Sunday, April 28, 2019
1:00 PM - 7:00 PM
Conference Registration
Room: Narragansett Ballroom Foyer

4:30 PM - 5:30 PM
Mentoring Meetup
Room: South County

New Member Orientation and Networking
Room: Providence Ballroom

PUI Affinity Group Kick-Off Event
Room: Waterplace III

5:30 PM - 7:00 PM
Welcome Reception
Room: Narragansett Ballroom

After Hours
Research on the Rocks
Room: Centro Restaurant & Lounge

Monday, April 29, 2019
6:00 AM
Morning Walk/Run/Bike/Swim
Room: Meet in the Lobby

Mindfulness-Based Stress Reduction
Room: Washington

7:30 AM - 8:30 AM
Breakfast with Exhibitors
Room: Narragansett Ballroom & Foyer

7:30 AM - 6:30 PM
Conference Registration
Room: Narragansett Ballroom Foyer

8:30 AM - 9:00 AM
Plenary Session: NORDP President's Welcome
Room: Narragansett Ballroom
Presenters: Karen Eck, *Old Dominion University*

9:00 AM - 9:45 AM
Opening Keynote: Research Development as a Strategic Imperative
Room: Narragansett Ballroom
President Paxson's speech will highlight the importance of research development, not just to the success of individual faculty researchers, but to the broader success of higher education institutions, and, to the success of the nation's research enterprise. Included in her speech will be discussions of:
1. the current state of the research ecosystem, affirming the value of research to the nation and the world, and asserting why, at this particular moment in time, it is vital to support research that advances knowledge and informs public policy;
2. the pressures on the higher education business model, and how strategic planning, operational excellence, and professional development are all increasingly important to institutions of higher education; and
3. the key skills, functions, and roles RD staff must have going forward.
President Paxson will also share about her own experience as a researcher earlier in her career.
Presenters:
- Christina Paxson, *Brown University*

9:00 AM - 11:45 AM
Career Center Open
Room: Washington

10:00 AM - 12:00 PM
Hubs and Spokes: A Comparison of Central, Distributed, and Hybrid RD Models
Room: Bristol/Kent
Where to put research development? Central? Within a school or a center? Each of these models has advantages and disadvantages, and the answers depend on your institutional goals and capacity. We bring people with three distinct perspectives to this discussion: someone who set up central RD and interacted with school-based, someone who moved from department-based to central-based, and someone working within a school and interacting with central structures. Our goal in this session is to share a discussion of the impacts of the placement of RD services on faculty engagement and university priorities.
Presenters:
- M.S. AtKisson, *AtKisson Training Group, LLC*
- Alma Faust, *University of Illinois Chicago, College of Liberal Arts and Sciences*
- Jerilyn Haraldsen, *University of Vermont*

Leading Without Authority
Room: Waterplace II & III
How do you succeed in areas outside your recognized area of authority? Some people are content to—or believe they have to—operate strictly within their lanes of prescribed responsibility. Yet as research development professionals, we are often in situations that require assumed leadership on issues lacking clear responsibility or process ownership. To be successful, you will need credibility, executive presence, initiative, and numerous alliances both within and outside of your own chain of command. This session will explore why, when, and how you can exercise leadership from wherever you fit into an organization

chart, and how to recognize and employ both inclusion and diversity of thought in your leadership endeavors. You will leave feeling empowered to lead from whatever your position is, both today and in future, and acquire a few tools that will enable you to lead without authority in specific instances. Join us for what must be a lively and interactive discussion!

Presenters:

- Brian Ten Eyck, *University of Arizona*

Maximizing Grant Proposal Writing for Success Using "The Baseline Logic Model"

Room: South County

Research Development (RD) offices at many universities are tasked with improving faculty grant proposal writing through workshops and editing support. The goal of this panel presentation is to 1) give instruction on a successful proposal development tool, the "Baseline Logic Model"; 2) allow participants a chance to use this approach and peer share their writing; and 3) discuss how this approach may be tailored to their institutions.

Presenters:

- Kristen Kellems, *Brigham Young University*
- Conrad Monson, *Brigham Young University*
- Jaynie Mitchell, *Brigham Young University*

NORDP Leadership Forum: Developing Industry Engagement Strategies (invitation only)

Room: Providence II & III

Federal government agencies provide more than half of the US university research funding. However, in the past decade, universities themselves, foundations, and corporations have contributed an increasingly greater portion to university research funding. The university-corporate relationship is shifting. In the past, corporate relations staff at a university had a largely fundraising role. But corporate partnership has changed—it is less and less common for corporations to donate money directly to universities, even for funding research that may be of interest to a corporation. Instead, new models of relationship management are emerging—models that call for a role for research development. This new landscape raises a number of questions—and opportunities—for research leadership in general and research development in particular. Research development is critical for several aspects of effectively capitalizing on potential research support opportunities, while corporate relationship management is essential for a complementary set of activities. Led by representatives from both NORDP and the Network of Academic and Corporate Relations Officers (NACRO), this forum will explore practical strategies for research leaders to improve industry and foundation engagement at their institutions. We will evaluate the corporate engagement landscape at our individual institutions, discuss best practices in the new corporate engagement environment, and demonstrate how data can inform new partnerships. You will walk away with concrete strategies to expand and optimize corporate engagement activities through effective collaboration of corporate relations and research development professionals. The forum will include networking time over lunch as well.

Presenters:

- Rachel Dresbeck, *Oregon Health and Science University (NORDP)*
- Gretchen L. Kiser, *University of California San Francisco (NORDP)*
- Kerry Morris, *Valdosta State University (NACRO and NORDP)*
- Stavros Kalafatis, *Texas A&M University (NACRO)*

- Holly J. Falk-Krzesinski, *Elsevier*
- David King, *Exaptive*
- Megan Greenawalt, *University of Pittsburgh and UPMC (NACRO Co-President)*
- Adam Johnson, *Michigan Technological University (NACRO Co-President)*

NORDP Mentoring Program – Overview of Onboarding Materials and Webinars Offered to Support Mentees and Mentors
Room: Blackstone
Need some help? Some advice? Somebody who understands research development to talk with? The mentoring committee at NORDP is highly invested in helping you! We focus on providing meaningful mentoring expertise to support the professional development of NORDP members. In this one-hour session, we distill insights from the 2018 mentoring webinars and present tip sheets, planning tools, and resources available to support mentee/mentor relationships. All NORDP members are invited --whether involved in the formal mentoring program or simply interested in using some fabulous resources. This session will demystify mentoring and empower participants to take control of their professional path.
Presenters:
- Rachael Voas, *Iowa State University*
- Hilda McMackin, *Vanderbilt University*
- David Widmer, *Memorial Sloan Kettering Cancer Center*

Understanding HBCUs, HSIs, and PUIs and How to Collaborate with Them in Intervention and Research
Room: Waterplace I
Collaborations with HBCUs, HSIs, and PUIs are a professional interest of investigators and research development professionals. Yet, most persons seeking to form these connections have not worked at a minority serving institution or been part of a collaboration with one. Thus, there is potential for uncertainty, misapprehension, and mistakes. This presentation will: (1) delineate the nature, variety, and characteristics of HBCUs, HSIs, and PUIs, (2) describe best-practice patterns for approaching and collaborating with them, and (3) facilitate discussion of collaboration scenarios based on several federal grant solicitations.
Presenters:
- Michael Preuss, *West Texas A&M University*
- Anne Pascucci, *Christopher Newport University*
- Paul Tuttle, *North Carolina A & T State University*

Using Technology to Facilitate Team Building from the Bottom Up
Room: Providence I & IV
Research development officers are often challenged by researchers who do not see the value of having collaborations facilitated by administrators. In many cases, faculty believe they know who their collaborators should be. That can make putting teams together difficult — particularly when applying for large-scale funding. We will start with a discussion on what particular challenges research development officers are facing when they are facilitating multi-disciplinary, team-based projects. We will then demonstrate a mobile and web-based tool in development that allows the creation of teams around projects. Faculty can submit their profiles and tag themselves and projects with key words that link them

to projects and funding opportunities throughout the tool. Students and faculty with similar tags are alerted on their smartphones when a potential collaboration or project of interest, funding opportunity or a colleague with similar interest is added. We will then provide some feedback from our experience with this homegrown tool. You will be given a chance to try it out yourself. While phase one is in beta testing, phase two of the tool in in the planning stages. Phase two will assist in the management of grant applications for large-scale funding opportunities. In this session, facilitators will seek input from research development officers to inform the building of phase two so that it is tailored to their needs. In addition to assistance with faculty team building, we are currently using this tool to connect faculty and students around research projects. Match-making of faculty and student researchers can be problematic Students with an interest in research can be hesitant to directly contact faculty. For them, it can be an intimidating process. Often, they don't know where to start. And faculty can struggle to find qualified students truly interested in their research program. This can be a particular problem at PUI's and institutions with strong undergraduate research programs.

Presenters:
- Karin Scarpinato, *Florida Atlantic University*
- Luis Perez, *Florida Atlantic University*
- Stepan Mazokha, *Florida Atlantic University*
- Jeanne Viviani, *Florida Atlantic University*

12:00 PM - 1:00 PM
Lunch with Exhibitors
Room: Narragansett Ballroom & Foyer

1:15 PM - 3:15 PM
Enhancing Research Development Success with Effective Project Management: A Hands-on Approach
Room: South County
This session will introduce the Project Management Professional (PMP) certification, discuss benefits of becoming a certified PMP, and provide examples of how the Project Management Body of Knowledge (PMBOK) can be applied to research development and administration. We'll share our experiences as certified PMPs in applying industry best practices, tools, and techniques to research development and administration through three use cases: building and restructuring a centralized research development and administration office; catalyzing team science and interdisciplinary proposals; and planning (and managing) a realistic project schedule. We'll include hands-on activities to give participants project management tools they can apply immediately.

Presenters:
- Anne Maglia, *University of Massachusetts, Lowell*
- Sharon Pound, *University of Tennessee, Knoxville*

This Is a Test: Adapting NRMN's Maintaining Effective Communication Module to the Research Development Profession
Room: Blackstone
The National Research Mentoring Network (NRMN) provides evidence-based mentor/facilitator and professional development training around six core competencies crucial to the success of a mentoring relationship. This interactive workshop pilots one mentor training module (Maintaining Effective

Communication) from the NRMN curriculum that has been tailored for Research Development (RD) professionals. Participants will build upon their communication skills across diverse dimensions including various backgrounds, disciplines, generations, ethnicities, and power structures using evidence-based strategies. Case studies, group exercises, self-assessment, and rich reflective dialogue will reinforce concepts. Participants can also give real time feedback to enhance the development of an RD-focused NRMN curriculum.

Presenters:

- Erica Severan-Webb, *Xavier University of Louisiana*
- Paula Carney, *University of Chicago*
- Kathryn Partlow, *University of Nebraska-Lincoln*
- Etta Ward, *Indiana University-Purdue University Indianapolis*

Understanding the Faculty Lifecycle
Room: Providence I & IV
How many times have you sent out a notice for a fantastic funding opportunity, and received little or no response? Or spent weeks planning and promoting a research funding workshop, but feel like you've missed your target audience? Don't your faculty know that you're trying to help them?! Faculty are subject to many competing demands. This is particularly true for junior faculty, who have an eye on the ticking tenure clock. The RD professional must think strategically about how and when to communicate and offer support and opportunities, keeping in mind that research funding is one important element in an academic's career. The panel will explore these issues and offer ideas for optimizing your engagement with faculty and maximizing the RD professional/faculty relationship.
Presenters:

- Anne Windham, *Brown University*
- Kimberly Mowry, *Brown University*
- Judith Bender, *Brown University*
- Erica Larschan, *Brown University*

Writing and Editing for Impact
Room: Waterplace I
Research Development professionals can significantly improve the competitiveness of applications by making our writing more effective. This two-hour, hands-on workshop will define effective writing and presentation and identify ways to achieve it during the initial writing phase or while editing and guiding our clients. In Part 1, we use hands-on exercises to explore the impact of word choice, word placement, sentence structure, and story structure on writing effectiveness. In Part 2, we diagnose common writing pitfalls that reduce effectiveness and develop solutions that suit your abilities and audience. What you learn will be relevant to all written communications.
Presenters:

- Joanna Downer, *Duke University*
- Rachel Dresbeck, *Oregon Health Sciences University*

1:15 PM - 5:30 PM
Designing Effective Proposals: The Skills You Need to Design Proposals People Want to Read
Room: Newport

This workshop offers interactive training for creating distinctive, attractive proposals and other documents that are more likely to be read and remembered by twenty-first-century audiences. Attendees will learn basic visual design principles—regardless of their skill level or available software—for creating figures, illustrations, and diagrams. Throughout the workshop, participants will cycle through active conversation, creation, editing, and review activities. Presenters will also cover advanced document formatting including tasteful margins, whitespace, image borders, distance between lines (leading), and typeface. Participants should plan on BYOD (bringing your own device) for this hands-on workshop.

Presenters:

- Tobin Spratte, *Arizona State University*
- Michael Northrop, *Arizona State University*
- Jessica Brassard, *Michigan Technological University*

PD for RD: Career Planning from Start to Finish
Room: Bristol/Kent
This workshop will provide participants with a theory-based, action-oriented, and personally immersive look at how to advance their careers in the Research Development field, designed for those with at least two years of experience. Upon completion, participants will have a personalized action plan for how they can (a) identify key skills in their target position; (b) determine what gaps exist between this ideal skill set and their current skills; and (c) identify strategies to close these skills gaps with the aim of advancing to the next stages of their career. A new Professional Development NORDP Circle will be created to promote a community forum for participants to discuss their development goals.

Presenters:

- Beth Moser, *Maricopa Community Colleges District*
- Sarah Messbauer, *Univeristy of California, Davis*
- Kay Tindle, *Texas Tech University*
- M.S. (Peg) AtKisson, *AtKisson, ATG Consulting*

Strategic Doing and the Research Development Professional
Room: Waterplace II & III
Research Development (RD) professionals routinely collaborate with individuals on research proposals or facilitate multidisciplinary teams and other types of groups. Are you interested in improving your facilitating skills? Would you like to learn how to use your convening power to build action-oriented collaborations that lead to accountability and measurable outcomes?
Join us for this hands-on, professional development workshop. Strategic Doing™ is a new strategy discipline – a set of simple rules – that creates deep collaborations and builds innovation in today's network-based organizations. Unlike strategic planning, which primarily guides activity in hierarchical organizations, Strategic Doing partnerships build trust through social networks. Learn how to link and leverage a team's agility and desire for experimentation. This new framework is ideal for situations in which nobody can tell anybody else what to do, a common challenge for the RD professional!

Our team of facilitators will guide participants through a series of experiential Strategic Doing exercises, discuss how they relate to the practice of RD, and how to implement Strategic Doing in the context of a

research development/foundation relations office. Participants will also learn how these concepts apply to proposal development and when working with diverse faculty teams.

Strategic Doing was developed by Ed Morrison of the Purdue Agile Strategy Lab and is now offered through a national network of universities. More information is available at strategicdoing.net.

Presenters:
- Ed Morrison, *Purdue University's Agile Strategy Lab*
- Jeffrey T. Agnoli, *The Ohio State University*
- Melanie Steiner-Sherwood, *University of Utah*
- Sabrina W. Horton, *The Ohio State University*

3:30 PM - 5:30 PM

Building a Model of Research Collaboration Between Historically Black and Historically White Universities

Room: South County

Research in a wide range of fields and disciplines demonstrates that the inclusion of underrepresented and racially diverse individuals on work teams, in business & leadership environments, on juries, on research teams and in higher education classrooms enhances innovation, research productivity, provokes novel thinking and enhances the accuracy of decision making. Phillips (2014) Scientific American article titled Diversity Makes Us Smarter points to this research demonstrating these positive effects. Yet, given these realities and the evidence, in some higher education/research environments we continue to struggle and have not fully actualized the advantages and assets that the inclusion of more racially diverse people can bring to research environments. We at times may also lack the requisite knowledge of how to effectively build long term partnerships to collaborate with more diverse institutions. The University of New Hampshire (UNH), is a research very high, land, sea, and space grant university with approximately 16,500 students and 1050 faculty. Located in New England where racial diversity is low, more than a decade ago, we began to develop a model of collaboration outside of the region with a historically black university in North Carolina. Learning from this model and the opportunities and challenges of the present day, has helped to expand our knowledge about how to develop more diverse research partnerships. This workshop will describe the critically important elements of the UNH model, provide examples of jointly funded projects, discuss how we approached federal agencies and share what we have learned and the challenges we continue to face as we seek to expand the inclusive excellence of our work.

Presenters:
- Julie Williams, *University of New Hampshire*
- Linda Hayden, *Elizabeth City State University*

Developing the Research Enterprise: International Perspectives and Experience

Room: Providence II & III

Previous NORDP conferences have largely focused on research development (RD) and collaboration as it is practiced in the United States, with a few notable exceptions. The need for RD professionals grew due to the increasing complexity and competitiveness of U.S. federal funding opportunities and the evolution of academic research from a single investigator model to a team science approach. Since successful RD strategies must account for the institution – its mission, culture and structure – how much of RD strategy is also culturally based writ large? In this session, an international panel from Canada,

Italy and Japan will discuss how research is funded in their country and the role of the faculty researcher and the university in a national strategy to support research. How is success measured for researchers and universities? What are the challenges for public research in their countries? What are the opportunities to work across country boundaries?

Presenters:
- Karen Eck (Moderator), *NORDP*
- Stefania Grotti, *Politecnico di Milano*
- Dominique Michaud, *Concordia University*
- Shin-ichi Yamamoto, *National Institution for Academic Degrees and Quality Enhancement of Higher Education (NAID-QE); Research University Consortium (RUC)*

Meaningful Engagement (ME) and My Tribe: Creating and Cultivating Your Professional Network
Room: Blackstone
Engaging in strategic relationship-building is integral to successful collaboration, team-building, and professional growth. For the Research Development (RD) professional, there is a real and present need to have the skills and confidence to create and sustain collaborative relationships in our increasingly interdependent funding world.
This session presents a holistic approach to cultivating a professional network that utilizes key communication tools to facilitate "tribe" building for both personal and professional development. Participants will explore the application of each tool in RD settings, and interview a seasoned RD professional who will demonstrate the "real-world" value of the approach.

Presenters:
- Vanity Campbell, *University of California, Division of Agriculture and Natural Resources*
- Melinda Boehm, *University of California, Merced*

Strategies for Successful Broader Impacts
Room: Providence I & IV
Led by Suzi Iacono, NSF's Director of the Office of Integrative Activities. Dr. Iacono will describe results from analysis of successful broader impacts sections of NSF proposals. She'll describe trends in broader impacts activities, creative ideas for broader impacts work, and pitfalls to avoid in proposals. Following her presentation, participants will take a sample research project and break into small groups to develop a broader impacts proposal for the research project. Facilitators from Brown University's Engaged Scholarship and Broader Impacts Committee will assist, and Dr. Iacono will provide feedback on the proposals.

Presenters:
- Suzanne Iacono, *National Science Foundation*
- Amy Carroll, *Brown University*

5:45 PM - 7:00 PM
Networking with Sponsors
Room: Narragansett Ballroom

6:30 PM
Networking Dinners
Room: Narragansett Foyer

After Hours
Research on the Rocks
Room: Centro Restaurant & Lounge

Tuesday, April 30, 2019
6:00 AM
Morning Walk/Run/Bike/Swim
Room: Meet in the Lobby

Mindfulness-Based Stress Reduction
Room: Washington

7:30 AM - 8:30 AM
Breakfast with Exhibitors
Room: Narragansett Ballroom & Foyer

7:30 AM - 6:30 PM
Conference Registration
Room: Narragansett Ballroom Foyer

8:30 AM - 4:30 PM
Career Center Open
Room: Washington

8:30 AM - 9:30 AM
Concurrent Session 1
Attracting and Retaining Top Talent: Models for Career Progression in Research Development
Room: Providence I & IV
A growing recognition of the value research development (RD) professionals bring to the research enterprise has led to an increase in RD positions. Such growth leads to questions around how best to attract and retain top talent. This session will: 1) investigate the approaches different academic institutions are taking to address these questions and 2) stimulate a broader conversation about recruitment and retention. Through panel case-study presentation as well as audience participation, attendees will take away ideas on developing a career progression model at their own institutions, as well as identifying some non-traditional benefits of an RD career.
Presenters:
- Kim Patten, *University of Arizona*
- Tisha Mullen, *University of Nebraska-Lincoln*
- Gay Cookson, *University of Utah*
- Gretchen Kiser, *University of California San Francisco*

Funder Spotlight: US Department of Agriculture and National Institute of Aging - National Institutes of Health

Room: Waterplace I

Presenters:

- Mark Mirando, *US Department of Agriculture*
- Robin Barr, *National Institute of Aging*

How to Avoid the Last Minute Proposal Crunch: From a Central and Center Perspective

Room: Waterplace II

We all want to avoid last minute proposal submissions, as they tend to be weak in content and are much more unlikely to get funded. Whether you are a Central, Departmental or Center Research Administrator, this presentation will teach you techniques to prevent the last minute proposal crunch. We will teach you ways to not only keep faculty on track in their proposals, but by understanding the faculty tenure life-cycle, you will develop stronger relationship with your faculty. The stronger the relationship is, the easier it will be for you to keep the faculty on task.

Presenters:

- Mary Jane (Janey) Sager, *Cornell Energy Systems Institute*
- Andrea Stith, *Office of Research, University of California Santa Barbara*

How to Hack Our Craving Minds for Better Health

Room: Providence II & III

How do habits form, and why are they so hard to break? In 2014 Time magazine declared a "mindful revolution" due to its growing popularity and research suggesting that mindfulness may help to treat a number of health-related problems from anxiety to addiction. However, little is known about how (and how well) it works. In this talk, Dr. Brewer, a world-renowned expert in behavior change, will map how our minds form habits, and how we can use mindfulness training to hack this same learning process to break out of unhealthy habits ranging from emotional eating to anxiety. He will highlight the scientific research underlying behavior change using examples from clinical studies of app-based mindfulness training for smoking (Craving to Quit), eating (Eat Right Now) and anxiety (Unwinding Anxiety), as well as brain imaging studies from his lab. He will also show how we can tap into our reward-based learning systems to build our natural capacities of awareness, kindness, and curiosity.

Presenters:

- Jud Brewer, *Brown University*

Increasing Federal Research Expenditures – A Case Study of 12 Successful Institutions

Room: South County

In a time of tightened budgets and increasing competition for grant dollars, what is the recipe for success? What are the strategies employed by institutions that are successfully increasing their federal research expenditures? These questions inspired an exploratory case study of 12 successful institutions in order to identify strategies and best practices to (a) broadly increase federal funding, (b) increase federal research expenditures, (c) secure large programmatic/center grants, and (d) manage increases in funding. The results of this case study will be discussed, along with a sample road map for increasing federal research expenditures.

Presenters:

- Kay Tindle, *Texas Tech University*

So You've Been Asked to Set up an RD Office? Now What?

Room: Waterplace III

In a dialogic fashion, I will share relevant experiences and lessons learned from having participated in or led the establishment of four different RD offices/positions, and encourage/facilitate discussion of participants' own experiences. Ideally, the participants will leave the session with some tools, models, or at least a set of questions that can help guide them in both starting an RD office or function at their institution from scratch, or assessing where it can or should go from where it is now.

Presenters:

- Michael Spires, *Oakland University*

They're doing WHAT?! Intelligence Gathering in Higher Ed

Room: Blackstone

Academic institutions are facing increasing obstacles to fulfilling their mission of teaching, research and civic responsibility. The competition for research funding and faculty has grown ever more intense, and making decisions regarding where to allocate resources ever more critical. Gathering competitive intelligence on your academic peers will help guide decision making by transforming disaggregated information into actionable intelligence that can be used to capitalize on your institution's strengths and grow research dollars. Join presenters to learn how you can use research intelligence tools to support strategic decisions.

Presenters:

- Linda Galloway, *Elsevier*
- Karen Walker, *Arizona State University*
- Jamie Welch, *Arizona State University*

Roundtable Discussions

Research Development Career Paths: Designing a Career Advancement Plan

Room: Bristol

This roundtable discussion will focus on exploring examples and suggestions for career advancement paths for research development professionals. Through the use of a career advancement template, participants will have an opportunity to examine possible career advancement pathways and discuss these pathways with fellow participants. Each participant will leave the session with a career advancement path along with suggestions as to how to share this information with his/her supervisor. This roundtable to appropriate for all levels of research development professionals and would benefit from a variety of perspectives and experiences.

Presenters:

- Alicia Knoedler, *Independent Consultant*

Research Development Professionals: Generalists in a Hyperspecialized World

Room: Bristol

A central challenge of the research development field is the increasing specialization of those we aspire to support. High levels of assumed technical knowledge, an ever-expanding amount of jargon, and our

fears of acknowledging our limitations create barriers to providing the highest possible levels of support. The goal of this Roundtable is to provide an open forum for participants to discuss several key questions related to this issue. Attendees will be encouraged to share their own experiences, learn from others in the field, and raise additional questions in order to advance the field of research development.

Presenters:

- Steven Jax, *Hanover Research*

<u>Lightning Talks</u>

The Mentor/Mentee Match Process Revealed

Room: Kent

Presenters:

- Christina Howard, *Texas A&M University*

The Moment When I Realized I Could be a Mentor

Room: Kent

Presenters:

- Katie Howard, *Appalachian State University*

Transitioning from Mentee to Mentor

Room: Kent

Presenters:

- Hilda McMackin, *Vanderbilt University*

What I Learned from My Mentee

Room: Kent

Presenters:

- Kathy Partlow, *University of Nebraska - Lincoln*

Giving and Receiving Feedback

Room: Kent

Presenters:

- Kelly Carroll, *Ann & Robert H. Lurie Children's Hospital of Chicago*

Mentoring Challenges of Single-person RD Shops

Room: Kent

Presenters:

- Ron Fleischmann, *Hope College*
- Scott Balderson, *University of Utah*

Mentoring Postdocs for Careers in Research Development

Room: Kent

Presenters:

- Samar Sengupta, *University of Texas Southwestern Medical Center*

How to Address Generational Differences in Mentoring
Room: Kent
Presenters:

- Alan Paul, *Giant Angstrom Partners, LLC*

Growing a Network of Mentors
Room: Kent
Presenters:

- Alicia Gahimer, *Indiana University-Purdue University Indianapolis*

On Being a Peer Mentor
Room: Kent
Presenters:

- Jan Abramson, *University of Utah*
- Etta Ward, *Indiana University-Purdue University Indianapolis*

9:30 AM - 9:45 AM
Break with Exhibitors
Room: Narragansett Ballroom & Foyer

9:45 AM - 10:45 AM
Concurrent Session 2
Becoming a Research Development Investigator: An interactive session on applying for
NORDP/InfoReady Funding
Room: Waterplace II
In an effort to stimulate research in Research Development, InfoReady has provided funding to support
small studies. The session will have three goals: 1) to describe the range of types of research the
program is looking for, 2) to discuss the review criteria used to select projects, and 3) to provide an
interactive opportunity to discuss ideas for research into Research Development that would help move
the field forward and that could also be funded by other sources. If time permits, we will also discuss the
types of research that would treat RD as an area for study available, for example, to science policy
researchers, organizational leadership, or the science of team science.
Presenters:

- Dave Stone, *Oakland University*

Beyond "Shoot for the Moon and Sink or Swim": Helping PIs Take a Strategic Approach to Grant
Competitiveness
Room: Providence II & III
Do you have PIs who fling proposals blindly into the universe, with hardly a care for strategy? Have you
tried and failed to get them grounded in the grantseeking earth? In this session, we'll present concrete
approaches to helping PIs:

1. Understand how grant competitiveness works;
2. Assess their own readiness for competitions;

3.   Strategically build competitiveness; and
4.   Submit the right grant proposals at the right time.

We'll discuss how a strategic approach to building grant competitiveness can help PIs and institutions invest their grantseeking time and energy wisely, for maximum return on investment and long-term research success.
Presenters:
- Rebecca Huenink, *Hanover Research*
- René Paulson, *Texas Woman's University*
- Mindy Chandler, *Elite Research, LLC*

Designing, Developing, and Evaluating Team-Science Support in a Research Development Office
Room: Waterplace III
As team science expands in size and scope, investigators struggle to build teams and write proposals that implement the principles of team science and take advantage of what we know about making teams work. Outside of the NIH-supported CTSAs, few universities have resources specifically devoted to fostering and facilitating interdisciplinary research teams or writing proposals that give more than perfunctory attention to how the team will function. The goal of this session is to help RD professionals think about how this gap provides an opportunity to expand support for team science initiatives and team science proposal development.
Presenters:
- Betsy Rolland, *University of Wisconsin-Madison Carbone Cancer Center*
- David Widmer, *Memorial Sloan Kettering Cancer Center*
- Holly Falk-Krzesinski, *Elsevier and Northwestern University*

Employing Tactical and Strategic Approaches to Help Faculty Maximize Broader Impacts
Room: South County
Articulating Broader Impacts (BI) is critical to developing compelling submissions to the National Science Foundation (NSF). BI is an established part of NSF's merit review process and, now, other agencies are beginning to implement BI mandates as well. This presentation will offer insights, innovative approaches, and an inventory of tools to help research development professionals across different types of institutions support PIs as they conceptualize BI. Presenters represent a variety of career stages and are affiliated with a preeminent scientific and cultural institution, two research-intensive Big Ten institutions, and a young research university with a major academic health center.
Presenters:
- Danielle Mazzeo, *American Museum of Natural History*
- Nathan Meier, *University of Alabama at Birmingham*
- Tisha Mullen, *University of Nebraska-Lincoln*
- Stephanie Hensel, *University of Michigan School of Education*

Funder Spotlight: Quantum Information Science
Room: Waterplace I
Presenters:
- Lisa Friedersorf, *Nanotechnology Initiative-Office of Science and Technology Policy*

Internal Peer Reviews: Practice Makes PAREfect
Room: Providence I & IV
Can you increase the success rate of proposals that have been reviewed prior to submission? Peer Assisted Review Enterprise (PARE) is an internal peer review system at Appalachian State University, a PUI, that is designed to support the limited submission process and internal funding mechanisms. It is our internal Red Team program for increasing competitiveness of external grant applications.

This session will empower participants to develop a reliable framework to support a successful internal peer review program at their institution. We'll discuss the evolution of the PARE program to show it can be supported in a variety of ways.
Presenters:
- Katie Howard, *Appalachian State University*
- Karen Fletcher, *Appalachian State University*

Training the Next Generation: Planning, Development, and Implementation of Internship Programs in Research Development
Room: Blackstone
This panel will present the recommendations of the NORDP Training working group and describe experiences in planning, developing, and implementing training/internship programs in Research Development. The working group's recommendations will provide context for discussing on-the-ground experiences with two RD training programs, including the rationales for and defining traits of the programs, as well as qualitative and quantitative results. We will also show how the framework and elements of the existing models have been used to plan and initiate a third internship program to meet the needs and strengths of a distinct context.
Presenters:
- Page Sorensen, *University of California San Francisco*
- Samarpita Sengupta, *UT Southwestern Medical Center*
- Joanna Downer, *Duke University School of Medicine*

Roundtable Discussions
Internships in Scientific Editing as a Component of Research Development
Room: Bristol
Scientific editing has become a key component of some research development offices, and it is crucial to ensure that the editing skills of their staff are excellent. At the University of Iowa Carver College of Medicine, the Scientific Editing and Research Communication Core has developed a pipeline of scientific editors through a four-month internship program. At this Roundtable, I will outline this program and share some of our training materials. My goal is to have a lively discussion with others who have attempted similar approaches, as well as with scientific writers just starting on this path.
Presenters:
- Christine M Blaumueller, *The University of Iowa*

Strategic Planning and the Role of Research Development
Room: Bristol

Have you been involved in developing, writing and/or implementing a research strategic plan at your institution? If you are a veteran of strategic planning or newly tasked with contributing to a strategic planning process, this Roundtable discussion will provide a forum to ask questions and share experience, best practices and missteps on the road to developing a viable strategic plan. One goal of the discussion is to address the role of the RD professional and RD Office in institutional strategic planning.
Presenters:
- Karen Eck, *Old Dominion University*

Lightning Talks
Avenues of Advocacy
Room: Kent
A recent national survey (https://www.researchamerica.org/ycyh) reported that 76% of respondents said that candidates in the recent midterm election should assign high priority to research funding. An important aspect of ensuring this high priority is to foster strong research advocacy at our nation's research institutions. This session will offer strategies and tips to train faculty and trainee advocates, as well as train citizens (like RD professionals) at large.
Presenters:
- Gretchen Kiser, *University of California San Francisco*

Concept Mapping as a Tool for Research Program and Large Project Development
Room: Kent
Concept mapping is a methodology for integrating input from multiple sources with differing expertise or interest, creates maps with multivariate data analyses that depict the composite thinking of the group, and yields data that allows for comparisons across rating criteria, stakeholder groups, different points in time, etc. to aid in targeted planning, implementation strategies, and evaluation. This methodology can be successfully applied to the development of research programs and large projects. Such an analysis could serve as the formative evaluation of research collaboration capacity for a large proposal or as a planing tool for an institutional programmatic initiative.
Presenters:
- Yulia Strekalova, *University of Florida*

Looking out from the Tower: Inreach Designed to Broaden Awareness of Extra-Academic Opportunities
Room: Kent
The excellency laboratory ASLAN (Advanced Studies in Language Sciences) was created to develop a scientific program able to account for linguistic phenomena in all of their complexity, within an integrative, multidimensional and non-reductionistic approach. This communication presents some of the means we deployed in an effort to acculturate the members of ASLAN into the impact of their research in the extra-academic domain, the potential for collaborative research with extra-academic partners in terms of both scientific and social impact, and, for young researchers, into the variety of often surprising professions where our alumni put their academic linguistic training into practice.
Presenters:
- Gerald Niccolai, *CNRS*

Out of Silos into Interdisciplinary Collaborations: One School's Path
Room: Kent
Come hear how UW-Madison's School of Education initiative, Grand Challenges, has successfully drawn faculty out of silos into promising, new, interdisciplinary collaborations! During this talk, you will hear not just the what but also the how of facilitating interdisciplinary collaborations that have the potential to magnify both external funds coming into your institution and societal impact. A lot of research development is about supporting faculty on their current research paths; this session will focus more on how to inspire faculty to find new collaborators and take their thinking in a new direction.
Presenters:
- Sarah Archibald, *The Network, UW Madison School of Education*

R01 Boot Camp: 5 Years in 5 Minutes
Room: Kent
This lightning talk will highlight the University of Michigan Medical School's renowned R01 Boot Camp, which concluded its fifth year in 2018 and topped $140 million in external funding. This 10-month mentorship program helps early career faculty pursue their first NIH R01 grants through training, writing groups and peer feedback. The presentation will discuss coaching structure, program components, lessons learned, cost, metrics and scalability.
Presenters:
- Jill Jividen, *University of Michigan*

Stimulating the Development of Competitive Large-Scale Grants: A Comprehensive Plan of Faculty Support
Room: Kent
Large-scale grants provide an excellent opportunity for teams of faculty to tackle complex research problems using cross-disciplinary approaches. To encourage the pursuit of large-scale grants, the Michigan Institute for Clinical & Health Research at the University of Michigan has developed a comprehensive plan of support that includes: 1) strategic input, 2) $100,000 pilot awards, 3) administrative support, 4) proposal management, 5) grant editing, 6) educational resources and 7) team science training. There has been a four-fold increase in faculty developing large-scale grants since launch of this initiative. This lightning talk will describe components of the support plan and outcomes data.
Presenters:
- Beth LaPensee, *University of Michigan*

Won't You Be My Neighbor?
Room: Kent
Research Development professionals need a wide variety of creative approaches to support faculty success. Inspired by Mister Rogers' way of listening and learning, this lightening talk will highlight simple, yet creative approaches to communicating and co
Presenters:
- Jocelyn Webber, *University of Michigan*

<u>11:00 AM - 12:00 PM</u>
Plenary Session: Diversity, Inclusion and You: Advancing Diversity and Inclusion within NORDP and the Communities We Serve
Room: Narragansett Ballroom
At the crossroads between faculty and administration, between internal communities and external, lie Research Development professionals with unparalleled opportunities to promote diversity and inclusion as drivers of cultural change. Taking advantage of these opportunities requires RD professionals to 1) increase their own awareness and education around diversity, inclusion, and cultural competence, 2) raise awareness among others, and 3) be intentional in their efforts to promote greater diversity and inclusion.

This diversity and inclusion plenary session will focus on key considerations for your on-going work as individuals, as well as members of NORDP who work in a wide range of institutions, to enhance diversity and inclusion through cultural competence. We will discuss barriers to greater diversity and inclusion as well as skills for recognizing and tearing down those barriers. Please come to this session ready to engage, reflect, and consider diversity and inclusion within NORDP, in your respective institutions, and the communities in which you operate.
Presenters:
- Jackie Cranford, *Cranford Advisory Services*

<u>12:15 PM - 1:00 PM</u>
Lunch
Room: Convention Center Ballroom A

<u>1:00 PM - 2:00 PM</u>
Atlantic Regional Meeting
Room: South County

Great Lakes Regional Meeting
Room: Providence II & III

Midwest Regional Meeting
Room: Waterplace III

Northeast Regional Meeting
Room: Waterplace I

Pacific Regional Meeting
Room: Blackstone

Southeast Regional Meeting
Room: Providence I & IV

Southwest Regional Meeting
Room: Waterplace II

<u>2:15 PM - 3:15 PM</u>
Concurrent Session 3
Expand Your Methodological Services to Increase Awarded Grants
Room: Waterplace III
Do you have PIs who need research and evaluation design services, but your resources are limited? Does your institution have statistical support services, but need greater integration with grant development? Do you have researchers whose ideas are great, but need to be grounded in strong methodology?   In this session, we'll present concrete approaches to:
1.	Leveraging existing University resources for stronger grant proposals;
2.	Expanding existing statistical support services to incorporate grant research design; and
3.	Prioritizing internal and external resources for optimal methodological services.
We'll discuss strategic approaches to providing research methodological services to build grant competitiveness and long-term research success.
Presenters:
- René Paulson, *Texas Woman's University*
- Mindy Chandler, *Elite Research, LLC*

Funder Spotlight: US Department of Defense
Room: Waterplace II
Presenters:
- Valerie Browning, *DARPA*
- Jill Pipher, *Brown University*

Go or No-Go? Critical Decision-Making for Developing Large, Complex Grant Proposals
Room: Blackstone
Funders are increasingly soliciting proposals for large-scale, multi-disciplinary, and multi-institutional research grants in excess of $20M; and institutions must make a significant investment in the research development process to support such applications. This session will help institutions understand the demands of such applications, determine the right balance of internal and external resources to use, and how to set performance expectations for these complex project management teams. Participants will learn strategic models for building complex proposal development teams, and tools for making critical go/no-go decisions for high-stake, high-value grant awards.
Presenters:
- Jessica Venable, *McAllister & Quinn*
- M.S. AtKisson, *AtKisson Training Group, LLC*
- Joanna Downer, *Duke University School of Medicine*
- Michael Gallo, *University of California, Irvine*

Grant Writing as a Teachable Skill: Outcomes and Lessons from Four Models of Grant Writing Coaching Groups
Room: South County
The NIH-funded National Research Mentoring Network has implemented 4-12-month intensive grant writing coaching programs for postdocs and early career faculty in the biomedical sciences over the past 5 years. RD professionals are often tasked with providing support and assistance to researchers submitting proposals. This presentation will share information on the coaching program models as well as lessons learned and tools used to develop research faculty's grant writing skills and adapt models to various institutions. Submission and grant award rates from more than 550 participants will also be shared. Finally, the audience will learn how to potentially leverage NRMN resources.
Presenters:
- Kristin Eide, *University of Utah*
- Thaddeus Unold, *University of Minnesota*

How Can We Best Advise NIH Clinical Trial Grantees Concerning the 2018 Changes?
Room: Waterplace I
Sweeping changes were made to NIH Clinical Trials applications in 2018. It has created confusion and concern: With the guidelines, the Research Strategy only makes sense if read in tandem with the new Human Subjects section. Grantees fear that if reviewers focus solely on the Research Strategy they will miss key information. My goal is to discuss what I have learned as an NIH grantwriter across multiple grant cycles with dozens of clients under the new guidelines. How can we best advise NIH clinical trial grantees? I hope to generate discussion and leverage our collective experience to establish best practices.
Presenters:
- Meg Bouvier, *Meg Bouvier Medical Writing LLC*

Stepping Stones to Becoming a Peer-Reviewed Journal Author
Room: Providence I & IV
Learn about another type of leadership available to advanced research administration professionals, and another way to disseminate your knowledge. Led by an Editorial Board member of the Journal of Research Administration (JRA) who is also the Chair of the JRA Author Fellowship Program Committee, this two-hour session will explore ways in which you can begin the process of translating innovative processes or activities, or results of your investigation into the pros and cons of ground-breaking undertakings, or the application of successful practice to a new context, into a body of literature that others can utilize.
Presenters:
- Amy Cuhel-Schuckers, *Franklin & Marshall College*

Supporting Senior Faculty: How Can Research Development Professionals Help Faculty with Established Careers 'Jump-Start' Their Research Funding?
Room: Providence II & III
How often have faculty told you: 'X agency knows me! I don't need to spend time talking with them or enhancing my proposal.'? This approach can be discouraging to RD professionals who know the solicitation is hyper-competitive. In this session, we will explore effective tools and methods that RD

professionals can use to support senior faculty grantsmanship at a variety of institutions. Panelists will also discuss mechanisms to support established faculty in obtaining seed funding, changing research directions, or re-starting research careers. Participants will gain valuable perspectives on how to best support individual faculty development regardless of career stage.

Presenters:

- Susan Carter, *Santa Fe Institute*
- Julia Gaudinski, *University of California Santa Cruz*
- Kendra Mingo, *University of Idaho*
- Nathan Meier, *University of Alabama at Birmingham*

Roundtable Discussions
Faculty and Funders: How Research Development Can Help Them Connect
Room: Bristol
A key objective of Research Development (RD) efforts at most universities is to connect faculty with potential funders. The goal of this roundtable is to 1) describe how RD has successfully facilitated faculty-funder connections at Brigham Young University—a large private university with significant faculty research and teaching requirements, 2) discuss the ways RD at other universities have successfully connected faculty with funders and thereby 3) provide participants with new ideas for connecting faculty with funders. Participants in this roundtable should learn ways to make their connection efforts more successful.

Presenters:

- Kristen Kellems, *Brigham Young University*
- Conrad Monson, *Brigham Young University*
- Jaynie Mitchell, *Brigham Young University*

Strategies for Navigating Institutional Challenges
Room: Bristol
Dysfunction, malfunction, chaos, frustration - share your stories and strategies for working around or navigating institutional and/or departmental challenges. For some of us, the ideas and approaches presented at NORDP can make us feel like Don Quixote in trying to reach the impossible dream. Suspecting that there are at least a few NORDP members who experience a somewhat different professional reality (due to perhaps, institutional calcification, lack of vision, etc.), this roundtable will be a comfortable space to share strategies for navigating day-to-day frustrations and hopes for change.

Presenters:

- Linda Vigdor, *Advanced Science Research Center at CUNY*

3:15 PM - 3:30 PM
Break with Exhibitors
Room: Narragansett Ballroom & Foyer

3:30 PM - 4:30 PM
Concurrent Session 4
Concept Mapping as a Tool for Research Program and Large Project Development
Room: Waterplace II

Concept mapping is a methodology for integrating input from multiple sources with differing expertise or interest, creates maps with multivariate data analyses that depict the composite thinking of the group, and yields data that allows for comparisons across rating criteria, stakeholder groups, different points in time, etc. to aid in targeted planning, implementation strategies, and evaluation. This methodology can be successfully applied to the development of research programs and large projects. Such an analysis could serve as the formative evaluation of research collaboration capacity for a large proposal or as a planing tool for an institutional programmatic initiative.
Presenters:

- Yulia Strekalova, *University of Florida*

Funder Spotlight: NSF's Office of Integrative Activities
Room: Waterplace I
Suzi Iacono, NSF's Director of the Office of Integrative Activities, will provide an overview of the programs in her office. These include Cyberinfrastructure Training, Education, Advancement, and Mentoring for Our 21st Century Workforce; EPSCoR Research Infrastructure Improvement Programs; Faculty Early Career Development Program (CAREER); Graduate Research Fellowship Program (GRFP); Harnessing the Data Revolution (HDR): Institutes for Data-Intensive Research in Science and Engineering - Ideas Labs (I-DIRSE-IL); Historically Black Colleges and Universities Undergraduate Program (HBCU-UP); Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science (NSF INCLUDES); Innovations in Graduate Education (IGE) Program; Major Research Instrumentation Program: (MRI); Mid-scale Research Infrastructure-1 and 2; National Science Foundation Research Traineeship (NRT) Program; Research Coordination Networks; Research Experiences for Undergraduates (REU); Science and Technology Centers: Integrative Partnerships
Presenters:

- Suzanne Iacono, *National Science Foundation*
- Meghan Houghton, *Office of Integrative Activities*

Proposal Development Tools to Ensure a Successful Submission
Room: Providence II & III
Proposal development is a key part of the role of a Research Development Professional. Join us for an interactive session and leave with tools and strategies to ensure success!
The key steps to ensure a successful submission will be covered including:
* Identifying specific proposal components required by diverse funders
* How to establish relationships with investigators and define roles and responsibilities
* Specific tools to manage proposal development for various types of sponsors and applications including: instrumentation and training grants, large foundation grants,
  economic development projects, and traditional research grants.
* Effective communication strategies
Presenters:

- Katie Keough, *SUNY Upstate Medical University*
- Christina Leigh Docteur, *Syracuse University*

Supplementing Graduate Students' Skills with Grant Writing Training
Room: South County

Research Development offices often provide services and support primarily to faculty and professional researchers, leaving graduate students to rely on their advisers and departments for field-specific guidance about seeking funding. This session will focus on a variety of ways that RD professionals can offer lean and sustainable programming to introduce future researchers to best grantsmanship practices at the earliest stages of their academic careers.

Presenters:
- Anna Brailovsky, *University of Chicago*
- Sarah Robertson, *USciences*
- Michael Thompson, *Research Development*

The Measurable Contributions of Connectors in Research Teams
Room: Blackstone
This presentation will focus on presenting observations and data related to research questions related to the contributions of RD professionals and other team connectors, translators, and boundary spanners in research teams: What behaviors are catalytic within collaborative teams that lead to transformative work within these teams?; and How can these behaviors be documented and what are the standards of documentation for these behaviors? The objective of this presentation and research is to develop metrics and measures for team contributions that are made by RD professionals and other connectors.

Presenters:
- Alicia Knoedler, *Independent Consultant*
- David King, *Exaptive*

Year 1 in Research Development: A Discussion of Onboarding Experiences and Challenges
Room: Providence I & IV
Are you a new RD professional navigating the sometimes-confusing landscape of the RD profession? Or are you an established RD professional responsible for onboarding and training new RD staff? Come hear from two second-year RD professionals about their personal onboarding experiences. You will gain valuable insights into the RD onboarding experience. Learn tips, tricks, and tools that worked (and didn't work) for productive RD training.

Presenters:
- Missy Jenkins, *University of Tennessee, Knoxville*
- Jeannie Wilson, *Arizona State University*

Roundtable Discussions
Boss Lady: A Discussion on the Unique Challenges of Leading Others
Room: Bristol
While the majority of NORDP members are female and many are in leadership positions at their institution, a recent APLU survey revealed 80% of VCRs/VPRs were male. Women in RD leadership must they learn how to successfully manage and grow their teams, and they must also learn how to manage gender and power dynamics across the institution. Participants of this roundtable discussion will be leaders at their institutions who are interested in discussing leadership topics, including mentoring, negotiation, time management, and work/life balance, among others. A NORDP Circle will be created for a leadership development book club.

Presenters:

- Kay Tindle, *Texas Tech University*

In Search of the Holy Grail: The Impact of Research Development at Predominantly Teaching Institutions
Room: Bristol
If you are a research administrator at a non-research-intensive institution, your time is likely devoted to developing and updating the constantly changing administrative and compliance requirements expected by funders and your institution while devoting less time to the research development aspects of your job. At the same time, research development activities likely are the key to growing your institution's research enterprise. This session is designed to provide a forum for exchange to identify and promote promising practices that will help carve out and elevate the important role of research development in support of faculty success at non-research-intensive institutions.
Presenters:
- Christine Hempowicz, *University of Bridgeport*
- Ruba Deeb, *University of Bridgeport*
- Julie Demers, *University of Bridgeport*

Lightning Talks
Best Practices and Pitfalls of Managing Longitudinal Data
Room: Kent
This Lightning Talk will present some best practices and pitfalls of managing longitudinal data of several hundred NRMN participants. The information presented was learned over five years collecting data from junior faculty and postdoctoral fellow applications to grant writing coaching group programs as well as a series of assessments. Topics will include essential technical skills in managing longitudinal data specifically with excel, what to include when creating data reports, and effectively communicating with faculty, directors, and participants. Attendees will walk away with first hand data management knowledge and experiences that can be applied to their own ongoing and future studies.
Presenters:
- Thaddeus Unold, *National Research Mentoring Network, University of Minnesota*

Building Your Research Development Business Model
Room: Kent
This interactive session will offer information about how to analyze and support research development from an organizational systems perspective, and provide tools to evaluate, then enhance, your business model. I will share information about research development business models, share organizational frameworks for analyzing your own research development ecosystem, and then you'll have the chance to engage in a peer discussion. The goal is for you to walk out of the session with practical ideas about how to customize your research development model.
Presenters:
- Jeannette Jackson, *University of Michigan*

Growing the Research Enterprise Through Training and Mentoring Graduate Students
Room: Kent
Research Development (RD) efforts at many universities focuses on supporting faculty research. Graduate student research is often only considered as part of the scope of an advisor's research agenda.

However, more intensive training and mentoring of graduate students, the type of training RD typically provides faculty, can grow a university's research enterprise. The goal of this Lightning Talk is to 1) demonstrate how Research Development offices can train and mentor graduate students and 2) how training and mentoring graduate students can lead to a more robust research culture.

Presenters:

- Kristen Kellems, *Brigham Young University*

One Goal, Two Institutions: Partnering to Advance Research at Vanderbilt's Recently Separated University and Medical Center

Room: Kent

What happens when one institution separates into two independent organizations, retaining shared identity? Vanderbilt legally separated its University and Medical Center, creating challenges like:

1. The University and Medical Center compete for identical funding opportunities.
2. Cross-institutional development processes are increasingly complex.

We will discuss our commitment to collaborative solutions, sharing examples including:

1. Integrated processes for limited submission opportunities,
2. Unity-promoting internal marketing strategies, and
3. Streamlined trans-institutional matching fund mechanisms.

Our unique perspectives as research development professionals enable us to unite our institutions to propel science forward. Anyone faced with competing priorities from multiple institutions, departments, or teams, can adapt these cooperative strategies.

Presenters:

- Liane Moneta-Koehler, *Vanderbilt University*
- Amy Martinez, *Vanderbilt University Medical Center*

There's an Affinity Group for That: Come, Learn & Join Our PUI Research Development Efforts

Room: Kent

Predominately Undergraduate Institution (PUI) peers within NORDP filed for a PUI Affinity Group. The group's focus is to support research development professionals at PUIs across the United States, and their equivalent globally. The ultimate goal of this group, and this session, is to provide an overview of PUI diversity and RD roles, describe the benefits of this Affinity Group to potential members and to the NORDP membership at large. Come and learn about our efforts and more importantly, join our Affinity Group.

Presenters:

- Julie Demers, *University of Bridgeport*
- Barbara Sasso, *University of the Pacific*
- Kara Luckey, *University of Washington Tacoma*
- Anne Pascucci, *Christopher Newport University*

<u>Idea Showcase – Poster Presentations</u>

<u>4:30 PM - 5:30 PM</u>
 "There's an App for That": An Interactive Application Development Toolbox
Room: Narragansett Ballroom
With new NIH compliance and eligibility requirements, grant applications have become more complex. Investigators face the daunting task of understanding and assimilating all these new components into their applications. To assist them, the Memorial Sloan Kettering Grants & Contracts unit has created a comprehensive toolbox of interactive resources which investigators can utilize throughout the grant submission process. Our Idea Showcase will review our multi-faceted methodology to building a robust toolbox of interactive investigator resources. Our synergistic approach may offer attendees guidance on creating new, interactive resources that better equip their investigators in traversing the ever-changing NIH grant submission landscape.
Presenters:
- David Widmer, *Memorial Sloan Kettering*
- Lisa Preziosi, *Memorial Sloan Kettering*
- Vaso Bitas, *Memorial Sloan Kettering*

Building a Better Foundation: The First Year Assistant Professor Program
Room: Narragansett Ballroom
How do you introduce new faculty to the unique research process at your institution? This poster showcases Florida State University's answer to that question: the Council on Research and Creativity's (CRC) First Year Assistant Professor Program. Find out how the current rendition of this 20+ year program assists new tenure-track faculty with establishing their research path and navigating the research process at FSU. Also briefly highlighted will be the CRC's role within the Office of Research and its synergy with the Office of Proposal Development.
Presenters:
- Grace Adkison, *Florida State University*

Building Research Communities
Room: Narragansett Ballroom
Researchers often work in silos but external funding sources are seeking interdisciplinary, collaborative approaches to gain the greatest benefit for their investment. Finding collaborators who can work together throughout the proposal and grant management processes is an art. This presentation will share examples for building research communities, discuss steps to move from a community to a collaboration, and provide suggestions for creating a strong proposal. Participants who attend this presentation will gain new ideas for building research communities, strategies for creating research teams for grant proposals, and awareness of potential obstacles that might derail an important project.
Presenters:
- Leslie Ponciano, *California State University Office of the Chancellor*

Changing the Culture: Limited Submissions at the New American University, a Model for Transparency
Room: Narragansett Ballroom

Curious how other institutions do it? Come to see how Arizona State University maintains an open and transparent review process for Limited Submissions; developing research and encouraging interdisciplinary collaborations strategically.

Presenters:
- Hayley Bohall, *Arizona State University*

Early-Career Grantsmanship Program: Tips for New Faculty Success
Room: Narragansett Ballroom
Attendees will learn about the components of an exemplar program for working with junior faculty from the Florida State University Office of Proposal Development (OPD). The Early-Career Grantsmanship Program includes assessing faculty research interests and current level of grantsmanship knowledge though in-person meetings, developing individualized goals, and monitoring progress. Those attending this session will learn new ideas for refining their current programs for junior faculty or how they can implement an early-career grantsmanship program at their university, adapting to their specific situation.

Presenters:
- Rachel Goff-Albritton, *Florida State University*
- Beth Hodges, *Florida State University*

Extra, Extra: All About Funding Opportunity Newsletters
Room: Narragansett Ballroom
Have you considered creating a funding newsletter to communicate opportunities to the faculty you serve? Perhaps you already disseminate a newsletter and are looking to discuss experiences and best practices with colleagues. Using the Harvard University Faculty of Arts and Sciences Research Development team's funding newsletters as case studies, this poster will provide a visual, behind-the-scenes look at creating and maintaining monthly funding opportunity newsletters for faculty. Stop by to have a chat and gain adaptable ideas for newsletter content, organization, workflow, and more.

Presenters:
- Paige Belisle, *Harvard University*

Flash Funding + Design Thinking for Faculty Development
Room: Narragansett Ballroom
Last September, The University of Texas at Austin VPR office and School of Design and Creative Technologies held an invitation-only weekend retreat for all newly tenured Associate Professors. Participants were immersed in design thinking exercises that enabled them to self-select writing partners outside their home discipline and then draft exceptionally high-quality internal funding proposals in <24 h. 100% of participants surveyed said they'd recommend the retreat to next year's tenure cohort. This Idea Showcase will explain how design thinking was used to rapidly stimulate new, meaningful research collaborations, and will provide tactical advice for executing "flash funding" faculty development programs.

Presenters:
- Jennifer Lyon Gardner, *The University of Texas at Austin*

Leveraging Staff & Faulty Expertise to Build Diversity & Inclusion Initiatives
Room: Narragansett Ballroom
Academic settings can sometimes make it difficult for research development professionals to build new programming, especially those around diversity and inclusion. At Ohio State, we successfully engaged more than 21 partners and a dozen faculty to launch a Data Science for Women Summer Camp in 2018 aimed at increasing exposure to and interest in data science and analytics (DSA) in Central Ohio among women, especially underrepresented minority women in DSA. Thirty young women attended the camp in its inaugural year, engaging in five days of hands-on learning with real-life data, presenting, team building, analysis, problem solving, and critical thinking.
Presenters:
- Jenna McGuire, *The Ohio State University*
- Amy Spellacy, *The Ohio State University*

Providing "Concierge" Services to Faculty: Developing a Needs-Based Research Support Structure
Room: Narragansett Ballroom
Each faculty member comes to a research advancement or development team with unique needs and expectations, which may or may not be a good match to the resources available from the RA/RD unit. Developing services based on feedback from faculty, particularly in areas of unanticipated and unmet need, can result in improved services and better outcomes for research activity. Novel or atypical services will be provided as examples of this suite of needs-based services for individuals interested in developing these types of supports in their own college or team.
Presenters:
- Sarah Polasky, *Arizona State University, Mary Lou Fulton Teachers College*
- Jeannie Wilson, *Arizona State University, Mary Lou Fulton Teachers College*

So You Think You're Not Doing RD? Let's Talk About Expanding Research Development Capacity Through Relevant Strategic Partnerships
Room: Narragansett Ballroom
Are you looking for creative ways to build successful research development activities? Wondering how to broaden your partnerships and perspectives? The IUPUI Center for Translating Research Into Practice in partnership with the Office of the Vice Chancellor for Research promotes faculty research that is translational (solves problems in the community) through innovative ways to recognize and celebrate scholarship while linking faculty to resources and supports. This unique partnership expands our successful research development activities. Come steal our ideas!
Presenters:
- Stephan Viehweg, *IUPUI Center for Translating Research Into Practice*
- Etta Ward, *IUPUI*

TeamSparX: Bringing teams together with large-scale funding
Room: Narragansett Ballroom
Research Development Professionals often struggle with team creation and the complexity of participants and documents needed for large-scale funding opportunities. This poster presentation will demonstrate a new online and smart device tool that allows bottom-up team formation and grant-specific project management. The team-building module, "MeetSparX", brings faculty and students

together around projects, which are connected to expertise and funding opportunities via tags. The project management tool, "FundSparX", takes the team, together with research development professionals through the process of assembling a large scale funding opportunity. Functionalities of these modules will be demonstrated.

Presenters:
- Luis Perez, *Florida Atlantic University*
- Stepan Mazokha, *Florida Atlantic University*
- Karin Scarpinato, *Florida Atlantic University*

Words Matter: How Qual Research Adds Value to Your Research Development Office
Room: Narragansett Ballroom
Have you ever thought qualitative research is difficult, time consuming, and not as rigorous as quantitative research? Come to our session, "Words Matter", to learn how to implement a program that supports and encourages researchers to include qualitative components in their projects. We will have interactive discussions on qualitative knowledge, methodology myths, and common practices surrounding qualitative research. We will demonstrate how learning and utilizing these skills and methods may provide added richness to your existing research program and spark new collaborations and ideas.

Presenters:
- Krista Kezbers, *University of Oklahoma-Tulsa School of Community Medicine*
- Heather McIntosh, *University of Oklahoma-Tulsa School of Community Medicine*

5:30 PM - 6:30 PM
A Comparative Analysis of Research Development Capacities at Research Universities in EU, the US and Japan
Room: Narragansett Ballroom
This poster will present a comparative analysis of research development offices and services at research universities in EU, the US and Japan. Research development related section at Osaka University in Japan started its operation in 2012. Since then, the section has developed its services both in quality and quantity. In order to further enhance the research development capacities, an on-site review by an international expert from Denmark and interview surveys at universities in the US were conducted in 2018. This presentation will share the outcomes learned from these studies and provide opportunities to compare the research development systems.

Presenters:
- Ayako Onose, *Osaka University*
- Makoto Takano, *Osaka University*

Developing Broader Impact Programs as Part of Research Development
Room: Narragansett Ballroom
As a way to address funding agencies' requests for evidence of the broader impacts of funded research and to improve our funding rates and community engagement efforts, Binghamton University's Division of Research conducted a study of our university's current broader impacts programs as well as a review of how peer institutions address broader impacts. In this case study, we will present on our study, as well as how we applied the results of this study to improve our tracking of ongoing campus outreach

programs, faculty-training workshops, and development of a more networked approach for expanding broader impacts on our campus.

Presenters:

- Michael Jacobson, *Binghamton University*

Evaluating Resources Designed to interMESHH Mentoring Pairs: How to Leverage Mentorship, Expertise, Support, & Helping-Hands for Professional Development

Room: Narragansett Ballroom

To support the development of a strong foundation for mentoring, the Mentoring Committee started an iterative process of developing resources for a Mentoring Toolkit. This includes the OnBoarding Packet comprised of several tools to support professional development. For the last two years, the Mentoring Committee has surveyed the Mentoring Program participants to determine the usefulness of the resources for mentoring pairs and gather feedback for how the resources can be improved. The Mentoring Toolkit can be applied for your own professional development and more broadly at your home institution as a guide for implementing similar faculty or staff mentoring programs.

Presenters:

- Kathryn Partlow, *University of Nebraska - Lincoln*
- Katie Howard, *Appalachian State University*
- Tara Mleynek, *University of Utah*

Implementing an Early Internal Peer Review Process Within an Academic Faculty - What Have We Learned?

Room: Narragansett Ballroom

Early peer review can improve research proposals and increase the chance of funding success, yet not all faculty members take advantage of this effective grantwriting tool. The Schulich Research Office at Western University, and the Lawson Health Research Institute have implemented an internal peer review process that begins well in advance of grant submission deadlines (~4-6 months). This process involves voluntary participation of both applicants and reviewers in face-to-face feedback sessions. This poster will provide attendees with insights on the benefits and challenges associated with implementing early internal peer review processes, informing potential internal review initiatives at their own institutions.

Presenters:

- Mary Ann Pollmann-Mudryj, *University of Western Ontario*

Increasing Sponsored Research Activity Without a Dedicated Research Development Role

Room: Narragansett Ballroom

With limited resources at most of our institutions, and the need for increased levels of external funding, institutions may either hire a dedicated Grant Development professional, or use existing resources. At the New York Genome Center we have created a Grant Review Group and will explore the effect of this group on external funding.

Presenters:

- Lisa Correa, *Rutgers University Office of Research and Economic Development*

Lessons Learned Building a Research Methods Hub Through Interdisciplinary Collaboration
Room: Narragansett Ballroom
The BioSocial Methods Collaborative is an interdisciplinary research methods hub fostering methods innovation connecting the biological and social sciences at the University of Michigan. This poster will share the 5 year journey, the strategies employed to build the infrastructure to support the entire research life cycle, lessons learned, and the impact of the interdisciplinary collaborations that have enabled the Collaborative research team to advance methods innovation.
Presenters:
- Jeannette Jackson, *University of Michigan*

Pilot Grant Funding Helps Reduce Barriers in Translational Research
Room: Narragansett Ballroom
The Pilot Grant Program (PGP) at the Michigan Institute for Clinical & Health Research (MICHR) supports University of Michigan faculty, and their academic and community partners, in pursuing innovative translational research. The MICHR PGP launches numerous funding mechanisms, with awards ranging from $5K to $100K. Broader mechanisms seek projects in any areas of translational research. Tailored mechanisms support faculty in 1) developing large-scale grants, 2) creating statistical methodology, or 3) establishing university-community partnerships. The MICHR PGP has awarded $23M, with a 10-fold return on investment. This poster will share outcomes data, successes and challenges, and new models of funding.
Presenters:
- Beth LaPensee, *University of Michigan*
- Lisa Ahrens, *University of Michigan*
- Brad Downey, *University of Michigan*
- Patricia Piechowski, *University of Michigan*

Proposal Bootcamp: Catalyzing Feedback for Graduate Students and Postdocs Writing Research Proposals
Room: Narragansett Ballroom
Grant writing is an essential skill for academic and other career success, but providing individual feedback on writing to large numbers of trainees is challenging. In 2014, Stanford University launched the Biosciences Grant Writing Academy. Its core program is a multi-week intensive Proposal Bootcamp designed to increase the feedback graduate student and postdoctoral trainees receive as they develop and refine their proposals. The Bootcamp has provided more than 450 doctoral and postdoctoral trainees with multi-level feedback, increased the trainee's confidence in developing and submitting research proposals, and increased faculty engagement in the proposal development process.
Presenters:
- Crystal Botham, *Stanford University*

Research Development & Global Health Partnerships: Lessons Learned and Ways Forward
Room: Narragansett Ballroom
Two Center (CAHFS and CGHSR) at the University of Minnesota, share a common goal of using systems-thinking and strengthening infrastructure to catalyze effective trans-disciplinary, cross-sectoral research collaborations to address global health grand challenges. A university-wide needs assessment and gap

was conducted to feed the continuous improvement phase of current initiatives and the design of future ones. Both centers have made initial investments into improving these types of research collaborations and seek to continue, in partnership with one another to leverage existing resources and expertise, achieving broader impact in the realm of global health research by overcoming the challenges identified.
Presenters:

- Maria Sol Perez, *Center for Animal Health and Food Safety*

The Role of Artificial Intelligence (AI) in Research & Development
Room: Narragansett Ballroom
It is only a matter of time before artificial intelligence (AI) augments scientists' capabilities to conceive and conduct interdisciplinary research development. What are the potential impacts of AI in science, research and development? Are we prepared for the impacts on our industry? The goal of this session is to spark conversations around these questions while examining data and the latest research. Some may say that our work is too complicated for AI, yet teams of computer scientists are stepping up to the challenge. It would be a missed opportunity to discuss the benefits and drawbacks now, before such researchers succeed.
Presenters:

- Derek Gatlin, *North Carolina State University*

Unblurring the Lines: Distinguishing Research Development from Proposal Development and Research Administration
Room: Narragansett Ballroom
The differences between research development, proposal development, and research administration are nuanced. A firm understanding of the differences between these three services in the context of providing research development support can be helpful when developing a cadre of services in support of research development and when building your team. In this session we will identify the key characteristics of research development, proposal development, and research administration functions. The information presented in this session will help you to clearly articulate the differences between these roles lessening the blurred lines and further strengthening understanding and support for research development at your institution.
Presenters:

- MaryJo Banasik, *University of Michigan*

6:30 PM
Networking Dinners
Room: Narragansett Ballroom & Foyer

After Hours
Research on the Rocks
Room: Centro Restaurant & Lounge

Wednesday, May 1, 2019
6:00 AM
Morning Walk/Run/Bike/Swim
Room: Meet in the Lobby

Mindfulness-Based Stress Reduction
Room: Washington

8:00 AM - 9:30 AM
Breakfast with Exhibitors
Room: Narragansett Ballroom & Foyer

9:30 AM - 2:00 PM
Career Center Open
Room: Washington

9:30 AM - 10:30 AM
Concurrent Session 5
Building the Research Development Professional's Toolbox and Skills for Developing Project Evaluation
Plans for Grant Proposals
Room: Providence II & III
This presentation highlights the role of project evaluation as a fundamental component of proposal
development. Topics cover an overview of terms, theories and practices utilized in the field of
evaluation to build a foundation for developing and writing competitive project evaluation plans for
grant proposals. Information may also be useful for building the capacity of early career researchers to
plan for project evaluation. The session will include examples of funder expectations, tips and resources
for writing a compelling plan for a proposal. The presentation advances the field of Research
Development through increased knowledge and ability to plan for project evaluation.
Presenters:
- Katie Allen, *Kansas State University, Office of Educational Innovation and Evaluation*
- Morgan Wills, *Kansas State University, Office of Educational Innovation and Evaluation*
- Makenzie Ruder, *Kansas State University, Office of Educational Innovation and Evaluation*

One Size Fits All? Using an Academy Model to Build Grantseeking
Room: South County
How do you meet the needs of principal investigators who are struggling to secure or keep their funding
when your office does not have the capacity for a one-to-one approach? Several RD offices are meeting
this need through grants academies. This session will provide evidence-based strategies and best
practices which have proven successful at small and large institutions and at institutions with high and
low research activity. We will discuss participant selection, departmental and investigator buy-in,
efficient and effective academy programming, and investigator development plans. Participants will
leave with enough information to implement these strategies at their respective institutions.
Presenters:
- Sarah Ott, *Hanover Research*

- Rosemary Dillon, *Temple University*

Strategies for Increasing Research Success at a PUI
Room: Waterplace II

The presenters from two different PUIs will provide information on current initiatives meant to encourage and support research activity at their home institutions. Both universities have unionized faculty and strong research portfolios. The trio will share successful strategies including a nonprofit entity serving as the "office of sponsored research", a PI mentorship academy, research-release time, and a variety of internal competitions meant to stimulate and recognize externally-funded research. The presenters will share how and why the initiatives were developed and implemented and address the challenges faced.

Presenters:
- Tracy Eisenhower, *IUP Research Institute*
- Hilliary Creely, *Indiana University of Pennsylvania*
- Sara Myers, *University of Nebraska at Omaha*

The Role of Research Development in Knowledge Mobilization and Technology Commercialization
Room: Providence I & IV

This panel brings together thought leaders and research development experts in the areas of knowledge mobilization and technology commercialization. Examples are provided of research development professionals working successfully across a range of knowledge mobilization and technology commercialization efforts at three different types of institution: a large research 1, a md-sized research 1, and a smaller regional university.

Presenters:
- David Stone, *Oakland University*
- Kathy Cananeo, *University of New Hampshire*
- Brian Ten Eyck, *University of Arizona*
- Maria Emanuel, *University of New Hampshire*

Translating Dreams into Dollars: Connecting Research Development to Pre-Award
Room: Waterplace III

Research development professionals often nurture and cultivate the best ideas from PIs and other researchers. Pre-award professionals focus on compliance and submitting proper documents in a timely manner. While the heart of a proposal is a great idea, awards are made in dollars. In this presentation, two individuals who have worked both in research development and pre-award offices present a model for research development professionals to use to provide accurate budgeting information to the pre-award team.

Presenters:
- Sarah Jaeschke, *Clemson University*
- Betsy Foushee, *Tidewater Community College*

Where to Find Effective Grant Editorial Services
Room: Blackstone

Anyone can write a proposal without an editor. Some people will even submit proposals without any editorial assistance. What never changes, however, is that good editing matters in successful grant writing.   This presentation offers insights and tools that can apply to any institution to help build capacity and strengthen editorial services:

1. Identification of the different types and levels of editorial services the RD professional can coordinate.
2. Proven practices on how to clearly communicate what editorial services are available to PI's; tips for building a high-quality editorial service resource pool and managing the process.
3. Introduction of a useful editorial checklist tool.

Presenters:
- Camille Coley, *American Museum of Natural History*
- Mindali Dean, *Texas Tech University*
- Gina Betcher, *East Carolina University*
- Barbara Wygant, *Van Andel Research Institute*

Roundtable Discussions
Peer Mentoring
Room: Bristol
Presenters:
- Christina Howard, *Texas A&M University*

Transitioning from Mentee to Mentor
Room: Bristol
Presenters:
- Angela Jordan, *University of South Alabama*

The Value of Diversity and Inclusion in Mentoring
Room: Bristol
Presenters:
- Svetlana Pitts, *University of North Texas Health Science Center*

Improving NORDP Member Resources
Room: Kent
NORDP strives to provide quality resources to a membership diverse in its activities and experience. A Member Resources working group is currently undertaking an inventory and overhaul of resources available on the NORDP.org website. Join this discussion to share what resources have been most valuable to you as an RD professional and what resources you'd like to see developed for members, at any career level.
Presenters:
- Jill Jividen, *University of Michigan*

Break
Room: Narragansett Ballroom Foyer

11:00 AM - 12:00 PM
Concurrent Session 6
Developing Program of Research through Education: A Graduate Grant Writing Course Approach
Room: South County
This workshop covers the development of a graduate-level grant writing course. Workshop participants will learn about possible syllabus strategies: topic choice, interactive in-class and take-home exercises, and assessment options. Several common research development tools will be discussed for their applicability in a teaching context: concept mapping, problem tree analysis, logic model for program development and evaluation, and agile approach to project development. The workshop will also provide an overview of strategies for educational assignments and final assessment.
Presenters:
- Yulia Strekalova, *University of Florida*

Effective Meeting Facilitation - Part I
Room: Providence I & IV
Meetings and workshops are a necessary part of a research development professional's life. It's important to bring people together, learn from each other, and/or have contact and stay oriented towards the same objectives. But too often we can slip into the traditional (we'll say it, even boring). People lose focus, and that's when meetings become a waste of everyone's time. However, it doesn't have to be this way. Your events can be more interesting, productive and effective by using different kinds of interactive activities: from simple ice-breakers and energizers to team-building and problem-solving tools. Whether it's a formal workshop, an informal meeting with a small team or even a meeting with just one individual, use activities and exercises to set the right tone for the meetings you lead and make them more interesting and engaging and ultimately, more productive.
Presenters:
- Donnalyn Roxey, *Knowinnovation*
- Andy Burnett, *Knowinnovation*

Measuring the Effectiveness of Research Development Support: A Case Study to Compare Services and Evaluation Techniques Between Two Universities
Room: Waterplace III
Session goals are to 1outline comparisons of RD support using the University of New Mexico, a public R1 university with centralized support, and Emory University School of Nursing, a private R1 university with decentralized support, as examples, 2discuss how RD support placement within a university may affect the types of services provided, and 3explain specific evaluation techniques used to track, measure and indicate the effectiveness of RD initiatives. Participants will gain an understanding of the RD support landscape within R1 universities and will be able to apply recommended practices for tracking and evaluating RD support within centralized and decentralized models.
Presenters:

- Natalie Fields, *Emory University*
- Stephanie Tofighi, *University of New Mexico*

RD Role in Implementing an Institutional Research Strategic Plan: Internal and External Strategies
Room: Waterplace II
The proposed panel session will highlight strategies and metrics for strategic planning from four different institutions. Panelists will discuss tips, success stories, and missteps in strategic planning as well as how RD can support both the planning and implementation phases. The unique strengths brought by RD professionals to the strategic planning process will also be discussed.
Presenters:
- Karen Eck, *Old Dominion University*
- Jenna McGuire, *The Ohio State University*
- Anne Maglia, *UMass Lowell*
- Paula Kueter, *Angelo State University*

Stepping out of Your Comfort Zone: Applying to Different Funding Agencies
Room: Providence II & III
Venturing outside our comfort zone can be scary, but when it comes to grants, approaching a new funder can produce huge dividends. In this panel, we'll share all the reasons why researchers shouldn't get stuck in a rut with their favorite funder and provide tips for helping faculty and staff successfully pursue grants from a new source. Participants in this session will learn how to 1) adapt proposals for a different funder, 2) write proposals for review panels that include professionals with different areas of expertise, and 3) build a research team to meet different funder expectations.
Presenters:
- Martha Norton, *Norton Grant Writing Associates*
- Bryan DeBusk, *Hanover Research Council*

Roundtable Discussions
Review, Reflect, Roadmap: How to Keep Doing Research Development as a Third Career
Room: Bristol
Career development should be a part of every Research Development professional's growth at each stage. But for late-career professionals, "what can I do next?" often does not get addressed before full-time work ceases. RDPs have a robust and transportable skill set that can benefit universities and non-profit organizations that do not have enough in-house capabilities when needed, such as for Grand Challenge proposals or smaller submissions that do not need full-time staff.
Two NORDP members who met through the mentoring program will explore and share insights on how they helped one another create roadmaps for their "encores" with open discussion.
Presenters:
- Anda Cytroen, *School of Engineering, Rutgers University*
- Constance (Connie) Johnson, *University of Massachusetts Medical School*

Oops....It Seemed like a Good Idea
Room: Kent

Despite our best intentions, sometimes things just don't work out as planned. This roundtable is an opportunity for NORDP members to discuss research development opportunities that didn't go as intended. Share your experiences and anecdotes about programs or situations that didn't work, reasons why they didn't work, and lessons learned.
Presenters:

- Mady Hymowitz, *Schulich School of Medicine & Dentistry, University of Western Ontario*

Using Technology for the Limited Submissions Process
Room: Kent
It can be a daunting task to keep track of funding opportunities, connect potential applicants with appropriate programs, and ensure Limited Submissions are caught, strategically facilitated, and eligibly submitted. This Roundtable will discuss different technological tools and tactics of the trade to discover, track and manage, advertise, and internally compete funding opportunities. We'll compare notes regarding funding databases such as Pivot, project management software to manage limited submissions workflow such as Asana and Trello, internal competition software such as InfoReady Review, and old faithfuls such as Excel. How do all of these technology tools work together for better research development?
Presenters:

- Daniel Moseke, *University of Arizona*

12:00 PM - 12:50 PM
Lunch
Room: Narragansett Ballroom

1:00 PM - 1:45 PM
Plenary Session: Candidate Introductions
Room: Narragansett Ballroom

2:00 PM - 3:00 PM
Concurrent Session 7
Diversifying Sponsored Research Portfolios with Effective Corporate Engagement
Room: Blackstone
Corporate engagement is not just philanthropy – universities are also organizing corporate engagement to attract industry partners for research and service. But is your faculty ready to engage? Working with industry partners on a grand challenge or project has very different features than typical federal funding. Successfully building these relationships requires using RDP tools in a different way. Learn the key differences and how you can create a new pathway of sponsored funding by building these relationships individually and institutionally. Hear about both perspectives work in tandem to raise visibility of research capabilities and diversify funding portfolios for mutual benefit.
Presenters:

- Anda Cytroen, *School of Engineering, Rutgers University*
- Cherise Kent, *Rutgers University*

Effective Meeting Facilitation - Part II
Room: Providence I & IV
Meetings and workshops are a necessary part of a research development professional's life. It's important to bring people together, learn from each other, and/or have contact and stay oriented towards the same objectives. But too often we can slip into the traditional (we'll say it, even boring). People lose focus, and that's when meetings become a waste of everyone's time. However, it doesn't have to be this way. Your events can be more interesting, productive and effective by using different kinds of interactive activities: from simple ice-breakers and energizers to team-building and problem-solving tools. Whether it's a formal workshop, an informal meeting with a small team or even a meeting with just one individual, use activities and exercises to set the right tone for the meetings you lead and make them more interesting and engaging and ultimately, more productive.
Presenters:
- Donnalyn Roxey, *Knowinnovation*
- Andy Burnett, *Knowinnovation*

Models and Strategies for Working with Federal Agencies and Private Foundations: Comparative Study
Room: Providence II & III
This presentation will examine two different models for federal and foundation proposal development support. One model has federal and foundation work in separate departments, while the second combines the two. The presentation will address similarities and differences in networking with organizations, finding opportunities, disseminating them to faculty, assisting with proposal preparation and stewardship of awards. It'll also include an honest discussion of the benefits and challenges of each institutional model, and suggestions for improvements within each model. Participants will acquire new ideas to apply to both federal and foundation work, and recommendations for models to suggest to their leadership.
Presenters:
- Amy Carroll, *Brown University*
- Susan Gomes, *Harvard University*
- Lynne Sykes, *Brown University*

Platform for Advanced Interdisciplinary Research (PAIR)
Room: South County
The popularity of large team-based interdisciplinary research (IDR) has steadily increased over the past couple of decades, but significant challenges and barriers remain. Large team science proposals involve faculty from multiple institutions with varying structures and organizational cultures. We therefore need an approach that supports IDR across a diversity of institutional hierarchies and disciplinary perspectives. The goal of this presentation is to explicate a theoretical model to advance the science of team science needed to support the development of team-based IDR proposals. This presentation will promote dialogue to advance the paradigm shift toward support for IDR proposal development.
Presenters:
- Derek Gatlin, *North Carolina State University*

Working with the Department of Defense to Fund Your University's Research
Room: Bristol/Kent

In 2016, the US Department of Defense surpassed NSF to become the second largest federal funder of research. Yet in many ways, DoD funding is mysterious. Mission-based funding requires different strategic and tactical approaches in research development. The goal of this panel presentation is to explore DoD research objectives, the opportunities and pitfalls of working with DoD, and to shed light on approaches to DoD relationship building. Panelists from three universities will detail their approaches to support research development for increased DoD funding. Exploring this arena may provide NORDP members a new avenue for driving research at their institution.

Presenters:

- Rachel Dresbeck, *Oregon Health & Science University*
- Jon Zurn, *Mayo Clinic*
- Christine Erlien, *Duke University School of Medicine*

3:00 PM - 4:00 PM
NORDP Business Meeting
Room: Waterplace Ballroom

4:00 PM
Happy Hour
Room: Centro Restaurant & Lounge