



National Organization of Research Development Professionals

Growing and Integrating RD Functions

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Our Goals Today:

- Provide several models for creating, growing, and integrating Research Development functions
- Discuss effective and ineffective approaches—and why
- Provide you with actionable approaches that you can adapt to your university structure



Why do you want Research Development?

- Increase stature?
- Increase research expenditures?
- Increase number of faculty engage in research?
- Increase faculty satisfaction and success?



Once RD gets started, how do you grow?

- Starting states
- Reactive triggers
- Proactive drivers
- Lessons learned



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Growing and Integrating RD Functions: Starting an RD Office

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Director of Proposal Development Services,
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Starting States

Bottom up:

- “I’m interested in a funding opportunity. What do I do now?”

Top down:

- School struggled to win large grants.
- School struggled to retain large grants.



Tufts School of Medicine

Vice Provost for Research – Research Development Office

Objective

Service

- | | |
|--|--|
| 1. <i>Top-down:</i> Develop large proposals | → Grant writing
Complex proposals |
| 2. <i>Top-down:</i> Increase faculty readiness for complex proposals | → Single-PI proposals
RD newsletter |
| 3. <i>Faculty:</i> Weak reviews | → Strategic planning
Team-building |
| 4. <i>Internal:</i> Strengthen RD team | → (Shift focus off founder) |



Duke School of Medicine

Research Development Office

Objective

Service

1. *Top-down:* Retain large grants → Complex proposals
2. *Internal:* Mentor/train new RD personnel → Single-PI proposals
3. *Internal:* Increase impact of RD office → Faculty workshops



Indiana University, Bloomington

Vice Provost for Research – Proposal Development Services

Objective

Service

Pre-existing: limited submissions, internal funding programs, funding searches

1. *Top-down:* Win large grants → Complex proposals
2. *Top-down:* Increase proposal activity → Faculty workshops
3. *Top-down:* Increase faculty readiness for complex proposals → Single-PI proposals
Monthly RD newsletter
Strategic planning



Purdue University

Executive Vice President for Research & Partnerships –
Research Development Services

Objective

1. *Top-down*: Win large grants
2. *Top-down*: Increase faculty readiness for complex proposals

Service

Pre-existing: funding searches,
limited submissions

- Grant writing
Complex proposals
- Faculty workshops
Faculty agency visits
Site visit coordination
Single-PI proposals



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Growing and Integrating RD Functions: Reactive Triggers

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Associate Dean for Research Development,
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Reactive Triggers

- Top-Down: Institutional Goals
- Bottom-Up: Faculty Requests
- External: Review Criticisms

- *Grow reactively within the framework of your Research Development priorities*



Top-Down: Institutional Goals

- *Departmental/Institutional need for more funded grants*
 - Identify & target area of greatest opportunity
 - Form and launch appropriate grant development programs



Bottom-Up: Faculty requests

- *Need for assistance to _____ faculty to increase application number or success.*
 - Develop or expand access to key services/support
- *Need for backstopping of external funding gaps*
 - Develop internal “bridge” funding programs for applications that just missed funding



External: Reviewer criticisms

- *Lack of track record and/or inappropriate scope and scale*
 - Mentoring, grant writing guidance, etc.
- *Poorly written large proposals, inconsistency, poor administration sections or cores*
 - Add training options or expand RD support
- *Lack of necessary infrastructure*
 - “Manage up” to initiate or improve infrastructure
 - Improve coordination of or access to expertise



React & Respond – Don't Panic

- Fully identify the “real” need(s).
- Identify possible solutions and “model” them -- will they improve the identified problem?
- For solution(s) that will have benefit, where could and should they sit?



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Growing and Integrating RD Functions: Proactive Drivers

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Proactive RD Growth

- Institutional Vision
- Primary Research Development Goal

- *Forecasting RD structure and service needs*



Institutional Vision

- *Institutional goal of increasing external research funding*
 - Consideration of current structure and future goals
 - What might be needed to reach future goals?
 - Institution wide or targeted mission?
 - Cost analysis vs anticipated benefit
 - Who's responsible?
 - Existing program
 - New program



Primary RD Goal

- *Focus on services related to all areas of grantsmanship and research funding*
 - Consider existing and “wish list” of services: grant writing assistance, locating funding, training events, site visit assistance, preparing for large center proposals, etc.
 - RD considerations: staffing, structure/reporting, support from administrators
 - Faculty considerations: release time, infrastructure, equipment, staff/students, team building



Acting on the Vision

- Identify “now” and “later” goals
- Query faculty, staff, and administrators to identify and confirm anticipated needs and participation
- Create plan of action and timeline for growth
- Things change... Revisit your plan every few months to see if plan needs tweaked
- Don't be afraid to give up on things that don't work out as planned



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Growing and Integrating RD Functions: Lessons Learned & Take Aways

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Where can RD live?

“You can’t put *creation* and *regulation* in the same box.” – VCR, large state university

- Research development is not administration
- Can be
 - under VP/CR for central coordination
 - Under ADR for school-level support
- The closer to the top, the better coordination with long- and short-term administrative goals



What approaches do not work?

- Location

- Putting Research Development subordinant to Research Administration
 - Faculty often percieve RD as “another hoop” instead of help.
 - This can work, but only when RA sees the unique role of RD, and promotes it



What approaches do not work?

- Lack of larger strategy

- Handing RD job to half-time faculty with no resources, training, clear portfolio
- Randomly adding activity responding to “crisis”
- “Hoarding” RD within schools
- Only supporting a favored few



What approaches do not work?

- Lack of vision for function

- Hiring for a person, not a function
 - Too dependent on one person without a clear job description
 - Too dependent on one person who is seen as “the person”
- Not coordinating among school-based RD functions



Best way to grow and develop Research Development?

Take time to solidify a vision that provides a solution to identified needs. Identify the type of organization structure and appropriate location(s) for the solution(s) that can best serve your institution's needs.



Bottom Line

RD growth areas

- Readiness for collaborative proposals
- Opportunity searches
- Faculty professional development
- Collaboration infrastructure
- Editing/writing support
- Mentoring
- Research Admin integration

Point: Any of these models work, singly or in combination, when a coherent vision drives the process



Questions, Comments, Stories?