Research Development Strategies to Engage and Promote Faculty Flourishing

Approaches, Tools, and Takeaways

N●RDP
National Organization of
Research Development Professionals

Research Development Strategies to Engage and Promote Faculty Flourishing

- This is a fundamental skill
- More challenging by changes in institutional leadership, resources, and other environmental conditions.

We will describe:

- Four strategies to engage faculty
- Approaches, tools, and takeaways
- Keeping in mind our individual campuses

About our Institutions

PennState

- Campus of a Large R1

- 5000 students
  - Roughly 2/3 undergraduate
  - 300 FT faculty – 70% are tenure/tenure-track

- Research
  - $3.4M annual awards

- Research Development
  - Research development/proposal submission on our campus
  - Supported by larger compliance and negotiation staff at University park for all of Penn State

Center for Research Program Development and Enrichment

- Public R1 University – EPSCoR/ IDEA State

- 31,678 students
  - 80% undergraduate
  - 1,587 FT faculty – 63.1% ranked (1,002)
  - 20.3% researchers (324)

- Research
  - $98.4M annual research expenditures (2017)

- Research Development
  - RD is centralized within the Office of the VPR
  - Strategic RD focus; manage limited submissions & major proposals
  - ORS is separate and aligned

VALDOSTA STATE UNIVERSITY

- Public Comprehensive University – PUI

- 11,341 students
  - 8,778 undergraduate
  - 2,563 graduate
  - 419 FT faculty

- Research
  - $5.4M annual awards
  - CFR reporting to AVP for Institutional Research

- Research Development
  - Small Central Office
  - Housed within Sponsored Programs, collaborate with University Advancement
  - RD is not a separate unit

VAN ANDEL INSTITUTE

- Nonprofit Biomedical Research Institute

- Accredited graduate school within institute (VAIGS, small)
  - 27 Ph.D. students

- Research
  - 360 Staff
  - 31 faculty
  - $27M annual new awards (2017)
  - $41M annual expenditures

- Research Development
  - Research development is not formalized. Office of Sponsored Research provides cradle-to-grave research administration services to faculty.
  - Separate Development, Business Development and OCSO offices.

About our Institutions

PennState

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- 5000 students
  - Roughly 1/3 graduate
  - 300 FT faculty – 70% are tenure/tenure-track
- Research
  - $3.4M annual awards
- Research Development
  - Research development/proposal submission on our campus
  - Supported by larger compliance and negotiation staff at University park for all of Penn State

Center for Research Program Development and Enrichment — OU

- Public R1 University – EPSCoR/ IDEA State
- 21,670 students
  - 80% undergraduate
  - 1,587 FT faculty – 63.1% ranked (1,002)
  - 20.3% researchers (324)
- Research
  - $154M annual research expenditures (2017)
- Research Development
  - RD is centralized within the Office of the VPR
  - Strategic RD focus; manage limited submissions & major proposals
  - ORS is separate and aligned

VALDOSTA STATE UNIVERSITY

- Public Comprehensive University – PUI
- 11,341 students
  - undergraduate
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  - $5.4M annual awards
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VAN ANDEL INSTITUTE®

- Nonprofit Biomedical Research Institute
- students
  - 27 Ph.D. students
  - 360 Staff
  - 31 faculty
- Research
  - $16M annual awards
  - $40M annual expenditures
- Research Development
  - Research development is not formalized or even a concept at institution
  - Grant writers workshops every few years.

Four very different institutions

Four very similar approaches

Different – Yet Similar

Discussion led us to understand that we were each taking very similar approaches to engage faculty and encourage faculty flourishing. Four distinct strategies were identified.

- Building relationships to enable outreach

- Targeting specific groups of faculty

- Re-engaging disconnected researchers

- Collaborating with others to engage and serve faculty

Meet our Panelist

Susannah Gal, Ph.D. – *Associate Dean of Research and Outreach*

Penn State University – *Harrisburg campus*

- Faculty in Biology- lots of different research projects and grants

- Program Officer at NSF 2 years
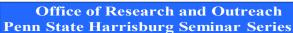
- Personal connections in business, arts, music and dance

Penn State Harrisburg
Building Relationships to Enable Personal Outreach

Approach

- Building relationship with Office of Research

Strategy

- Met new faculty early (orientation)

Tools

- Collected grant opportunities and resources
- Created grant profile for each new faculty

Takeaways
- Listen to faculty
- Customize approach to them

Building Relationships to Enable Personal Outreach

Approach

•Building a relationship with Office of Research

Strategy

•Host interesting and useful workshops

- Engaging Media
- Writing for Success
- What's a grant review panel like?

Takeaways
- Give faculty something and they will see you as a partner

Want to share an idea you have for a book project?

Engaging with Book Publishers

Office of Research and Outreach
Penn State Harrisburg Seminar Series

WHAT HAPPENS AT A GRANT REVIEW PANEL

Panelists:
Eileen Ahlin, Ph.D.
Assistant Professor of Criminal Justice
School of Public Affairs

NORDP
National Organization of Research Development Professionals

Penn State Harrisburg

Building Relationships to Enable Personal Outreach

Approach

- Shifting campus culture to one about research

Strategy

- Created ways to share and promote research
  - Submit your Research News button
  - Research Newsletters

Penn State Harrisburg Research Newsletters

RESEARCH AND OUTREACH NEWS — June 2017

School of Humanities

Notable Books and Creative Accomplishments

Heidi Abbey Moyer. *Penn State Harrisburg: The Campus History Series*. Arcadia Publishing, 2016.

Ongoing Research in the School of Humanities

2016-2017 Seed Grant Recipients

Dr. Charity Fox, assistant professor of American studies, was awarded a Research Council Grant for her interdisciplinary book project titled, *Mercenary Memoirs and Masculine Dreams: Identity and Memory Construction in Mercenary Life Writing*. This project will analyze over 54 memoirs, published in English between 1820 and 2012 by authors who self-identify as mercenaries or private military/security contractors. Despite their associations with secrecy, some mercenaries seem compelled to publish accounts of their lives as warriors for hire, presenting themselves as unsung war heroes possessing Hollywood-worthy tales. Dr. Fox proposes that the mercenary memoir is a distinct genre that encourages readers to acknowledge, understand, and remember the mercenary as a particularly heroic masculinized figure, even within the black-or grey-world/work the mercenary inhabits. Dr. Fox argues t

Charity Fo

RESEARCH AND OUTREACH NEWS — February 2017

School of Behavioral Sciences and Education

Actively Funded Faculty Research Projects

Health and Professional Studies:

Dr. Weston Kensinger (PI) and Dr. Judith Witmer (Co-PI)

The Dauphin County Campaign for Heroin and Opiate Prevention, Dauphin County Local Share Municipal Grant

Michael Behney, M.R.P. (PI) of Penn State

Faculty Research Laboratories with Undergraduate Research Opportunities

Do you know undergraduate students who enjoy hands-on learning and working closely with faculty? Are they considering graduate school? If you are aware of an undergraduate student that would answer "yes" to these questions, please encourage them to take advantage of some of the many research opportunities available for credit, independent study, or honors through the School of Behavioral Sciences and Education. Here is a sampling of some of those opportunities:

Psychology of Religion and Spirituality Research Lab with Dr. Gina Brelsford

RESEARCH AND OUTREACH NEWS — January 2018

School of Business Administration

Select 2017 Journal Publications

*Ali, M. A. (2017). Hidden Hazardous Child Labor as a Complex Human Rights Issue Phenomenon: A Multiple Stakeholder Study of Child Labor in Pakistan's Brick-Making Industry. *Cogent Social Sciences, 3*, 1-23.

Heung-Jun, J., & *Ali, M. A. (2017). Corporate Social Responsibility, Positive Employee Attitudes, and Organizational Justice: In the Context of Korean Employment Relations.

Faculty Research Highlights

ICT Development and Digital Innovation: A Global Perspective

Dr. Rhoda Joseph, associate professor of information systems

Information and communications technologies (ICTs), like the proliferation of social media, the ubiquity of internet access, and the exponential use of mobile devices, have caused human life to change forever due to technological advances. Associated risks such as data breaches, software and hardware failures, cybercrime, fraud and other issues cannot be ignored. As ICTs continue to disrupt different industries, there are significant opportunities to innovate. Dr. Joseph, with graduate student Aishwarya Mohanakrishnan (MSIS student and School of Business Administration graduate assistant) is using secondary, country-level data to examine the

Joseph

RESEARCH AND OUTREACH NEWS — August 2017

School of Public Affairs (SPA)

Books

Anne S. Douds and Eileen M. Ahlin, "Rethinking America's Correctional Policies," Rowman & Littlefield, 2017

Jennifer C. Gibbs and William E. Thompson, "Deviance and Deviants: A Sociological Approach," Wiley-Blackwell
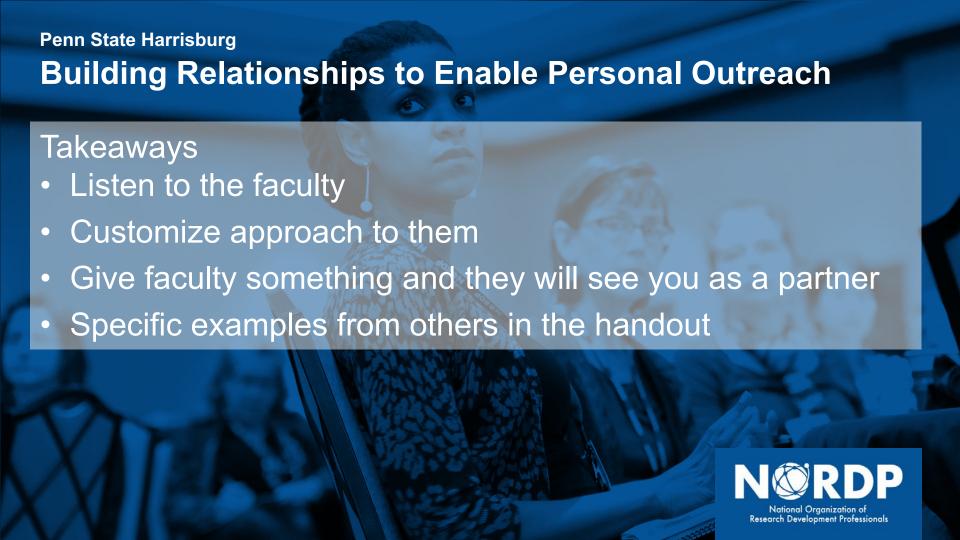
GRANTS AND COMMUNITY ENGAGEMENT

Eileen M. Ahlin, assistant professor of criminal justice, and Maria João Lobo Antunes, assistant professor in the Department of Sociology, Anthropology and Criminal Justice at Towson University were awarded the W.E.B. Du Bois Fellowship for their project, "Moving to Collective Efficacy: How Inner-city Mobility Impacts Minority and Immigrant Youth Victimization and Violence." Their research will study how the inner-city mobility of minority and immigrant youth affects engagement in violence and exposure to violence in the community. The total project support is $99,993 and will run from 1/1/17 to 12/31/18. http://news.psu.edu/story/433436/2016/10/24/academics/harrisburgs-eileen-ahlin-named-web-du-bois-fellow

Ahlin

Dr. Bing Ran, associate professor of public administration, together with doctoral candidate Joe Hafer and three master's of public administration students (Francesca Angeles, Jessica Trimble, and Marie Ott), are currently conducting a research project titled "An Economic Evaluation of the Pennsylvania State Forest System" funded by the Center for Rural Pennsylvania. This project investigates Pennsylvania's state forests as a complex socio-ecological system with constant interactions between environmental resources, the users, and those that manage the system. Funding for the project is $49,943 and will be conducted from 1/17/17 to 3/16/18.

Building Relationships to Enable Personal Outreach

Takeaways

- Listen to the faculty

- Customize approach to them

- Give faculty something and they will see you as a partner

- Specific examples from others in the handout

Meet our Panelist

Marilyn Korhonen, Ed.D. – *Associate Director, Center for Research Program Development and Enhancement, Office of the Vice President for Research*

University of Oklahoma – *Norman, OK*

•30+ years of proposal development / writing

•20 years consulting practice to education, public sector agencies, and corporations

•Support all researchers with focus on tenure-track faculty, sciences, and engineering

Targeting Specific Faculty or Groups of Faculty

Approach – New and Tenure-Track Faculty

Strategy – Expedite connections and start-up

Tools – Orientation Profiles, Meetings, Training
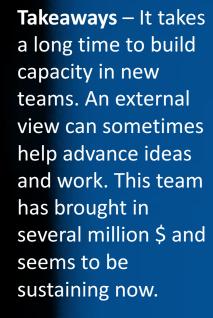
Takeaways – Enable their success

Targeting Specific Faculty or Groups of Faculty

Approach – Emerging and Promising Teams

Strategy – Support the leader, Engage with the members, help design the path, find resources

Tools – Lots & lots of meetings and conversations, funding & scholar databases, national partners

Takeaways – It takes a long time to build capacity in new teams. An external view can sometimes help advance ideas and work. This team has brought in several million $ and seems to be sustaining now.

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National Organization of
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Meet our Panelist

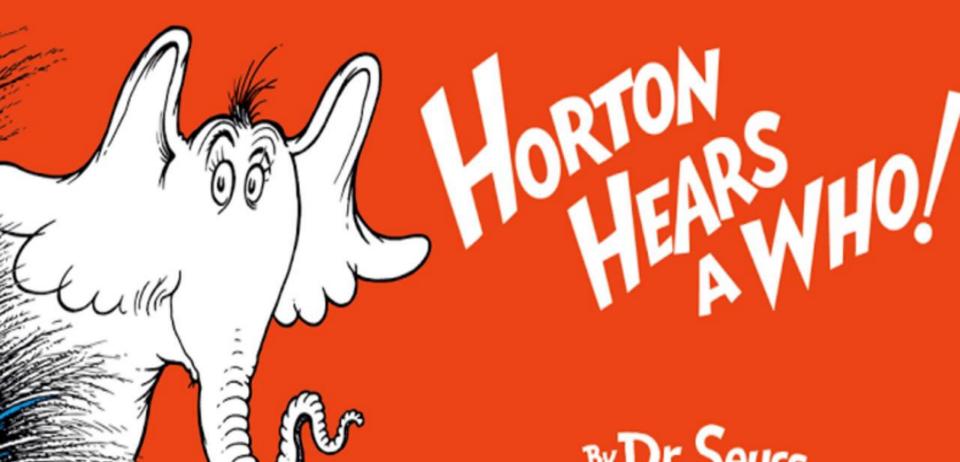**Kerry Morris, MBA –** *Director of Corporate & Foundation Relations*

Valdosta State University – *Valdosta, GA*

• 12 years with Valdosta State

• Joined NORDP in 2016 (Strategic Alliance Committee, NACRO Liaison)

• Financial Planner and 18 years professional fundraising

• Voice-over artist & award winning cook

HORTON HEARS A WHO!

By Dr. Seuss

Valdosta State University

Re-engaging Disconnected Researchers

Approach

- Telling our story to Institutional partners & the community
- What are the stories that need to be told? Where are students gravitating?

Strategy

- Identify unfunded and previously funded faculty
- Identify key players to develop **FUNDING STRATEGIES**
- Identify key players to help develop the medium
- Offer to share the burden of proposal development

Tools

- Deans, Chairs, Directors, Funding Admin Systems
- Media across campus, CFR, Development, writing, editing, research & budget support

Takeaways
- Build relationships
- Listen to the stories and start sharing them
- Faculty begin to feel appreciated
- Someone is listening
- They begin to write again

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Re-engaging & Funding Strategies

What does it look like?

Re-engaging & Funding Strategies

What does it look like?

Re-engaging Disconnected Researchers

Takeaways

- Build relationships

- Listen to the stories and start sharing them – online, newsletters, with potential donors or corporate partners

- Faculty begin to feel appreciated – someone is listening

- Faculty begin to write again

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Research Development Professionals

Meet our Panelist

Barb Wygant, MPA, CRA – *Sponsored Research Analyst*

Van Andel Research Institute – *Grand Rapids, MI*

• Broad and deep research admin. experience (proposals, post-award, contract negotiation, proposal development, PI, outreach director, program evaluation)

• 12 years – Western MI University; 5 years – Univ. of TN; 2 years VARI

• Volunteer at cat rescue and sanctuary that recently placed it's 3,000th cat in an adoptive home.

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Collaborating With Others to Engage and Serve Faculty

Approach

- Connect and mobilize cross-functional service team(s)
  - Example: Development / OSR / Office of Chief Scientific Officer

Strategy

- Identify key champions and nurture those relationships
  - Forecast obstacles
- Schedule regular meetings
- Share wins while dampening internal competition or turfs

Tools

- Meeting agendas planned with key contacts
- Useful information sharing to keep participants coming back and moving forward on action items

Takeaways
- "Serenity Prayer" – evaluate what you can influence and can't
- Connect first with smaller group of key champions

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Collaborating With Others to Engage and Serve Faculty

Approach

- Strategic medium to long-term Research Development planning

- Provide useful reports, data, information and tools that are helpful to key stakeholders

Strategy

- Buy-in and confirmation of support from key people (boss, center directors, …)
  - A tale of two conferences

Tools

- Evaluation at early stages (for planning) and ongoing to track impact

- Prepare the reports you wish were available

Takeaways

- Don't plan in a silo, obtain stakeholder input & support

- Determine useful measures, provide helpful tools and information

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Collaborating With Others to Engage and Serve Faculty

Takeaways

- Modified "Serenity Prayer"—May you evaluate what you can't change; have the enthusiasm, resiliency and courage to foster advancement; and the wisdom to distinguish what works
- Connect first with smaller group of key champions
- Don't plan in a silo, obtain key stakeholder input & support
- Determine useful measures, share helpful tools and information

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Research Development Professionals

Conclusions

- **Give** faculty useful resources customized for them

- **Identify** key players to help develop funding strategies to reengage disconnected faculty

- **Target** to accelerate the progress of a promising researcher or group of researchers

- **Connect** first with smaller group of key champions and obtain stakeholder support

![NORDP logo — National Organization of Research Development Professionals]

Our takeaway→
Similar strategies and approaches address the needs of our diverse institutions

PennState
- Campus of a Large R1
- 5000 students

Susannah Gal, Ph.D.

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OU Center for Research Program Development and Enrichment
- Public R1 University – EPSCoR/ IDEA State
- 31,678 students

Marilyn Korhonen

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VALDOSTA STATE UNIVERSITY
- Public Comprehensive University – PUI
- 11,341 students

Kerry Morris

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VAN ANDEL INSTITUTE®
- Nonprofit Biomedical Research Institute
- Research
  - 360 Staff & 31 faculty

Barb Wygant

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