitates adoption of Current Research Information Systems (CRIS), in order for institutions to gain insight into their research engine. Prior to Elsevier, Cynthia worked in project management, sales and consulting in the STM and healthcare fields, predominantly for Elsevier, Springer and Thieme Medical Publishers. Before entering the STM field, Cynthia trained and worked as a graduate student and manager in Genomics laboratories at McGill University.

Martha Cooper is the Visiting Project Coordinator for the Big Ten/CIC-Ivy League Traumatic Brain Injury (TBI) Research Collaboration at the Committee on Institutional Collaboration (CIC). She is responsible for identifying and supporting collaborative activities across 23 participating institutions and for facilitating communication among the individuals participating in the initiative. Fostering multi-institutional, cross-conference research efforts centered on the prevention, diagnosis, and treatment of TBI and sports concussion is the primary effort of the TBI collaboration. Prior to joining the CIC, Martha served 14 years at the University of Illinois in academic and student affairs roles. She also has experience as a medical social worker, having held positions in oncology, inpatient rehabilitation, and hospice.

John Crockett is an expert in developing multi-disciplinary programs that are collaborations among public, private and academic organizations, and has been a critical member of SDSU's Research Advancement and Team Science development team since 2006. In addition to holding an advanced degree in Geological Oceanography, Dr. Crockett has been an active SDSU community member in exploring how to best meet the needs of faculty and students as one of only a handful of US universities that is both Research Active and a Hispanic-Serving Institution.

BIOGRAPHIES

Jayne Dadmun came to the Office of Research and Engagement in 2010. Jayne's previous positions as a researcher and grant writer include ones with the National Library of Medicine, Biomechanics Institute/Harvard School of Public Health, and Kernforschungsanlage in Juelich, Germany. Jayne received her BS from Rensselaer Polytechnic Institute and her MSE from The Johns Hopkins University, both in Biomedical Engineering.

Lynne Dahmen is a Senior Proposal Coordinator in the Research Development group within the Office of the Executive Vice President of Research and Partnerships at Purdue University. In this role, she works with faculty from all departments to strategize, develop and write proposals across agencies. In addition, she helps train new proposal coordinators and provides workshops on grant writing to various groups on campus. She has worked with Purdue faculty for over seven years. Lynne earned her PhD in Comparative Literature from Indiana University-Bloomington and continues to teach literature in addition to her grant-writing activities. She has previously taught at IU-Bloomington and Al Akahawayn University in Ifrane, Morocco. When not writing grants or teaching, look for her in the Purdue pool or trying out new recipes in her kitchen.

Kelly Deal is a research analyst at Duke Global Health Institute. She works to advance the Institute's collaborative opportunities and is experienced with cross-disciplinary team building, facilitating cross-culture, cross-countries, cross-University/Med Center and Cross-Department team building. Kelly has an MPH from the University of Utah.

Eric Dickey has 12 years of experience in coastal and ocean science research administration. He recently switched positions and now manages the research program for the College of Liberal Arts at Oregon State University. His academic training in literature, philosophy, and creative writing together with his research administration experience gives him a unique perspective on the challenges and opportunities for promoting research in liberal arts fields. He has published poetry widely and has recently published a children's book which communicates science literacy to young readers.

Joanna Downer has been in the Chancellor's and School of Medicine's Dean's Offices at Duke Medicine since January 2006. Since 2009, she has led the Office of Research Development at the Duke University School of Medicine. She previously worked in science writing & media relations, first at Duke Medicine and then at Johns Hopkins Medicine. At Duke, she covered basic and clinical cancer research, and at Hopkins she covered the biomedical sciences, genetic medicine, and cell engineering. She also has extensive experience in scientific editing. Joanna holds an MA and PhD in nuclear chemistry from Washington University in St. Louis. While in graduate school, she was a Mass Media Fellow of the American Association for the Advancement of Science, placed at Time Magazine in Washington, DC. Joanna also holds a B.S. with Honors in chemistry from Carnegie Mellon University in Pittsburgh, PA.

Rachel Dresbeck is Director of Academic & Research Development and Communication at Oregon Health & Science University (OHSU). Dr. Dresbeck became involved in research development after teaching English literature and composition and serving as a freelance grant writer and program developer in the Portland area. She began coaching scientists at OHSU on scientific writing and grantsmanship in 1999. She has been teaching college composition courses since 1990. In 2004, she and a colleague established the Office of Research Funding & Development Services within the Office of the Vice President for Research. This office provides advice, consultation, and training for researchers in every aspect of grantsmanship, and actively mentors the research community. Dr. Dresbeck works closely with other offices in Research Administration, oversees the limited submissions process and several internal funding programs, and provides strategic advice to the vice president for research. Her office also serves as the communication hub for information related to grants, research administration, and other key tools for investigators, including the OHSU Research News blog.

Marjorie Duske is Director of Science and Technology for the University of California System - leading research advocacy with Congress and the executive branch. In this role, she also works to develop research opportunities and partnerships with the federal government and other stakeholders for the UC System's 10 campuses and three UC-affiliated Department of Energy national labs. Prior to joining UC in 2011, Marjorie worked in the US Congress, serving most recently as a deputy staff director for the House Appropriations Committee. Previously, she was chief of staff for US Senator Amy Klobuchar, and staff for the House Appropriations Commerce, Justice, Science Subcommittee.

Kellie Dyslin has over 15 years' experience in research administration and development in non-profit and state university settings. After serving as a Project Coordinator of multi-site, federally funded HIV prevention studies at Howard Brown Health Center in Chicago, Kellie obtained her MSW before joining the Office of Sponsored Projects as a Research Development Specialist at Northern Illinois University in 2006. Kellie is currently the Assistant Director for Proposal Support at NIU. She has supported faculty and staff at Howard Brown and NIU in all aspects of developing grant proposals for submission to federal, state, and private funding agencies, and has worked with faculty at NIU on issues of professional development pertaining to external funding. Kellie has presented at multiple meetings of the Society of Research Administrators on research development, among other topics, and has served as a track co-chair for SRA regional and international meetings. She also recently joined the Enhancing Research Collaboration Committee of NORDP, and serves on the advisory board and the Health Research and Education Task Force of the Grants Resource Center.

Karen Eck is Assistant Vice President for Research at Old Dominion University in Norfolk, Virginia. She joined the ODU Office of Research in October 2009 and was Director of Research Development from 2009-2014. Her role includes interfacing with internal and external entities in support of research development, research strategic planning, key external and internal partnerships, and regional and other initiatives on behalf of the Office of Research. In 2015 she will take on a leadership role in helping implement the new Research Strategic Plan developed in collaboration with a faculty steering committee and the Vice President for Research. Karen was President of the Virginia Chapter of the Society of Research Administrators International in 2013-2014. She is active in NORDP as a Mentor and Co-lead of the Enhancing Collaboration Working Group.

Karen holds a Ph.D. in Experimental Psychology from Kent State University and completed postdoctoral training in cognitive neurolinguistics with a focus on both aphasic and healthy bilinguals at McGill University and the University of Montreal in Quebec, Canada. Prior to joining ODU, she was the biomedical Grants Officer at McGill University in the Office of the Vice-Principal for Research and International Relations. She has presented workshops on grant writing, peer review, team science and foundation funding, including developing a webinar series on the National Institutes of Health for the Canadian Association of University Research Administrators (CAURA).

Karla Ewalt received her doctoral degree in Chemistry from the University of California, San Diego, after which she was a National Cancer Institute postdoctoral fellow at Memorial Sloan-Kettering Cancer Center, focusing on protein structure and folding. Prior to joining Princeton, Ewalt was a co-founder in two start-up companies, Angiosyn and aTyr Pharma, which focused on developing biological drug candidates, designing and managing research studies, and addressing intellectual property matters. These entrepreneurial activities were a natural extension of her prior research experience with highly innovative academic research programs at the Scripps Research Institute and biotechnology companies Nanogen and Maxim Pharmaceuticals.

Josie Faass, a Rutgers alumna (Ph.D. in Public Policy and Urban Planning), joined Rutgers University's Corporate and Foundation Relations (CFR) team 2013. Focused on content development, research, and foundation-university relations, she is CFR's liaison with Rutgers' research and gift-processing departments, manages limited submission philanthropic opportunities on behalf of the university, conducts special research projects, manages CFR's website, and works with faculty from all campuses to create submissions and other project-specific materials. Prior to joining CFR, Josie was a Senior Researcher focused on environmental policy and homeland security at Rutgers Edward J. Bloustein School of Planning and Public Policy, held a Research Professor position with Drexel University's College of Engineering, and served as a Petroleum Cleanup Site Manager for the Florida Department of Environmental Protection.

BIOGRAPHIES

Holly J. Falk-Krzesinski, Ph.D., is a Senior Adjunct Instructor at Northwestern University, where she has been teaching grantsmanship courses and conducting workshops as a consultant for 10 years. In her role as the founding Director of the Office of Research Development at Northwestern, she led a multitude of successful grant proposals to federal funding agencies (DOE, DoD, NASA, NIH, NSF, and HHS), foundations, and corporate entities. She also launched the National Organization of Research Development Professionals (NORDP) in 2008, serving as the organization's founding president and board member and then chair of membership until 2013. Through her leadership with the Annual International Science of Team Science Conference, Dr. Falk-Krzesinski has been instrumental in developing a strong community of practice for team science and interdisciplinary research and last year shared that expertise with the research development community at the NORDP Conference through one of the first workshops offered to attendees. She has presented numerous other sessions at the NORDP Conference each year. Dr. Falk-Krzesinski earned a Certificate in Nonprofit Management from Northwestern's Kellogg School of Management to augment her scientific training and has experience teaching at the undergraduate, graduate, and professional level. Holly is also the Vice President for Global Academic & Research Relations at Elsevier where she is deeply involved in initiatives focused on promoting women in STEM fields and gender in research. In her previous roles as the founding Director of the Office of Research Development and Research Team Support & Development at Northwestern, Dr. Falk-Krzesinski facilitated numerous collaborative grant programs with a special interest on approaches to gender parity in team science and interdisciplinary research. Through her leadership with the Annual International Science of Team Science Conference, Dr. Falk-Krzesinski has been instrumental in developing a strong community of practice for team science and interdisciplinary research and presents on various team science and women in STEM topics around the world, including the international Gender Summit and last year's NORDP Conference. Dr. Falk-Krzesinski is also the Editor-in-Chief for the Association for Women in Science (AWIS) Magazine.

Faye Farmer is Associate Director of Research Development at Arizona State University (ASU). In this role, she works closely with faculty investigators across the university irrespective of discipline to improve funding outcomes. Research Development @ ASU is responsible for competitive intelligence, limited submissions, proposal development, and internal grants programs. The office also provides a suite of tools that assist faculty in the identification of funding and collaborators, a research development blog, research forums (events that bring key stakeholders together for funding opportunities), and a proposal toolbox (a shared document library for large-scale proposals). She has over eight years of experience as a proposal writer and manager for federal sponsors. Faye graduated from ASU in 2004 with an M.S. in Plant Biology and prior to that, spent two years in Lesotho, Southern Africa as a Peace Corps Volunteer.

Jeff Froyd is a Research Professor and Director of Faculty and Organizational Development in the Office of the Dean of Faculties at Texas A&M University. He served as Project Director for the Foundation Coalition (FC, <http://www.foundationcoalition.org>), one of six Engineering Education Coalitions that were supported by NSF. The FC was a partnership of six institutions that systematically renewed their undergraduate engineering curricula, assessed their renewed curricula, institutionalized many of their innovations, and extensively shared their results. He also served as Project Director for "Changing Faculty through Learning Communities," (<http://equity.tamu.edu>), which was sponsored by the Research on Gender in Science and Engineering Program of NSF. He has authored or co-authored over 40 papers on curriculum innovation, assessment of curricular innovations, and the process of curricular change. Dr. Froyd is an Associate Editor for the Journal on Engineering Education.

Sharon Franks is Director of the Research Proposal Development Service (RPDS) at UC San Diego where she works with faculty throughout campus to facilitate the development of major interdisciplinary funding proposals. Since the establishment of RPDS in 2009, Sharon has contributed to the success of multi-investigator research initiatives and extramural awards totaling approximately \$600 million. Among Sharon's other responsibilities are management of the campus' limited submissions process, implementation of professional development programs for early career investigators, strategic planning for the identification and dissemination of funding opportunities, and coordination of a new \$2-million California neurotechnology seed grant program. Prior to launching RPDS, Sharon created and led institutionalization of a proposal development initiative that helped faculty and other researchers at UC San Diego's Scripps Institution of Oceanography address NSF's broader impacts review criterion. Sharon earned a B.A. in Earth Sciences from Dartmouth College, and a Ph.D. in Oceanography from Oregon State University.

Jeffrey E. Froyd is a TEES Research Professor in the Dwight Look College of Engineering at Texas A&M University. He served as Project Director for the Foundation Coalition, an NSF Engineering Education Coalition in which six institutions systematically renewed, assessed, and institutionalized their undergraduate engineering curricula, and extensively shared their results with the engineering education community. He co-created the Integrated, First-Year Curriculum in Science, Engineering and Mathematics at Rose-Hulman Institute of Technology, which was recognized in 1997 with a Hesburgh Award Certificate of Excellence. He has authored or co-authored over 70 papers on engineering education in areas including change in STEM education, faculty development, and curricular innovation. He is currently the Editor-in-Chief for the IEEE Transactions on Education, a Senior Associate Editor for the Journal on Engineering Education, an associate editor for the International Journal on STEM Education, an ABET Program Evaluator, an IEEE Fellow, and an ASEE Fellow.

Amy Gantt has worked in the field of research development since 2004, and has directed the Tufts University Office of Proposal Development (now Office of Research Development) since 2010. Over the past five years, she has developed with her staff project management strategies to increase productivity and provide better service to the research community across the university. These have included checklists and timelines for grant proposals that recognize the need for collaboration with multiple offices across the institution and the need for a user-friendly strategy for researchers, as well as the implementation of shared documents for internal tracking of projects and tasks, and hiring new staff to focus on project management of proposals and internal benchmarks. Additionally, Ms. Gantt has managed the office through substantial institutional change, and successfully lobbied for the recognition of the additional tasks taken on by the office, as evidenced by the change in name from Office of Proposal Development to Office of Research Development. This change reflects the shift in focus from working on institutionally-important proposals to a more global focus on increasing the capacity of researchers to submit more highly-competitive proposals. These responsibilities include the implementation of training programs, a focused funding opportunity announcement program, a productive social media outreach program, and the support of teams of researchers aiming for large, multi-investigator proposals.

Pamela Garrett has worked in the fields of graduate education and educational assessment and evaluation since 2002. She is currently Senior Manager Graduate Programs, Graduate Academic Initiatives for the Arizona State University Office of Graduate Education. In this capacity, she fills a variety of roles including coordination of university-wide Academic Program Review, co-teaching the Preparing Future Faculty program, and advising and collaborative editing of research proposals from various faculty members. Dr. Garrett serves as a PI on a grant entitled "A Foundational Model for Postdoctoral Programs in Computer Science & Engineering at Large Universities," funded by the Computing Research Association and NSF. Dr. Garrett earned her Ph.D. in Educational Psychology with an emphasis in Measurement, Statistics and Methodological Studies.

James M. Gentile, Ph.D., is Dean for the Natural & Applied Sciences at Hope College in Holland, MI, and the Past President of Research Corporation for Science Advancement (RCSA). A geneticist by training, Dr. Gentile is a frequent speaker on issues involving the integration of scientific research and higher education and serves on numerous Boards that involve interdisciplinary science including the Biosphere2 Governing Board, the Science Friday Foundation, the Cures Now Foundation, and the American Association of Colleges & Universities Project Leap Initiative.

BIOGRAPHIES

Laurel L. Haak (Laure), PhD, is the Executive Director of ORCID, a community-based non-profit organization dedicated to connecting research and researchers by providing a registry of unique and persistent personal identifiers. Dr. Haak earned a BS and MS in Biology at Stanford University, completed her PhD in neuroscience at Stanford University Medical School, and conducted postdoctoral research at the NIH. Dr. Haak served as editor of Science Magazine's NextWave and subsequently was a program officer at the US National Academies. Prior to joining ORCID, Dr. Haak served as Chief Science Officer at Discovery Logic.

Rand Haley has devoted his career to helping academic organizations strengthen their research enterprises. For more than 15 years, he has worked with universities and academic medical centers to address complex opportunities and challenges in their research enterprises and at the interfaces between their research, education, and patient care missions. Leadership and faculty rely on his expertise and understanding of academic organizations and cultures when they are looking to assess their competitive positions, develop innovative research and academic programs, and craft strategic affiliations between organizations.

As a Principal and Director at several national consulting firms, Rand has worked closely with more than 40 academic, research, and healthcare organizations to make significant improvements in areas such as research enterprise strategy, organizational design, and business models. He strives to advance his clients' pursuit of research and academic excellence while recognizing the importance of focusing on strategic investment of limited resources. Rand has collaborated with leadership and faculty to help clients design and launch new research organizations, create improved research facility strategies, and design plans targeting unique organizational opportunities and challenges.

He holds a master of science degree in biochemistry and molecular biophysics from the Perelman School of Medicine at the University of Pennsylvania; a master of arts degree in science, technology, and public policy from The George Washington University; and a bachelor of science degree in physics from the Georgia Institute of Technology.

Kara Hall is a health scientist, the director of the Science of Team Science (SciTS) Team, and co-director of the Theories Project in the Science of Research and Technology Branch (SRTB), Behavioral Research Program (BRP), at the National Cancer Institute (NCI). During her career, Dr. Hall has participated in a variety of interdisciplinary clinical and research endeavors. Her research has focused on the development of behavioral science methodologies such as the design of survey protocols, meta-analytic techniques for health behavior theory testing, as well as on applications of health behavior theory to multiple content areas and the development of computerized tailored interventions to foster health promotion and disease prevention behaviors.

Debora Hamernik helps faculty build interdisciplinary research teams and mentors early career faculty as they seek external funding. She previously served as National Program Leader with the USDA Cooperative State Research, Education, and Extension Service and as Scientific Review Administrator in the Center for Scientific Review at the National Institutes of Health.

Charles Henderson is a Professor at Western Michigan University (WMU), with a joint appointment between the Physics Department and the WMU Mallinson Institute for Science Education. He is the co-founder and co-director of the WMU Center for Research on Instructional Change in Postsecondary Education (CRICPE). Much of his research is focused on understanding and improving the slow incorporation of research-based instruction into college-level STEM courses. Dr. Henderson's work has been supported by over \$6M in external funding and has resulted in a number of publications (see <http://homepages.wmich.edu/~chenders/>). In spring 2010, he was a Fulbright Scholar with the Finnish Institute for Educational Research at the University of Jyväskylä, Finland. Dr. Henderson is the senior editor for the journal Physical Review Special Topics - Physics Education Research and has served as a member of the National Research Council Committee on Undergraduate Physics Education Research and Implementation.

Margaret Hilton is senior program officer of the Board on Science Education and the Board on Testing and Assessment at the National Research Council (NRC). She recently directed a consensus study overseen by both boards that led to the report, Education for Life and Work: Developing Transferable Knowledge and Skills in the 21st Century. Hilton currently serves as study director for the Committee on The Science of Team Science.

Jeff Horon, MBA, is a Consultant at Elsevier, Inc., where he helps research institutions spark new scientific collaborations and implement solutions for strategic planning and performance measurement. Jeff specializes in facilitating research networking events, adoption of research networking tools, and team formation ranging from mentor-mentee dyads to large research centers. He is a frequent speaker at team science, research networking, research development, and research administration conferences, and offers workshops on network analysis, forecasting, and metric design. He has an MBA with distinction from the Stephen M. Ross School of Business at the University of Michigan with emphases in Strategy and Finance and a BA with honors in Economics, a dual major in Business, and a minor in Philosophy from Calvin College.

Jill Jividen is the Senior Manager for Research Development Support in the University of Michigan Medical School, Office of Research, where she oversees the R01 Boot Camp program, as well as many other resources and programs that help faculty improve their research funding success. Jill has worked in research administration at UM for almost 5 years; she joined the Medical School in November 2014 after stints at UM's Institute for Research on Women & Gender (IRWG) and the School of Information (UMSI). Jill received her PhD from the University of South Carolina in 2008.

Rebekah Keating is a Ph.D. student in the University of Arizona's Graduate Interdisciplinary Program in Neuroscience. Since joining the UA's Research Development Services team she has initiated the institution's first Mail Chimp based Funding Opportunities Announcement mailing list. This effort required successful coordination with multiple Colleges, Departments, and University Information Technology Services as well as a broad-based understanding of the UA's priority research areas. Prior to graduate school Ms. Keating worked as the Community Sustainability Coordinator for the Mount Washington Community Development Corporation in Pittsburgh, assisting with urban park development and coordinating volunteer and community programs. Through her work with the Urban Ecology Institute, City Charter High School, and the Student Conservation Association, Ms. Keating developed and delivered environmental science curricula and provided job skills training to economically disadvantaged youth in Boston and Pittsburgh. She is a native of Vermont and holds a B.S. in Biology from the University of Vermont and a M.S. in Biology from Indiana University of Pennsylvania.

Kathleen (Katie) Keough, MPA, CRA, is the Assistant Director of the Research Center at the David B. Falk College of Sport and Human Dynamics at Syracuse University (SU). She is responsible for supporting research development through managing an internal seed grant program, promoting interdisciplinary collaboration, and facilitating critical communication between investigators, departmental, college and central university staff, and collaborating institutions. Katie has been involved in research development and administration for over 15 years. In addition to her experience in higher education, she spent over 10 years in the non-profit sector grant writing and administering projects funded by federal, state and local agencies, including national and local foundations. Katie has been a member of NORDP since January 2012, her NORDP activities include presenting at the 2013 Annual Conference and participating in the evaluation committee for the 2013 and 2014 Annual Conferences.

Lacey Kiriakou is the Federal Director in the UC Merced Office of Governmental and Community Relations. Prior to joining UC Merced in 2010, she served as a legislative assistant to a member of Congress in Washington, D.C. She has participated in each previous trip.

BIOGRAPHIES

Gretchen Kiser, Ph.D., is the Director of the Research Development Office (RDO) at the University of California San Francisco. Dr. Kiser has diverse molecular biology and biochemistry experience, including over 20 years as a lab researcher with six years in the biotechnology industry. She combines her hands-on bench know-how with research and faculty development, teaching, and technical writing experience, as well as expertise in Lean Six Sigma, a statistical measurement-based business management strategy. Dr. Kiser leverages this broad background to support institutional research goals and strategic research initiatives, leading a professional team that facilitates development of complex multi-disciplinary research proposals, management of intramural and limited extramural funding responses, and development of collaborative crossfunctional, innovative research teams. Dr. Kiser received her B.Sc. in Biology at UCLA and her Ph.D. in Molecular and Cellular Biology (Genetics minor), studying cell cycle regulation in the yeast genetics lab of Dr. Ted Weinert at the University of Arizona. She then went on to a postdoctoral fellowship at the Mayo Clinic in the protein structure/function lab of Dr. John Riordan.

Alicia Knoedler, Ph.D., is the Associate Vice President for Research and Director of the Center for Research Program Development and Enrichment at the University of Oklahoma. Within the Center, she leads a team that works with faculty, postdocs, graduate students, and other investigators to significantly enhance the research enterprise, focusing on changing the research culture as well as assisting investigators in their efforts to develop more competitive research programs and proposals for external funding. Dr. Knoedler received her B.A. in Psychology from Trinity University in San Antonio, Texas, and her M.S. and Ph.D. in Cognitive Psychology from Purdue University. Dr. Knoedler has over 14 years of experience assisting investigators in the development of their research programs and facilitating the development of proposals for a variety of funding sources, including federal sources, private foundations, and corporations. Dr. Knoedler is a Certified Research Administrator and a founding member and former President of the National Organization of Research Development Professionals (NORDP).

Marilyn Korhonen comes to research development at the University of Oklahoma following 25 years of funding development to support programs through universities, schools, community-based organizations, corporations, and state and local agencies. She has managed multiple teams to develop state and regional programs to advance higher education/K-12/community initiatives and research. Her work resulted in more than \$200 million through 7 federal agencies, state agencies, and private funding sources.

Martin Kress possesses a strong policy/project background, high-level management experience in and out of government, industry and academia, and a track record of launching new and innovative collaborations.

George Lan is an Analytical Services Product Manager for Research Intelligence at Elsevier, specializing in social network analysis and the intersection of academic and industry research/knowledge-transfer. Prior to joining Elsevier, he worked as a research assistant on projects related to social networks, employment and inequality. He has a master's degree in Management Science from the MIT Sloan School of Management and a bachelor's degree in Public Affairs and International Studies from Princeton University's Woodrow Wilson School.

Beth LaPensee, PhD, joined the Research Development Core at the University of Michigan in 2012, providing grant development expertise on hundreds of applications that span the translational spectrum. Beth participates in consultation meetings with investigators aimed at providing feedback on study design, hypothesis and specific aims and helping investigators identify funding sources and collaborators. Beth also provides grant editing assistance. She has been a research development professional for two years. Prior to moving to research development, she was a biomedical researcher for many years. Beth was a research assistant professor at University of Michigan (systems neurobiology), and earned her PhD degree at Caltech (genetics and developmental biology) and had postdoctoral research training (systems neurobiology) at Stanford. As a research development professional at University of Michigan, her goal is to have a broad impact on biomedical research by improving the quality of research and investigator success. Her interactions with investigators include helping them identify funding sources, build collaborations and seek research support services, coordinating grant proposal consultations and biostatistical support for investigators, and providing formal and informal consultation to junior investigators. I also collaborate with other research development professionals to develop training programs and research conferences. She believes that research development is instrumental at this transformative time for science, but the practice of research development should be evidence-based. She believes that analyzing faculty consultation data will provide objective data and insight when institutions commit resources to research development programs.

Jon R. Lorsch, Ph.D., became the director of the National Institute of General Medical Sciences (NIGMS) in August 2013. In this position, Lorsch oversees the Institute's \$2.366 billion budget, which supports basic research that increases understanding of biological processes and lays the foundation for advances in disease diagnosis, treatment and prevention. NIGMS supports more than 4,500 research grants—about 10.5 percent of those funded by NIH as a whole—as well as a substantial amount of research training and programs designed to enhance the diversity of the biomedical research workforce and develop research capacities throughout the country. Lorsch came to NIGMS from the Johns Hopkins University School of Medicine, where he was a professor in the Department of Biophysics and Biophysical Chemistry. He joined the Johns Hopkins faculty in 1999 and became a full professor in 2009. A leader in RNA biology, Lorsch studies the initiation of translation, a major step in controlling how genes are expressed. When this process goes awry, viral infection, neurodegenerative diseases and cancer can result. To dissect the mechanics of translation initiation, Lorsch and collaborators developed a yeast-based system and a wide variety of biochemical and biophysical methods. The work also has led to efforts to control translation initiation through chemical reagents, such as drugs. Lorsch continues this research as a tenured investigator in the NIH's National Institute of Child Health and Human Development. NIGMS supported Lorsch's research from 2000-2013. He also received grants from the NIH's National Institute of Diabetes and Digestive and Kidney Diseases and National Institute of Mental Health, as well as from other funding organizations. Lorsch is as passionate about education as he is about research. During his tenure at Johns Hopkins, he worked to reform the curricula for graduate and medical education, spearheaded the development of the Center for Innovation in Graduate Biomedical Education, and launched a program offering summer research experiences to local high school students, many from groups that are underrepresented in the biomedical sciences. In addition, he advised dozens of undergraduate and graduate students and postdoctoral fellows. Lorsch received a B.A. in chemistry from Swarthmore College in 1990 and a Ph.D. in biochemistry from Harvard University in 1995, where he worked in the laboratory of Jack Szostak, Ph.D. He conducted postdoctoral research at Stanford University in the laboratory of Daniel Herschlag, Ph.D. Lorsch is the author of more than 70 peer-reviewed research articles, book chapters and other papers. He has also been the editor of three volumes of *Methods in Enzymology* and a reviewer for numerous scientific journals. He has two patents related to his translation research. His honors include six teaching awards from Johns Hopkins. Lorsch's other activities have included membership on the American Society for Biochemistry and Molecular Biology's mentoring committee, the RNA Society's board of directors and NIH review committees.

BIOGRAPHIES

Meris Mandernach is the Head of Research Services at The Ohio State University Libraries. She has more than 10 years of experience working in academic libraries and collaborating with researchers. In her current position, Meris is responsible for leadership of the research services portfolio in the Libraries, which encompasses traditional and emerging forms of reference service; for analysis of the strategic environment of the Libraries, of academic program needs, and of changing user behaviors, preferences, and work practices; and for developing, refining, assessing, and sustaining an evolving program of research services for faculty, staff, and students throughout the university.

Jessica Mankus is a post-doctoral research associate at the University of Mississippi. In this role, Dr. Mankus assists in facilitating teams of researchers and faculty members for grant writing and proposal development, analyzes developments in the field of research admiration, and performs research related to strategic institutional priorities. Dr. Mankus holds a Ph.D. in Pharmaceutical Sciences with an emphasis in Medicinal Chemistry from the University of Mississippi.

Sarah Marina is a Research Development Specialist in the Tufts University Office of Research Development. She has seven years of professional experience in research development field, centering on proposal development and program design and implementation. Her current research focus is the development methods for the evaluation of offices of research development and administration. She completed a certificate in Program Evaluation at Tufts University in 2012, and is a current masters candidate in Urban and Environmental Policy and Planning at Tufts.

Gary Markovits is the founder and CEO of Innovation Business Partners, Inc., an organization that helps high-growth companies; laboratories and governments increase their capacity for innovation. At IBM he began the effort that changed IBM's vision for intellectual property and eventually took IBM to 1st place worldwide in terms of patents issued, and from tens of millions of dollars to over a billion dollars per year in royalty revenue. Mr. Markovits has consulted on innovation for numerous Fortune 500 companies, the U.S. Navy, Army, Air Force, DoD and the government of Singapore. He served on the National Innovation Initiative of the President's Council on Competitiveness and developed Insight Driven Innovation™ a collection of tools and techniques benchmarked by the US Navy and shown to increase the rate of invention of researchers by 50 to 100-fold while saving years and millions of dollars of R&D. Most recently his company has developed for the Navy a network model of innovation, and a model of culture as collective intelligence.

Sara McDonnell is a Research Development Officer in the Office of Research and Economic Development at UC Merced. She has been in Research Development at UC-Merced for 2 years and brings to the job a background in scientific and technical communication, project management and graphic design. She participated in the September 2014 trip to D.C.

Ann McGuigan is Director of Research Development Services at the University of Arizona. She has Ph.D. in Educational Psychology from Washington State University with expertise in program evaluation and assessment in higher education. She has over 25 years' experience in research development and senior level research administration. Ann has built research development offices at three major research universities including overseeing development of successful large, complex proposals, limited solicitations programs, and faculty development programs. She also has extensive experience convening faculty groups and has led initiatives to identify and profile institutional capabilities for outreach to external constituents. Prior to coming to the UA, she was Assistant Vice President for Research Development at Texas A&M University. She is a founding member, board member, and past president of the National Organization of Research Development Professionals (NORDP) and currently serves as chair of the NORDP Member Services Committee.

Austin McLean is the Director of Scholarly Communication and Dissertation Publishing for ProQuest, Ann Arbor, Michigan. He oversees staff that develops and manages Dissertations and Master's Theses publishing and products in all formats. Austin also works in areas of scholarly communication and digital preservation at ProQuest. He serves at Treasurer of the Networked Digital Library of Theses and Dissertations (NDLTD), a non-profit group dedicated to sharing knowledge and best practices for Electronic Theses and Dissertations (ETDs). Austin holds a Master's Degree, Certificate in Telecommunications Economics Policy and Science from Northwestern University in Evanston, Illinois and a Bachelor's Degree from DePauw University in Indiana.

Nathan Meier is Director of Research Strategy in the Office of Research and Economic Development at the University of Nebraska-Lincoln (UNL) and Research Development Advisor to the Big Ten/CIC-Ivy League TBI Research Collaboration's project board. Working with UNL's senior research administrators and Office of Proposal Development staff, he helps provide comprehensive research development services to UNL grant applicants. This includes supporting project teams and external partnerships, managing internal funding and faculty development programs designed to enhance grantmanship, and facilitating other strategic initiatives related to research competitiveness. Nathan's expertise is in shepherding multi-institutional, interdisciplinary groups through the proposal development process. During the last decade, he has helped secure more than \$218 million in awards for research, education, and infrastructure projects from public and private sponsors.

Conrad Monson has been involved in research and proposal development for over 30 years, as a post-doctoral researcher at NASA Ames Research Center, as a physiologist and human engineering specialist at Boeing and Northrop Grumman corporations, and as the leader of the Research Development effort at Brigham Young University. He has a PhD in Physiology from the University of California, Davis, and MS and BS degrees from Brigham Young University.

Tisha Mullen leads a team of proposal development professionals who provide services to UNL faculty and administrators submitting grant proposals to external sponsors. Services provided include proposal planning and hands-on guidance in proposal preparation. Ms. Mullen is particularly skilled at assisting with the development of large multi-institutional, interdisciplinary proposals and at guiding early career faculty through the proposal development process. She has helped secure more than \$125 million in grants from federal agencies and private foundations.

Eileen Murphy is the Director of Research Development in the Office of Research and Economic Development at Rutgers University, where she coordinates multi-disciplinary research teams of faculty from throughout the university, including faculty from the medical schools, engineering, life sciences and the affiliated health fields. She directs and manages the limited submission process for the University and coordinates several team-based projects with research development colleagues from throughout the area campuses and schools. Prior to this position, she served for three years as Director of Research and Grants at the Rutgers University Ernest Mario School of Pharmacy. Her own research interests include occurrence, fate and transport of pharmaceuticals and other anthropogenically-derived organic chemicals in the environment, particularly in water. She continues her academic pursuits by as a chartered member of the US Environmental Protection Agency (USEPA) Science Advisory Board and serves as a peer reviewer on a number of USEPA proposal panels. Before coming to Rutgers to work on large, interdisciplinary projects, she served as the Director of the New Jersey Department of Environmental Protection (NJDEP) Division of Science, Research and Technology where her responsibilities included overseeing the toxicology and risk assessment program, greenhouse gas program, and environmental exposure program, among others. She also served as Assistant Director for four years and as a research scientist for 15 years within the group, developing an expertise in the drinking water field. She has authored and co-numerous peer-reviewed scientific papers that have appeared in scholarly journals, including Environmental Science and Technology.

BIOGRAPHIES

Meredith Murr is the Director of Research Development in the Office of Research at the University of California, Santa Barbara. She received her Ph.D. from the department of Molecular, Cellular and Developmental Biology at UCSB in 2006. Meredith holds a B.A. in chemistry from Boston University and M.A. in chemistry from University of Texas at Austin, and has several years of industry experience at pharmaceutical and biotechnology companies. During her graduate work at UCSB, she participated in the Mirzayan Science and Technology Policy Fellowship at the National Academies in Washington, DC. Prior to joining the Office of Research, Meredith worked in the Center for Science and Engineering Partnerships at UC Santa Barbara, developing professional development programs for graduate students and postdoctoral scholars.

Andrew Nagy is a Lead Product Manager at ProQuest Workflow Solutions. Since joining the company in 2008, he has played a key role with the development team that built and launched the Web-scale discovery service named ProQuest Summon. In his current role, he is the product owner for ProQuest Pivot. With more than a decade of experience in software engineering and product management, Andrew has managed nationally grant-funded software projects, developed globally adopted open source software, prototyped applications for dot-com start-ups and played a key role in the launch of the Summon service, which was awarded best-in-class from the Software and Information Industry Association. Prior to joining ProQuest, Andrew was the Technology Development Lead at Villanova University, where he developed VuFind, an open source search engine for the library. Andrew's education includes a B.S., Information Management and Technology from Syracuse University, M.S., Computer Science and Master of Technology Management from Villanova University.

Dianne Nagy reviews and submits all proposals for external funding in the central sponsored programs office at South Dakota State University. To advance the research enterprise, she trains faculty in proposal development, prospecting, and outreach to program officers, and helps build collaborative teams. Her career in higher education has focused on helping faculty make a difference, providing support that enables them to serve the public good through innovative teaching and research. Dianne's research interests include engaged scholarship, campus/community connection, and the broader impacts of sponsored research.

Janet E. Nelson serves as Associate Vice Chancellor for Research Development at the University of Tennessee and one of her strategic thrusts is to grow the NIH research portfolio. She has over 25 years of experience in scientific research, scientific review and research portfolio administration, complex and multi-disciplinary program/project management, business development, and science policy implementation. Her past experience includes nearly 8 years at the NIH Center for Scientific Review, where she ran many Study Sections and was deeply involved in the NIH referral and review process. She holds a B.A. in Chemistry from Carleton College and a Ph.D. in Chemistry from the California Institute of Technology.

Naomi Nishi is responsible for developing and facilitating the educational programming for faculty researchers in the Office of Research Development and Education (ORDE) at the University of Colorado for the Denver Campus and the Anschutz Medical Campus. She has designed and facilitated dozens of interactive faculty seminars and trainings at CU. Prior to her work at CU, Naomi served as the Director of Program Design and Customization at Academic Impressions where she developed and facilitated workshops for colleges and universities across the U.S. and internationally, as well as served as the organization's instructional design lead. Naomi is a former Technical Writer and writes a faculty development blog for ORDE. Naomi has taught graduate courses at the University of Denver (DU) for over eight years, and has been designated a Master Teacher by DU's University College. She is currently a doctoral student in CU Denver's School of Education and Human Development.

Katherine (Kate) Norton has worked in Princeton University's Office of Corporate and Foundation Relations since April 2013. In this role, she is responsible for developing and building relationships between campus partners at the University, primarily within the arts, humanities, and social science departments, and public and private foundations. Prior to coming to Princeton, she was Associate Director of Corporate and Foundation Relations at Yale Law School from July 2008 through March 2013, where she oversaw proposal writing and communications strategies on behalf of faculty members and senior administration. She previously worked as the Development Director for Art-Reach, a nonprofit art service organization, and at the Library Company of Philadelphia, a historical library. Kate received a B.A. in religion and studio art from Dartmouth College and a M.F.A. from the University of Pennsylvania.

Steve Nothwehr, a native midwesterner, obtained his PhD in Biochemistry and Molecular Biology from Washington University. He started his academic career at the University of Missouri-Columbia where he rose to the level of Associate Professor. At M.U., his research program in cell biology was supported by grants from the NIH and NSF. In 2007 he moved to the NIH as an AAAS Science&Technology Policy fellow where he transitioned to the world of public policy and biomedical science administration. Since 2011 he has been a Program Director in the Translational Research Program at the National Cancer Institute where he oversees P50 "SPORE" grants in hematological malignancies. Outside of work, he enjoys spending time with family as well as outdoor activities such as gardening/landscaping, hiking and bicycling.

Yoshio Okada received his PhD from the Rockefeller University in New York City in the field of psychology and neuroscience. He is the pioneer in the study of the physiological basis of magnetoencephalography (MEG) and electroencephalography (EEG). He has established through his research carried out over a period of 25 years that these two noninvasive techniques provide direct measurements of the electrophysiological activity of synchronously active neurons. Dr. Okada has made contributions to the development of novel biomagnetic instruments that have opened new ways to study the electrophysiology of the brain and is an inventor of new instruments that are in the process of development. These instruments include a pediatric MEG system called "babySQUID", the first of its kind optimized for studying the electrophysiological development of human brain, a second-generation pediatric MEG system called "babyMEG", which is based on the babySQUID, but provides a whole-head coverage with sensitivities and spatial resolution that are higher than any existing MEG instruments, an inverted SQUID (superconducting quantum interference device) microscope capable of simultaneously measuring biomagnetic fields, electrical potentials and optical images from biological preparations and a whole-head cryogenically cooled Transcranial Magnetic Stimulation (TMS) system that will provide unique novel methods for studying functional networks of the human brain. Dr. Okada is a founder of a center called "Biomedical Research and Integrative Neuroimaging Center" or BRAIN Imaging Center at the University of New Mexico prior to joining Harvard Medical School. This BRAIN Imaging Center is a state-of-the-art multimodal neuroimaging facility with many types of neuroimaging methods created to provide a research environment for neuroscientists at the University for carrying out competitive research and to provide a training and education environment for developing the careers of the junior faculty members of the University.

BIOGRAPHIES

Kim Patten has 10 years of experience managing projects and programs in conservation, renewable energy, and distributed data systems both nationally and internationally. Prior to joining the University of Arizona's Research Development Services team in August of 2014 she managed and conducted research at the Arizona Geological Survey as co-PI on an NSF project (\$3.6m) and project manager on a DOE project (\$22m). She holds a B.A. in Political Science, an M.S. in Planning, and a certificate in Public Sector Leadership all from the University of Arizona.

Alan Paul has taught proposal writing workshops to more than 4000 people over the past 11 years. Previously, he was responsible for research development at the college level at two University of California campuses.

Prem Paul provides leadership for UNL's research enterprise, which has grown steadily during his tenure with research expenditures increasing more than 160 percent since 2001. Under his guidance, UNL has established several federally funded multidisciplinary research centers and launched major research initiatives, including establishing the university's Robert B. Daugherty Water for Food Institute and UNL's new multidisciplinary Center for Brain, Biology and Behavior. Dr. Paul came to UNL from Iowa State University where he was a faculty member and held various administrative positions. Previously, he was the veterinary medical officer at the U.S. Department of Agriculture (USDA)'s National Animal Disease Center in Ames, Iowa.

Marjorie Piechowski has 30 years of experience in grant development and research administration at Marquette University, DePaul University, and the University of Wisconsin-Milwaukee. Widely recognized for her expertise and presentation skills in research administration, proposal development and technical writing, she has made over 80 invited presentations at regional, national and international meetings. Her technical and grant writing clients include 60 colleges and universities, corporations, municipalities, not for profit organizations, and government agencies. She is regularly invited to conduct faculty workshops at colleges and universities across the United States and she has written over twenty three million dollars of successful grants for a variety of colleges, universities and other organizations. A member of NORDP since 2012, she has presented at annual conferences, serves on the NORDP Board of Directors as Secretary and on the Membership Services Committee. She has been a member of the Society of Research Administrators International since 1983, holding significant leadership positions, including International and Midwest President and Board Member. She has served on or chaired SRA program and other committees, presenting workshops and concurrent sessions on a wide range of topics with very positive evaluations. She also is a long-time member of the National Council of University Research Administrators, serving on regional and national committees and presenting at regional and national conferences on an array of topics primarily related to proposal development and pre-award services. Dr. Piechowski's degrees include a B.A. and M.A. in English (Marquette University) and a Ph.D. in English (University of Wisconsin-Milwaukee). She also has taken graduate courses at the University of Edinburgh, Scotland and the University of London.

Michelle Popowitz, JD, MPH is a seasoned campus administrator who fortuitously found her way into research development after being hired to work for the UCLA Vice Chancellor for Research in a Chief of Staff role. Her expertise is in navigating the university - experience she garnered while working as an Assistant Dean for Administration & External Affairs. In Michelle's current role, she and her colleague, Jill Sweitzer, started a pilot program to accelerate research on campus that blossomed into the campuswide UCLA Grand Challenges initiative. As the Executive Director of UCLA Grand Challenges, Michelle will share lessons learned in strengthening relationships across campus administrative units, how to build internal support for a new initiative and how to achieve engagement using existing resources.

Robert Porter, Ph.D., has presented grant writing workshops at leading universities and medical schools internationally. Formerly Director of Research Development at the University of Tennessee, Dr. Porter has received the Distinguished Faculty Award by the Society of Research Administrators International. With thirty years' experience as a tenured professor, private consultant and research administrator, his proposals have won more than \$8 million in awards from government agencies and private foundations. A national leader in the growing field of research development, he has presented papers and workshops on grant writing at national conferences.

Sharon Pound has worked in proposal development for the past five years, following a career of 25 years in marketing/public relations. She joined the University of Tennessee, Knoxville, in 2009 as an editor and has supported hundreds of proposals in many disciplines. She currently serves in the Office of Research and Engagement's Research Development Team as manager of special research initiatives, where she adds a variety of services to her editing skills, including team facilitation and proactive team reviews.

Michael Preuss holds a doctorate in Education and master's degree in Cross-Cultural Communication and has taught graduate level research and assessment courses for the last seven years. He has been crafting creative solutions in higher education and for non-profits for decades. His relevant experience includes multiple positions in research administration, service as a proposal development officer, six years as Director of two large grant funded projects, development of intellectual property (online platforms, software, audio-based educational resources, and general assessments), proposal development with scores of PIs and dozens of institutions, and multiple positions at a variety of IHEs across 15 years.

Cate Racek serves as Proposal Development Consultant at the Center for Evaluation and Education Policy (CEEP) at Indiana University. CEEP provides evaluation expertise and services to diverse agencies, institutions, and organizations across a variety of settings; Ms. Racek oversees CEEP's proposal preparation and submission process. With experience submitting to federal, state, foundations, and regional agencies, she also supports Indiana University's School of Education faculty with developing research ideas and grant applications. Ms. Racek previously worked at Brandeis University in Waltham, MA, and taught in California public schools. Ms. Racek earned her B.A. from College of the Holy Cross in Worcester, MA, and both her M.A. of English and Ed.M. of Curriculum and Instruction from the University of Vermont. Ms. Racek has been a NORDP member since 2011.

BIOGRAPHIES

Kathy Ramirez-Aguilar manages the CU Green Labs Program at the University of Colorado-Boulder, a program she has been building & creating since 2009. She has a doctorate in Analytical Chemistry from the University of Colorado-Boulder, a BS in Chemistry from the College of William and Mary, and 15 years of laboratory research experience within the fields of Biochemistry, Analytical Chemistry, & Organic Chemistry. Through active participation in the International Institute of Sustainable Laboratories (I2SL) community & annual conferences, Green Labs Planning Group, and the DOE Better Buildings Alliance Labs Team, she regularly collaborates and shares ideas with colleagues across the nation at universities and federal agencies who care about efficiency and sustainability in lab environments. She was invited to be a judge at the 2014 DOE Better Buildings Case Competition on the topic of "Experimenting with Efficiency: Greening the Grant Process for Research Institutions" where she had the opportunity to listen to proposed solutions and evaluate their feasibility in collaboration with a group of judges including representatives from DOE, GSA, HHS, and NSF. She leads the I2SL University Alliance Group which is presently exploring the topic of connecting sustainability to lab finances and was recently a presenter at the 2014 University of California System Research Development Network Meeting.

Cassandra Rauser, PhD is the Director of UCLA's Sustainable LA Grand Challenge Project and former Director of Research Development at UC Irvine. She has extensive experience developing major research and training programs and proposals across campus, and formerly worked abroad building partnerships among private companies, local and national government and the community to create a public-private nature preserve in the tropics. She is currently working to advance a campus-led Grand Challenge project to transform Los Angeles into the first fully sustainable megacity. She serves as NORDP's liaison to the AAAS Section on Societal Impacts of Science and Engineering and is co-Chair of NORDP's External Engagement Committee.

Joana Rosario, MD, MPH, is an internationally recognized medical professional with over 35 years of experience as a biomedical entrepreneur, educator, researcher, and senior executive at the National Institutes of Health, US. She is widely respected for her leadership in strategic biotechnology development, and in rigorous biomedical research and training.

Kelsey Rosell, for the past several years has served as Director of Sales-North America for Symplectic Ltd. Symplectic specializes in developing, implementing and integrating research information systems for universities and research institutions around the world. Prior to her joining Symplectic, Kelsey served as Managing Director of Sales for InfoEd, a world leader in the provision of software to support electronic research administration. Kelsey's experience in the research information space has led to her presenting at a number of important industry events in recent years, including the annual meetings of SRA (Society of Research Administrators), DLF (Digital Library Federation), and VIVO.

Tara Roth is the president of the Goldhirsch Foundation. Prior to this role, Tara bridged the worlds of marketing, media, and philanthropy as the founding COO of GOOD and a social strategy advisor. Tara began her career in marketing and business development for NBCInternet and Infoseek. She has worked with organizations such as Participant Media, Fifteen Foundation, and the New Schools Venture Fund. As a senior advisor to GOOD, Tara helped launch the Pepsi Refresh Project. Tara received a bachelor's degree at Cornell University, and has an MBA from Oxford University where she was awarded a Skoll scholarship in social entrepreneurship. Tara serves on the executive council of Innovate LA (InLA), on the board of Southern California Grantmakers, on the SoCal Regional Board of Opportunity Fund, an advisory board member of LA n Sync and 826LA, and is a Senior Fellow at USC's Brittingham Social Enterprise Lab.

Donnalyn Roxey is the Program Manager for the Center for Applied Plant Sciences (CAPS). CAPS encourages investigators across disciplines, departments, colleges and campuses to build the kind of team synergy that can lead a very basic biological concept and translate it into an application of practical significance. Prior to managing CAPS, Donnalyn comes from a background in Sponsored Programs, contract negotiation and grants management.

Joshua Sadvari is the Research Commons Program Manager & GIS Specialist at The Ohio State University Libraries. Through his background in anthropology, he has more than five years of experience working on large-scale, highly-collaborative research projects. In his current position, Joshua is responsible for establishing partnerships with research support units across campus, coordinating education and training opportunities for the campus community on topics covering all phases of the research lifecycle, and connecting faculty and student researchers at their point of need with appropriate research support units through physical and virtual referrals.

Catherine St. Hill, D.V.M., Ph.D., is the Research Coordinator for the College of Pharmacy, University of Minnesota and is an Assistant Professor in the Experimental and Clinical Pharmacology department. She has academic, administrative, and supervisory experience as a previous principal investigator of a human-animal comparative oncology research program. Her scientific expertise is in cancer biology, inflammation, immunology and veterinary medicine. In her current role, she interacts with faculty, administrators, and internal and external partners to promote research and educational initiatives. She is active in academic research in team based science, instructs in several courses to pharmacy graduate and professional students, and serves on committees at the collegiate and university levels. She guides faculty, postdoctoral research fellows, graduate students, and professional students in the health sciences in the development of their research projects, and in acquiring skills in manuscript and grant writing, data analysis, and overall career development.

Justin Sanchez joined DARPA as a program manager in 2013 to explore neurotechnology, brain science and systems neurobiology. Before coming to DARPA, Dr. Sanchez was an Associate Professor of Biomedical Engineering and Neuroscience at the University of Miami, and a faculty member of the Miami Project to Cure Paralysis. He directed the Neuroprosthetics Research Group, where he oversaw development of neural-interface medical treatments and neurotechnology for treating paralysis and stroke, and for deep brain stimulation for movement disorders, Tourette's syndrome and Obsessive-Compulsive Disorder.

Dr. Sanchez has developed new methods for signal analysis and processing techniques for studying the unknown aspects of neural coding and functional neurophysiology. His experience covers in vivo electrophysiology for brain-machine interface design in animals and humans where he studied the activity of single neurons, local field potentials and electrocorticogram in the cerebral cortex and from deep brain structures of the motor and limbic system.

He is an elected member of the Administrative Committee of the IEEE Engineering in Medicine and Biology Society, and has published more than 75 peer-reviewed papers, holds seven patents in neuroprosthetic design and authored a book on the design of brain-machine interfaces. He has served as a reviewer for the NIH Neurotechnology Study Section, DoD's Spinal Cord Injury Research Program and the Wellcome Trust, and as an associate editor of multiple journals of biomedical engineering and neurophysiology.

Dr. Sanchez holds Doctor of Philosophy and Master of Engineering degrees in Biomedical Engineering, and a Bachelor of Science degree in Engineering Science, all from the University of Florida.

BIOGRAPHIES

Sharlini Sankaran is the executive director of the Research, Engagement, and Capabilities Hub of North Carolina, or REACH NC. REACH NC is a statewide, comprehensive web portal to information on research expertise and capabilities at North Carolina's universities and research institutions. REACH NC is an award-winning collaborative effort of 19 North Carolina higher education and research institutions representing over 9,000 research experts. In this role, Dr. Sankaran works effectively with a variety of stakeholders including software vendors, university leadership, economic developers, funding agencies, and industry to increase awareness of and collaboration with academic experts while managing the complex technical challenges of the largest known such multi-institutional web portal. She is also a co-PI on a National Science Foundation Big Data grant, Databridge, an e-science collaboration environment tool designed to explore and link large numbers of diverse small datasets into an easily discoverable and reusable network. Sankaran holds Bachelor's and Master's degrees in electrical and computer engineering from Ohio University and a Doctorate in biomedical engineering from UNC-Chapel Hill.

Julie Speer is the Director of the Center for Digital Research and Scholarship (CDRS) and Associate Dean for Informatics at Virginia Tech University. CDRS provides campus-wide curation, collaboration, and consulting services that support the lifecycle of digital data and scholarship at Virginia Tech. Of his eight and a half years in research development work,

Michael Spires has spent six of them in positions where research development was only one of many other job responsibilities, first at an emerging research institution and now at an R1 where he is the only proposal analyst providing research development support to a wide range of departments. In addition to NORDP, Michael is a member of both NCURA and SRA. He has presented extensively on research and proposal development topics, both at local and national professional conferences, as a consultant, and at his home institutions. His academic background includes degrees in chemistry, classics, library and information science, and history.

Joshua Sternfeld has served since 2009 as a Senior Program Officer at the National Endowment for the Humanities Division of Preservation and Access in Washington, D.C. Prior to his arrival at the Endowment, Josh was Assistant Director and Postdoctoral Scholar for the UCLA Center for Information as Evidence and Information Studies Department from 2007-2009. He holds a B.A. in History from Princeton University and a Ph.D. in History from UCLA (2007), specializing in modern European cultural history and jazz studies. Josh is currently Coordinator for Preservation and Access' Research and Development grant program.

Christine Strohm, PhD, has been an independent grant consultant since 2005, focusing on engineering and science grant opportunities. She has a background in theoretical mathematics and 20 years in publishing. Part of her objective is to encourage researchers to develop strategies to align their research agenda with the funding agency's mission and current focus – before they start writing their narrative.

Brian Ten Eyck has been involved in research and proposal development for over 20 years, as a market research analyst and business strategy consultant in the IT industry, as an economic development professional, as a project manager for multi-million dollar interdisciplinary research projects, and as a research development leader at the University of Arizona. He has a MA in Linguistics from UA, and a BS degree in Electrical Engineering from Virginia Tech.

Rita Teutonico currently serves as the Associate Executive Director of Research for the School of Environment, Arts & Society at Florida International University (FIU). Prior to joining FIU, she was Director of Research Development for the Office of Research and Graduate Studies at Utah State University (USU). She was also Associate Director of Utah's inaugural NSF EPSCoR Research Infrastructure Improvement (Track I) \$20M, 5-year award and directed all of the education, outreach, and communications programs statewide. She served as Utah's State EPSCoR Director and coordinated the NSF, NASA, DOE and USDA EPSCoR activities for the State. Before joining USU, she was Senior Science Advisor for Integrative Activities at the National Science Foundations (NSF) in the Directorate for Social, Behavioral and Economic Sciences, Office of the Assistant Director. As an NSF employee for 10 years, she held other senior level positions including Deputy Director for the Division of Social and Economic Sciences, Deputy Director for the Division of Molecular and Cellular Biosciences, and Program Director for the Genes and Genome Systems Cluster. Dr. Teutonico managed numerous NSF-wide, large investment priority areas, such as the inaugural SEES (Science, Engineering and Education for Sustainability) programs, as well as the Climate Research Investment (CRI) and Human and Social Dynamics (HSD). Dr. Teutonico was very active in other interdisciplinary cross-NSF initiatives, such as the Integrative Graduate Education and Research Traineeships, Partnerships in International Research and Education, Cyber-enabled Discovery and Innovation, and Nanoscience and Engineering. Prior to her service at NSF, Dr. Teutonico was an Associate Professor in the Integrated Science and Technology (ISAT) Program, Biotechnology Concentration, at James Madison University, Harrisonburg, Virginia.

Laurel Thomas is the International Research and Global Engagement Manager at the University of South Florida (USF), responsible for directly assisting the Assistant Vice President for Research, Innovation and Global Affairs, in comprehensively mapping USF's global engagement and for promoting the university's international research activities. She has dual Master's degrees in Political Science and in Latin American and Caribbean Studies from USF, and has worked on activities facilitating and strengthening international research collaboration on campus for the last 4 years, first in the Office of Research and Innovation and currently in the International Office (USF World). During her tenure at USF, Ms. Thomas has created an internal faculty international engagement database, designed global engagement briefs for the University's most prolific countries of engagement, participated in the Spring 2014 AIEA Thematic Forum: Developing Institutional Strategies for Growing Global Research, and is the lead research and design consultant for USF's online international resource website, the Global Discovery Hub, including the online mapping of faculty and staff global activity through open-sourced software currently being developed through the UCosmic international consortium. As a USF certified research administrator, she has been involved in a number of projects designed to increase communication across units, departments, and offices as well as incentivize faculty to broaden their research to include international elements within their work. Great partnerships (both on-campus and abroad) begin with identifying where opportunities exist, and this has been the focus of USF World and the work of Ms. Thomas over the last 4 years.

Michael Thompson has worked in Research Development and Communications at UNH since 2010, starting as a work-study employee while earning his MFA in Writing. He was hired on full-time in summer 2013 due in part to the success of the UNH's GRFP program, which he helped initiate. Thompson continues to provide leadership for UNH's GRFP program, which has been lauded by NSF GRFP Program Director Giselle Muller-Parker. As a writer, Thompson provides feedback to student applicants that they may not receive from faculty mentors or peers helping them with their application. Thompson works with students throughout the process of drafting their personal essays, teaching writing techniques that not only improve their chances of success with the GRFP but also help them write better essays in the future. Thompson also teaches a Grant Writing Seminar for graduate students at UNH.

BIOGRAPHIES

Kristina Thorsell, MPP, is an Associate Program Officer for the Government-University-Industry Research Roundtable & the University Industry Demonstration Partnership. Kristina works at the intersection of academia, industry, and government on topics relating to research and development, innovation, and commercialization. She assists in managing and coordinating the activities of both the Government-University-Industry Research Roundtable (GUIRR) and the University-Industry Demonstration Partnership (UIDP). Kristina manages UIDP's robust project portfolio which addresses barriers to collaboration between universities and companies. She also moderates GUIRR's monthly webinar series. Her background is a unique hybrid of science and policy work. Kristina holds a B.S. in Chemistry and Biochemistry from Purdue University. She also has a Master of Public Policy from the University of Maryland, College Park where she dual specialized in International Development Policy and in International Security & Economic Policy. Prior to joining the National Academies Kristina interned with the American Association for the Advancement of Science (AAAS) in the Scientific Responsibility, Human Rights, and Law Program.

Linda P. Thurston, Ph.D., is Associate Dean for Research in the College of Education at Kansas State University and Lydia E. Skeen professor in the Department of Special Education, Counseling and Student Affairs. She served as a program director (IPA) with the National Science Foundation in the disability, gender and evaluation programs. Thurston has been PI on NSF and USDE awards for gender and disability projects, and is currently co-PI on the KS-LSAMP project. Her research foci include gender and disabilities issues in post-secondary STEM education, mentoring and program evaluation. Thurston has conducted research and taught about disability, gender and evaluation issues for over 35 years.

Kayla Tindle currently serves as Director of Research Development in the Office of the Vice President for Research at Texas Tech University. Tindle received her B.A. in TEFL from Oklahoma Christian University, her M.Ed. in Adult and Higher Education from the University of Central Oklahoma, and is currently pursuing a Ph.D. in Higher Education Research from Texas Tech University. In January of 2014, she was appointed as chair of the Innovation and Economic Prosperity (IEP) University designation committee and worked with a core team to successfully submit and receive the IEP designation.

Paul Tuttle, before coming to Hanover Research, worked in central university research administration offices at three public universities in North Carolina, including two Historically Black Colleges and Universities (HBCUs). At the first HBCU, he identified appropriate funding opportunities for the entire campus; at the second, he managed university-wide sponsored program proposal development while also providing significant input into university-level strategic planning and reaccreditation efforts. As Hanover's first Managing Grants Consultant, Paul supervises the grants team, supports the company's marketing and development functions, and participates in statewide and national professional associations of research administrators while also assisting members with proposal development via writing and revision. He specializes in Federal opportunities for higher education institutions, particularly those from NSF, ED, HRSA, NIH, DOJ, HUD, and DOD.

Marjolein van Griethuysen is responsible for European Affairs of Erasmus University Rotterdam (EUR) in The Netherlands and is based in Brussels (Belgium). She contributes to strategic decision-making for the purpose of adjusting institutional policies on research, education and valorization to EU context. For this she developed networks with the European Commission and related national- and international agencies and thus is able to influence EU policy outcomes. Anticipating on new features in Horizon 2020, enhanced the understanding in an early stage, the need of building transdisciplinary research consortia, the need for policies on open access, gendered innovation and enhanced the understanding of innovation in general. Her expertise is frequently sought by individual researchers in social- and medical sciences, as on issues related to EU-innovation policies. She enables transnational cooperation and consortia building with public and private companies. The knowledge capacity on EU policies in the University benefited from early insights through cross-campus networks initiated by Marjolein.

Examples to be mentioned outside EU are research alliances in China, India, Brazil and the United States. The network capacity of EUR has grown since, transnationally and globally. Between 2003 and 2008 Marjolein van Griethuysen worked as head of unit in the Cabinet of Secretary-General of the Dutch Ministry of Social Affairs and Labor and as a senior policy officer. In her capacity as a senior policy officer her advisory role was on national and European labor law and industrial relations. For this, two projects were tendered, selected and assigned to the universities of Groningen and Nijmegen. Simultaneously she advised the Utrecht University of Applied Sciences on international strategy and international curriculum building for international human resources (IHRM) of HR professionals. Between 1998 and 2008 she acted as a part-time college instructor and teacher in the bachelor program of Utrecht University of Applied Sciences. Marjolein started her career in 1990 at the Dutch Ministry of Foreign Affairs first as a junior HR professional in the diplomatic service and as a head of unit of internal communication in the Cabinet of the minister of Foreign Affairs until 1998. Marjolein lived with her family 12 years abroad in- and outside the European Union and worked as a volunteer in Mathara Valley Slums Nairobi Kenya. Marjolein van Griethuysen holds a master degree in industrial relations and organization psychology. The last twenty years she followed several executive courses in management (ao. Krauthammer) and post master courses in EU Social and Labor Policies and International Policies (Institute Clingendael/ Leiden University). Marjolein is a frequently asked speaker and consultant on Horizon 2020 throughout Europa.

BIOGRAPHIES

Ashton Waite joined the University of Nebraska-Lincoln (UNL) in 2011. As a proposal development coordinator in the Office of Proposal Development, Ashton partners with UNL faculty, administrators, and staff and extramural partners to coordinate the development of external grant proposals, with the goal of enhancing the quality and competitiveness of proposals submitted by UNL grant applicants. Among Ashton's responsibilities is helping to coordinate expert external review for grant proposals drafted by individual investigators or small faculty teams that want to obtain panel-like feedback prior to proposal submission. This feedback is then leveraged during the revision process, helping UNL investigators submit the strongest proposals possible.

Joann Waite, Ph.D., is Director of Sponsored Research and Programs at Gonzaga University in Spokane, Washington. Joann has several published articles included in NCURA and the Journal of International Society of Research Administrators. She is the PI on federal awards and has pulled together many interdisciplinary teams both at her institution and externally.

Stefanie Walker received her PhD in art history from New York University in 1994. Her special fields are European sculpture and decorative arts from the 16th through 18th centuries. She taught courses for ten years at the Bard Graduate Center for Studies in the Decorative Arts in New York City and curated several exhibitions with substantial scholarly catalogs. She continues her research and publications in Washington as an independent scholar. She is a Fellow of the American Academy in Rome and an honorary member of the Roman Goldsmiths Guild. Since 2009 she is a Senior Program Officer in the Division of Research Programs at the National Endowment for the Humanities (NEH).

Jennifer L. Webster is a member of the Research Development Team in the University of Tennessee's Office of Research & Engagement, and was recently appointed the ORE point of contact for the NIH research development initiative. She brings five years of experience with the research administration of NIH proposals from her previous position in the Office of Sponsored Programs. She formerly worked with grant-seeking nonprofits in France and the Czech Republic, and she was a bilingual risk analyst for a company in the United States. Jennifer holds a B.A. in Philosophy from the University of Tennessee and an M.A. in International Relations from the University of North Carolina at Chapel Hill.

J. Quyen Wickham is an Interdisciplinary Research Program Specialist at the University of Oklahoma's Center for Research Program Development and Enrichment. His current academic pursuits include Interdisciplinarity and the Science of Team Science. He holds a B.S. in Microbiology and M.A. in Communication, both from the University of Oklahoma. Mr. Wickham's professional history includes four years as Associate Director of Industry and Technology Partnerships at the University of Oklahoma K20 Center (an education research center focused on technology and science driven whole-school reform). During this time, Mr. Wickham directed the University of Oklahoma's Partnerships for Innovation grant from the National Science Foundation (2006-2009). The project created inter-disciplinary and inter-firm industry and research networks to support Oklahoma education. This work solidified his interest in multi-disciplinary collaboration and how communication and psychology can both enhance and constrain progress in scientific discovery and innovation. Mr. Wickham's background includes three years as Technology Director of the Oklahoma Medical Research Foundation's Oklahoma Science Project (an educational outreach program); and ten years at the University of Oklahoma Health Sciences Center as a Research Associate in molecular and cellular biology. Mr. Wickham has been with the University of Oklahoma's Center for Research Program Development and Enrichment since 2010.

David Widmer, PhD, Manager of Scientific Development at Memorial Sloan Kettering Cancer Center, manages the MSK Funding Development Team dedicated to pre-award and proposal development support for Center investigators. He has worked in the MSK Office of Research and Project Administration for 14 years. Before that he held a post-doctoral position in MSK's Department of Surgery and at the University of Fribourg, Switzerland. David, a Fulbright Scholar, completed his Ph.D. in biomolecular and behavioral neuroscience at Rutgers University in 2000. He holds an M.S. in developmental and cell biology and an M.A. in the history of science and interdisciplinary thought.

Andrew Wray has worked in science communication and application for 20 years, initially in academic publishing, and for the past 6 years as Knowledge Exchange Development Manager at the University of Bristol, UK. He directs the strategy and day-to-day management of funds for the economic and social impact of research across all disciplines including locally managed funds of £1.5million each year. In addition, Andrew guides academic teams in developing impact strategies for their research programs and creating collaborative partnerships with companies, charities, and government organizations. This often leads to joint grant proposals to business and university funding agencies in the UK and Europe.



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