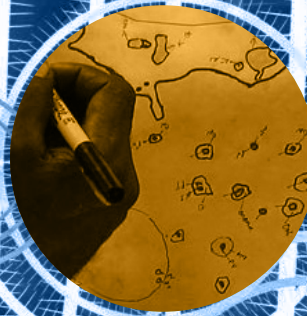




National Organization of Research Development Professionals

# 2016 NORDP RESEARCH DEVELOPMENT CONFERENCE



MAY 23 - 25, 2016 • HYATT REGENCY GRAND CYPRESS • ORLANDO, FLORIDA





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## 2016 NORDP RESEARCH DEVELOPMENT CONFERENCE

MAY 23 - 25, 2016

HYATT REGENCY  
GRAND CYPRESS

ORLANDO, FLORIDA

### MONDAY, MAY 23

6:00 am - 7:00 am	Morning Walk/Run
8:00 am - 7:00 pm	Registration
8:30 am - 12:30 pm	Pre-Conference Workshops
12:30 pm - 1:00 pm	Lunch (for Special Interactive Session attendees only)
1:00 pm - 3:00 pm	Special Interactive Session Julie Burstein <i>Creative Uncertainty</i>
3:00 pm - 5:00 pm	Regional Meetings
5:00 pm - 6:00 pm	Welcome Reception
6:15 pm - 7:15 pm	Opening Keynote Address - Carl Herndl, Ph.D. <i>Thirteen Ways of Looking at Interdisciplinarity</i>
7:30 pm	Mentor Program Orientation (open to all) and Community of Practice Group Dinner (by invitation only)
7:30 pm	Networking Dinners

### TUESDAY, MAY 24

6:00 am - 7:00 am	Morning Walk/Run
7:00 am - 5:30 pm	Registration
7:30 am - 9:00 am	Continental Breakfast
8:00 am - 9:00 am	Morning Roundtables (Tables in Grand Cypress D-F and G, H, and I. They will be marked with roundtable discussion topics)
9:00 am - 9:15 am	Opening Remarks Rachel Dresbeck
9:15 am - 10:15 am	Keynote Address - Julie Burstein <i>Creative Friction</i>
10:15 am - 10:30 am	Break
10:30 am - 11:30 am	Concurrent Session 1
11:30 am - 1:00 pm	Recognition Lunch and Networking
1:00 pm - 2:00 pm	Concurrent Session 2
2:00 pm - 2:15 pm	Break
2:15 pm - 2:45 pm	General Session <i>Updates on the Future of NORDP</i>
2:45 pm - 3:15 pm	Committee Overviews
3:15 pm - 4:15 pm	Committee Meetings
4:15 pm - 4:30 pm	Break
4:30 pm - 6:30 pm	Sponsor Demonstrations/Idea Showcase/Reception
7:00 pm	Networking Dinners

### WEDNESDAY, MAY 25

6:00 am - 7:00 am	Morning Walk/Run
7:30 am - 3:15 pm	Registration
7:30 am - 9:00 am	Continental Breakfast and Meet the Board Candidates
9:00 am - 10:00 am	Keynote Address - L. Michelle Bennett, Ph.D. <i>Identifying Scientific Opportunities in Cancer Research</i>
10:00 am - 10:15 am	Break
10:15 am - 11:15 am	Concurrent Session 3
11:15 am - 11:30 am	Break
11:30 am - 12:30 pm	Concurrent Session 4
12:30 pm - 2:00 pm	NORDP Business Meeting Lunch and Networking
2:00 pm - 2:15 pm	Break
2:15 pm - 3:15 pm	Concurrent Session 5

# WE'RE MOBILE!

## DOWNLOAD THE CONFERENCE GUIDEBOOK APP



*Available to the first 200 attendees*

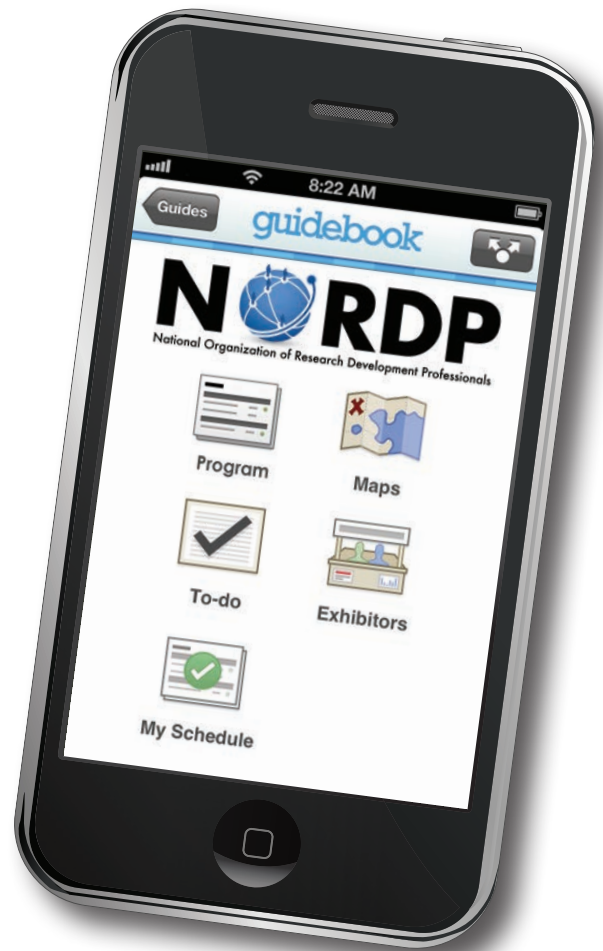
Use your smart phone or your tablet to access the program, maps, and exhibitor information throughout the conference.

Simply scan the QR code above . . .

Search for “Guidebook” in your App store . . .

Or go to [www.guidebook.com/getit](http://www.guidebook.com/getit) to download the Guidebook app . . .

**Once downloaded, search “NORDP”.**



### **PROGRAM**

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

### **MAP**

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

### **TO-DO LIST**

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

### **EXHIBITORS**

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

### **MY SCHEDULE**

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





# WELCOME

Dear Research Development Colleagues and Guests,

Welcome to Orlando for NORDP's 8th Annual Research Development Conference. The conference provides a forum for understanding key trends in research funding, professional networking, training, and sharing of tools, methods, and best practices in research development (RD). RD professionals serve to help organizations attract extramural research funding, increase institutional competitiveness, create research relationships, and foster innovation.

The theme this year is creativity. As so many of us know, the research development landscape can be stressful. Finding funding is hard. Supporting a very broad portfolio of faculty needs is complex and can be difficult. But this constraint on resources, while challenging, has a benefit: it calls us to be creative—to respond to our circumstances with both wisdom and inspiration. It has the potential to be richly rewarding and exciting—trying new methods, watching new research ideas and teams come together, etc. That's why this year's conference is focused on how RD fosters innovative research and the various ways in which RD professionals employ creative methods to meet their goals and serve the research enterprise.



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

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

RD can be a bit of a pressure cooker, and stress can be the undoing of creativity or a driver of it. But RD professionals are creative: taking initiative to find solutions, maximize resources and find partners in our own organizations, across institutions, through NORDP, and beyond. And so you will find at this year's meeting many inspiring examples of just these things.

But we also want you to be able to come away from this conference infused with renewed creativity yourselves. I know that one of my favorite things about the NORDP conference is how much I learn from all of you and how excited I get to bring new ideas back to my own institution.

I want to thank this year's conference co-chairs – Gretchen Kiser, Jennifer Lyon Gardner and Karin Scarpinato – who have guided, cajoled, and facilitated a strong team of volunteers to plan this conference. Thousands of volunteer hours, from the more than 75 volunteers, have been contributed to this national conference. And many more hours will be volunteered over the next three days in support of research development. Individuals have assisted with generating and reviewing abstracts, marketing the conference to our liaison organizations, garnering the crucial financial sponsorship to sustain our organization and host this conference, as well as planning all of the logistical details associated with this outstanding three-day program. We also express our heartfelt thanks to the expert meeting planners – Designing Events – who provide the administrative and professional expertise to execute this annual event.

We have continued to provide conference attendees with multiple session formats and events, i.e., receptions, group/individual sessions, idea showcase posters, networking dinners, and roundtable discussions, to facilitate networking and learning. This year we're inaugurating a new NORDP version of subject tracks – designated "Research Development Pillars" Presentations: RD Fundamentals, Leadership Development in Research Development (LDRD), and Funding Agency Relationships. Led by experts within the NORDP community, these sessions will enrich member practice and professional development at all levels of experience. Our roundtable discussions will occur over breakfast this year, and will be facilitated by a broad spectrum of NORDP members to ensure a lively discussion around best practices in research development.

Under the expert leadership of Kari Whittenberger-Keith, the Effective Practices & Professional Development Committee Pre-Conference Workshop Working Group has selected four unique preconference sessions to expand our professional development. Details and descriptions may be found on page 10.

Our keynote speakers have achieved great distinction within their own fields and have contributed much to advancing our conference theme: "Infusing and Fostering Innovation in the Research Enterprise". You can read more about their accomplishments and the description of their talks on pages 11, 14, and 35. More importantly we invite you to make an effort to meet and talk with them about your own professional journey and experience in research development.

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

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

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

With my sincerest appreciation,

Rachel Dresbeck, Ph.D.  
President

# SPECIAL THANKS . . .

**Gretchen Kiser, Ph.D., Co-Chair**

Executive Director, Research Development Office  
University of California, San Francisco  
Planning Committee  
Program Subcommittee

**Jennifer Lyon Gardner, Ph.D., E.L.S., C.R.A., Co-Chair**

Assistant Vice President for Research  
The University of Texas at Austin  
Planning Committee  
Program Subcommittee  
Marketing Subcommittee

**Karin Scarpinato, Ph.D., Co-Chair**

Assistant Provost for Research  
University of Miami  
Planning Committee  
Program Subcommittee  
Volunteer Subcommittee

**Jeff Agnoli, M.A.**

Education, Funding and Research Development  
Office of the Vice President for Research  
The Ohio State University  
Planning Committee  
Scholarships and Awards Subcommittee

**Maddy Chokshi, B.A.**

Research Development Coordinator  
Office of Research & Commercialization  
University of Central Florida  
Planning Committee  
Volunteer Subcommittee

**Kristin Dolan, Ph.D.**

Specialist, Research Development Office  
University of California, San Francisco  
Planning Committee

**Rachel Dresbeck, Ph.D.**

Director, Academic & Research Development & Communication, Assistant Professor, Public Health & Preventive Medicine, Office of the Senior Vice President for Research  
Oregon Health & Science University  
Planning Committee  
Program Subcommittee

**Susan Emerson, M.P.A.**

Research Development Associate  
Oregon State University

**Mary Fechner, Ph.D.**

Proposal Development Specialist, Office of Research Development  
University of Massachusetts Amherst  
Evaluation Subcommittee

**Marie Grubbs, B.S.**

Research Planning Associate Manager, Limited Submissions Coordinator, Office of Research, Innovation, & Economic Development  
North Carolina State University  
Evaluation Subcommittee

**Kate Hayes-Ozello, Ph.D.**

Research Scientist/VBS Grant Support Officer  
The Ohio State University  
Scholarships and Award Subcommittee

**Julienne Krennrich, Ph.D., M.B.A.**

Assistant Director, Engineering Research Institute  
Iowa State University  
Scholarships and Award Subcommittee

**Suzanne Lodato, Ph.D.**

Director of Proposal Development and Research Communications, Institute for International Business, Kelley School of Business  
Indiana University Bloomington  
Evaluation Subcommittee

**Sarah A. Polasky, Ph.D.**

Senior Director, Research Advancement, Mary Lou Fulton Teachers College  
Arizona State University  
Evaluation Subcommittee

**Sharon Sweetser Pound, B.S.**

Manager, Research Development Team, Office of Research and Engagement  
University of Tennessee, Knoxville

**Angela Shotts, L.C.S.W.**

Coordinator of Research Support, Office of the Vice President for Research & Economic Development  
University of Alabama  
Planning Committee  
Program Subcommittee  
Volunteer Subcommittee

**Michael Spires, M.A., M.S., C.R.A.**

Principal Proposal Analyst, Office of Contracts and Grants  
University of Colorado Boulder  
Program Subcommittee

**Peggy Sundermeyer, Ed.D.**

Director, Sponsored Research  
Trinity University  
Planning Committee  
Scholarships and Awards

**Brian C. Ten Eyck, Ph.D.**

Assistant Dean, Research Development, College of Engineering  
University of Arizona  
Planning Committee

**Rita Teutonico, Ph.D.**

Director, Strategic Research Initiatives, College of Arts, Sciences & Education  
Florida International University

**Michael Thompson, M.F.A.**

Research Development Associate  
University of New Hampshire

**Tokesha Warner, M.H.A.**

Director, Research Development Team, Office of Research & Engagement  
The University of Tennessee, Knoxville  
Program Subcommittee  
Scholarships and Awards Subcommittee

**Kari Whittenberger-Keith, Ph.D.**

Proposal Development Services, Office of Sponsored Programs, Co-Director, Responsible Conduct of Research  
University of Wisconsin-Milwaukee  
Planning Committee  
Pre-Conference Workshop Subcommittee  
Program Subcommittee  
Evaluation Subcommittee

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

# THANKS TO OUR SPONSORS

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With InfoReady Review, it's easy to automate dissemination of opportunities, application intake, administrative workflow, proposal routing/review, and real-time reporting.



**GrantScoop** was created to help researchers cope with the funding crisis caused by dwindling NIH research dollars. Our clients include institutions across the country who are looking for a simple, up-to-date and curated database of funding opportunities for basic and clinical researchers. GrantScoop's unique features have made us an administrative must have!



**GW's low residency PhD in Translational Health Sciences Program** prepares professionals to create, translate, disseminate, and integrate new knowledge across disciplines to improve health care practice, inform future research, teach tomorrow's health professionals, and shape policies, as well as serve as leaders in national organizations, government, industry, and academic institutions.

Universities run competitions every day. When it's your turn: Be efficient, compliant, transparent, and accountable.



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**Plum Analytics** was founded in 2012 with the vision of bringing modern ways of understanding research and research output. Now, customers in over thirty countries use the PlumX Suite to track modern research metrics to discover and tell the hidden stories of research.



**Superior Ideas** is a crowdfunding platform that was designed specifically for university research and public service projects. By harnessing the power of crowdfunding, Superior Ideas can raise funds for small, high-quality university research and public service projects that are not normally suited for grant funding.



# CONFERENCE OVERVIEW



#NORDP2016

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

## FIRST TIME AT NORDP?

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

### MONDAY:

<http://tinyurl.com/networkmon>

### TUESDAY:

<http://tinyurl.com/networktues>

## AN ABUNDANCE OF NETWORKING OPPORTUNITIES

NORDP was born from the desire to get like-minded professionals together and share solutions to common problems. Networking is what this organization and conference are all about. This is your chance to make lasting connections and learn from your colleagues.

We have ample avenues for you to get connected:

- **Receptions:** So you can mingle with other research development professionals in an informal manner. This is a friendly crowd eager to make connections.
- **Sponsor interactions:** Learn about new tools, innovations, and opportunities from our NORDP sponsors who will be exhibiting outside the ballroom area.
- **Breakfast and lunch** are great times to introduce yourself to people you don't know and connect with them.
- **Monday and Tuesday evening Networking Dinners:** Please go on to the SignUp Genius site and sign up to host or join a dinner that might be organized around a research development theme, a shared love of a specific cuisine, or just to get together with colleagues. You should be able to find all the information you need on the SignUp Genius sites.

Monday: <http://tinyurl.com/networkmon>

Tuesday: <http://tinyurl.com/networktues>

- **Message area at the Registration Desk:** Do you need to leave a note for a colleague? Check out the message board.
- **Twitter:** Follow NORDP on Twitter @NORDP\_official, and check out conference tweets with the #NORDP2016 hashtag.
- **Board and committee interactions:** There are numerous opportunities to talk to the NORDP Board and learn how to get involved in this all-volunteer organization.

## INFORMATIVE EDUCATIONAL SESSIONS

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

## CONCURRENT SESSIONS

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

We have continued to provide conference attendees with multiple session formats and events - receptions, panel/individual sessions, idea showcase posters, networking dinners, and roundtable discussions - to facilitate networking and learning. This year we're inaugurating a new NORDP version of subject tracks - designated "Research Development Pillar" Presentations: RD Fundamentals for those new to RD, Leadership Development in Research Development (LDRD) for those with more RD experience and looking for a different type of career development, and Funding Agency Relationships to learn more detail about various funding agencies. Led by experts within the NORDP community, these sessions will enrich member practice and professional development at all levels of experience.

## ROUNDTABLE DISCUSSIONS

This year, we're trying a new format for our Roundtable Discussions. During the continental breakfast on Tuesday morning, we'll have some of the tables in the ballroom area designated for discussion of specific topics that were suggested by the membership at large. Please check for further details on page 13 describing the Roundtable Discussions.

## IDEA SHOWCASE

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

## KEYNOTES AND MORE

This year the conference includes a Special Interactive Session on May 23 and three enriching keynote addresses. You will hear about important funder strategies and activities, as well as gain insight into strategies for effective collaborative research and driving innovation and creativity.







National Organization of Research Development Professionals

The National Organization of Research Development Professionals was formally established in 2010 from a grassroots movement to build a peer community. The organization grew from this informal network to an organization of more than 640 individuals engaged in research development activities across the world. The central goals of NORDP are to serve these professionals by supporting their professional development, enhancing their institutional research competitiveness, and catalyzing new research and institutional collaboration.

## ABOUT NORDP RESEARCH DEVELOPMENT

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

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

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

**[www.NORDP.org](http://www.NORDP.org)**

## BENEFITS OF DEVELOPING A RELATIONSHIP WITH NORDP

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

# REGISTRATION / WORKSHOPS / LUNCH

MONDAY, MAY 23 • 8:00 A.M. - 12:30 P.M.

## 6:00 A.M. MORNING WALK/RUN

Join fellow NORDP conference attendees on a morning walk or run on one of the jogging paths adjacent to the Hyatt Regency Grand Cypress. Your morning walk/run leader will determine the path, start and end times, whether the group will walk or run, and the number that can join.

<http://www.signupgenius.com/go/10c0b49aca62aa13-join>

8:00 A.M. — 7:00 P.M.

## REGISTRATION OPEN

Grand Cypress Ballroom, Pre-function Area

8:30 A.M. — 12:30 P.M.

## PRE-CONFERENCE CONCURRENT WORKSHOPS

(Pre-registration required)

### THE COLLABORATION CONTINUUM: TIPS, TOOLS, AND SCENARIOS FOR ENGAGING FACULTY IN COLLABORATIVE RESEARCH

Grand Cypress Ballroom, Salon H

What are the most effective practices used by Research Development professionals to enhance research collaboration? How do these practices inform a model of collaboration? Based on the Collaboration Continuum and informed by a survey of NORDP members on how they use collaboration, participants, working in small groups, will participate in an extended collaboration scenario, confront unexpected problems, and develop solutions that will be shared with other workshop participants. Based on this process, participants will develop best practices for developing research collaborations that they can take back to their campuses.

#### PRESENTERS:

##### Kelly Matthews Deal

Associate in Research, Duke Global Health Institute  
Duke University

##### Karen Eck

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

##### J. Quyen Wickham

Strategic Research Coordinator, Center for Research Program Development and Enrichment  
University of Oklahoma

### DEVELOPING A FACULTY RESEARCH DEVELOPMENT PROGRAM: BASICS OF BEST PRACTICES AND HOW TO DEVELOP PROGRAMS TO MEET YOUR INSTITUTIONAL NEEDS

Grand Cypress Ballroom, Salon I

To be effective, faculty research development programs should incorporate best practices as well as respond and adapt to local institutional culture. The purpose of this workshop is to introduce participants to faculty research development programs—what they are, possible topical focuses, best practices and evaluation strategies. With these tools in hand, participant groups will work through the program development process. They will leave the workshop with the tools to establish and evaluate strong faculty development programs, adapted to their institutions' culture and needs.

#### PRESENTERS:

##### Ann McGuigan

Director, Research Development Services  
University of Arizona

##### Kathy Cataneo

Director of Research Development  
University of New Hampshire

## VISUAL THINKING

### Regency 3

This workshop will introduce participants to a variety of visualization techniques they can use as they work with researchers. Focusing on techniques for visualizing concepts, patterns and connectivity, and dynamics, participants will learn how to use these approaches to support a broad range of research development activities, and to strengthen the development of research ideas, plans, and proposals.

#### PRESENTERS:

##### Dawn McArthur

Director, Research and Technology Development Office, Child and Family Research Institute  
BC Children's Hospital and University of British Columbia

##### Jocelyn Maffin

Manager, SCI Resource Centre  
Spinal Cord Injury BC

## DEVELOPING A WINNING STRATEGY

### Regency 1

Focusing on pre-RFP activities to enhance research competitiveness, this workshop will introduce tools and strategies that Research Development professionals can use to help their faculty submit the strongest possible proposals. After examining tools for researching sponsors, funding opportunities, and competitors, participants will work through case studies, using SWOT analysis (strengths, weaknesses, opportunities, and threats) to create a "win strategy," an industry term for the rationale and actions required for proposal development. Participants will leave the workshop with a set of tools and processes to more effectively work with faculty developing research programs and proposals.

#### PRESENTERS:

##### Ruth Ann Hendrickson

Associate Vice President and Director, Proposal Development Office, Office of Research  
The Ohio State University

##### Meris Mandernach

Associate Professor and Head of Research Services, University Libraries  
The Ohio State University

##### Jeff Agnoli

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



# REGIONAL MEETINGS / RECEPTION / KEYNOTE

MONDAY, MAY 23 • 12:30 P.M. - 7:15 P.M.

12:30 P.M. — 1:00 P.M.

## LUNCH TO GO

Grand Cypress Ballroom,  
Salon G

Provided for  
Special Interactive  
Session attendees only

3:00 P.M. — 5:00 P.M.

## REGIONAL MEETINGS

Meet colleagues from your local region, sitting down to brainstorm and discuss new ways to leverage NORDP at the local level.

### REGION I: NORTHEAST

#### Regency 1

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

International: Québec, Ontario

### REGION II: ATLANTIC

#### Regency 2

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

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

### REGION III: SOUTHEAST

#### Regency 3

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

International: South America

1:00 P.M. — 3:00 P.M.

## SPECIAL INTERACTIVE SESSION

(Participation by Enrollment Only)

Grand Cypress Ballroom, Salon G



**Julie Burstein**

*Creative Uncertainty*

When creating anything new, we have to spend a lot of time experiencing something none of us can avoid

(though many try): uncertainty. In this special interactive session, we'll play with uncertainty, expand our capacity for not knowing what comes next, and develop the ability to live in the essential, sometimes maddening space that the poet John Keats calls "negative capability" – where we are "capable of being in uncertainties, mysteries, doubts, without any irritable reaching after fact & reason..." Learn to dance with uncertainty – and expand your creativity.

### REGION IV: GREAT LAKES

#### Regency 4

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

International: Manitoba

### REGION V: MIDWEST/ MOUNTAIN

#### Regency 5

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

International: Alberta, Saskatchewan

### REGION VI: SOUTHWEST

#### Regency 6

Domestic: Arizona, New Mexico, Oklahoma, Texas

International: Mexico, South America

### REGION VII: PACIFIC

#### Regency 7

Domestic: Alaska, California, Hawaii, Oregon, Washington

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

5:00 PM — 5:30 PM

## VOLUNTEER ORIENTATION

### Orchid

Session host/scribe, registration and social media volunteers, as well as Roundtable facilitators, are invited to attend a brief orientation and Q&A session hosted by Conference organizers. Session scribes and Roundtable facilitators will be provided a template to help them summarize their assigned sessions. Please try to arrive on time – we'll keep orientation brief, so that volunteers have plenty of time to join the Welcome Reception.

5:00 P.M. — 6:00 P.M.

## WELCOME RECEPTION

Upper Pool Terrace

6:15 P.M. — 7:15 P.M.

## OPENING KEYNOTE ADDRESS

Grand Cypress Ballroom,  
Salons D-F



### THIRTEEN WAYS OF LOOKING AT INTERDISCIPLINARITY

**Carl Herndl, Ph.D.**

Dr. Herndl holds joint appointments in the Department of English and the new Patel College of Global Sustainability at the University of South Florida. Most recently, he served as Associate Dean for the new Patel College, in which he crafted promotion and tenure protocols for the new interdisciplinary College.

Dr. Herndl's keynote address will draw upon his more than 20 years of experience in fostering interdisciplinarity among researchers and university faculty. He will argue that interdisciplinary teams are absolutely essential for the advancement of knowledge, talk about the intellectual and institutional challenges to promoting interdisciplinarity, and offer concrete suggestions for encouraging this kind of work.

# MENTOR MEETING/NETWORKING

MONDAY, MAY 23 • 7:15 P.M. - 7:30 P.M.

7:30 P.M.

## MENTOR PROGRAM ORIENTATION AND COMMUNITY OF PRACTICE GROUP DINNERS

### Orchid

Participants in the 2016 Mentor Program are encouraged to attend a brief orientation with members of the Mentoring Working Group. Immediately following, the pre-assigned Community of Practice groups will depart to their respective venues for their networking dinners. This event is for members who enrolled in the program this spring and were assigned to a Community of Practice group based on their application profile. Please visit the Mentor Program page in the Member Center section of the NORDP website to learn more about how to join this great program in the future.

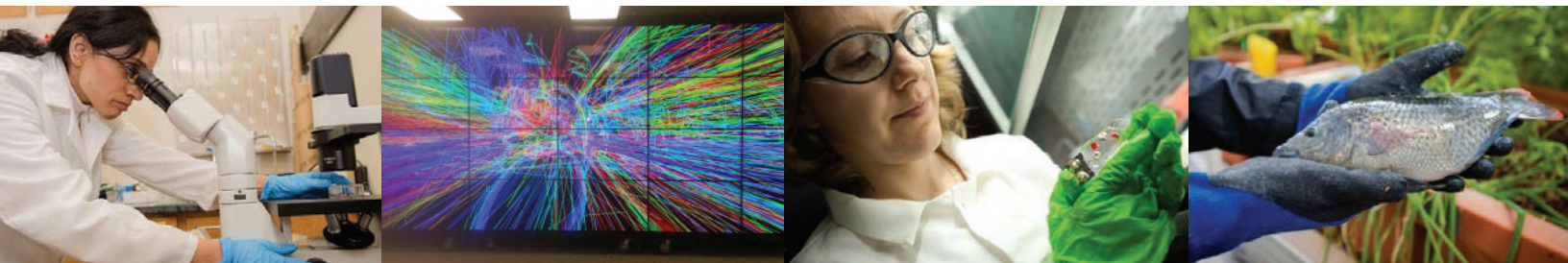
7:30 P.M.

## NETWORKING DINNERS

Wrap up a day of learning, recap some of your session highlights, meet your colleagues and presenters and continue some of the chats you've already started. Groups will gather around designated tables in the Grand Cypress Ballroom foyer. Just look for the table with your group's restaurant sign!



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# REGISTRATION / BREAKFAST / ROUNDTABLES

TUESDAY, MAY 24 • 7:30 A.M. - 9:00 A.M.

## 6:00 A.M. MORNING WALK/RUN

Join fellow NORDP conference attendees on a morning walk or run on one of the jogging paths adjacent to the Hyatt Regency Grand Cypress. Your morning walk/run leader will determine the path, start and end times, whether the group will walk or run, and the number that can join.

<http://www.signupgenius.com/go/10c0b49aca62aa13-tues>

## 7:30 A.M. — 5:30 P.M. REGISTRATION OPEN

Grand Cypress Ballroom, Pre-function Area

## 7:30 A.M. — 9:00 A.M. CONTINENTAL BREAKFAST

## 8:00 A.M. — 9:00 A.M. MORNING ROUNDTABLES

Grand Cypress Ballroom,  
Salons D-F, G, H, and I

Roundtable Discussions will take place at tables spread around the ballroom. *Limited to 10 attendees per discussion.*

### 1. WORKING EFFECTIVELY WITH PRE- AND POST-AWARD ADMINISTRATORS

#### FACILITATOR:

**Jennifer Lyon Gardner**

Assistant Vice President for Research  
*The University of Texas at Austin*

### 2. LIMITED SUBMISSIONS PROGRAMS

#### FACILITATOR:

**Kimberly Littlefield**

Assistant Vice-President, Research  
and Development  
*University of South Alabama*

### 3. INTERDISCIPLINARY RESEARCH

#### FACILITATOR:

**Karin Scarpinato**

Assistant Provost for Research  
*University of Miami*

### 4. METRICS OF RESEARCH SUCCESS

#### FACILITATOR:

**Sarah Marina**

Assistant Director, Research  
Development  
*Tufts University*

### 5. RELATIONSHIP/ PARTNERSHIP WITH OTHER ORGANIZATIONS

#### FACILITATOR:

**Gretchen Kiser**

Executive Director, Research  
Development Office  
*University of California, San Francisco*

### 6. RESEARCH AT PUIs

#### FACILITATOR:

**Peggy Sundermeyer**

Director, Sponsored Research  
*Trinity University*

### 7. INSTITUTIONAL MODELS OF RD UNITS

#### FACILITATORS:

**Andrea Buford**

Senior Research Development  
Specialist  
*Northern Illinois University*

**Michael Spires**

Principal Proposal Analyst, Office of  
Contracts and Grants  
*University of Colorado Boulder*

### 8. A CURRICULUM FOR RESEARCH DEVELOPMENT

#### FACILITATOR:

**Tokesha Warner**

Director, Research Development Team,  
Office of Research & Engagement  
*The University of Tennessee, Knoxville*

### 9. "JUST IN TIME" - RD RESOURCE DELIVERY

#### FACILITATOR:

**Sharon Pound**

Research Development Team, Office of  
Research and Engagement  
*The University of Tennessee, Knoxville*

### 10. WORK/LIFE BALANCE

#### FACILITATOR:

**Beth Hodges**

Director, Office of Proposal Development  
*Florida State University*

### 11. MENTORING

#### FACILITATORS:

**Leigh Botner**

Research Development Director  
*University of Delaware*

**Jan Abramson**

Assistant Director, VPCAT Program  
*University of Utah*

### 12. RD OFFICES AND CAMPUS PARTNERSHIPS

#### FACILITATORS:

**Paul Tuttle**

Director of Proposal  
Development  
*North Carolina Agricultural and  
Technical State University*

**Nina Exner**

Reference Librarian  
*North Carolina Agricultural and  
Technical State University*

### 13. INTRAMURAL FUNDING STRATEGIES AND PROCESSES

#### FACILITATOR:

**Patrice Williams**

Council on Research and Creativity  
Coordinator  
*Florida State University*

### 14. FUNDING ANNOUNCEMENTS

#### FACILITATOR:

**Barbara Duncan**

Proposal Development Associate  
*University of Kentucky*

# CONCURRENT SESSION 1

TUESDAY, MAY 24 • 9:00 A.M. - 11:30 A.M.

9:00 A.M. — 9:15 A.M.

## OPENING REMARKS

Rachel Dresbeck, *NORDP*  
President

Grand Cypress Ballroom,  
Salons D-F

10:15 A.M. — 10:30 A.M.

## BREAK

Grand Cypress Ballroom, Pre-function Area

10:30 A.M. — 11:30 A.M.

## CONCURRENT SESSION 1

### KEYNOTE ADDRESS

9:15 A.M. — 10:15 A.M.

Grand Cypress Ballroom,  
Salons D-F



### CREATIVE FRICTION

Julie Burstein

Julie Burstein is a Peabody Award-winning radio producer, best-selling author, and public speaker who has spent her working life in conversation with highly creative people – interviewing, probing, guiding, and creating public radio programs about them and their work.

In order to create, we need to stand in what the educator Parker Palmer calls the tragic gap – not tragic in the sense of sad, but tragic in the sense of inevitable – and hold the tension between what we see in the world and what we hope for, creating space for the conflict of different perspectives. Many artists who collaborate talk about the need to allow conflict to move their work forward, because conflict is inherent in any situation where there are two or more points of view in tension with each other. In her keynote, Julie Burstein will explore how to harness the power of that tension. By holding it just right, like a violin string, we can harness the creative friction that allows us to make something new.

### ASSESSING THE IMPACT OF PROFESSIONAL RESEARCHER DEVELOPMENT TRAINING ON RESEARCHER ATTITUDES AND BEHAVIORS

Grand Cypress Ballroom G

US research institutions have been required to provide professional researcher development training for their researchers and research students for over 25 years. Over this period of time, the amount of professional development training has increased but so too has evidence of the many ways in which researchers misbehave. Although widely supported as the best way to reduce misbehavior in research, professional researcher development training seems to have had little impact on the way researchers behave and the integrity of institutional research programs. This presentation will report on a new international professional researcher training program - Epigeum Responsible Conduct of Research Impact Program that engages researchers by giving them an opportunity to share their experience with their university and to compare their experience with colleagues around the world. The Impact program uses questions embedded in the training to gather unidentified data that can be used to assess attitudes and behaviors at an institutional, unit and department level and compare against aggregate data from multiple institutions. The Impact Program began pilot testing in February. This presentation will be the first report on the pilot data.

#### PRESENTER:

##### Nick Steneck

Director of the Research Ethics and Integrity Program  
*Michigan Institute for Clinical and Health Research*

### BEYOND THE RFP: DIVERSE METHODS FOR IDENTIFYING FUNDING

Grand Cypress Ballroom H

Many research development professionals identify funding opportunities through requests for proposals, funding database searches, and through established relationships with funders. But there are other ways to identify funding that move beyond the RFP. The speakers for this panel will review and expand upon common funding search techniques, and then provide examples of non-traditional search methods used in their respective schools and universities. Such methods include: reverse searching (from award to funder), literature reviews, media searches, and identification of funder coalitions. Audience members will be invited to share their own examples, with a goal of identifying tactics from various types of institutions. This session will be geared towards new or smaller institutions/programs—who may not have access to numerous databases, or established relationships with funders—as well as towards identifying funding targets for projects outside the realm of standard research grants.

#### PRESENTERS:

##### Susan Clark

Assistant Director for Research Development  
*Loyola University Chicago*

##### Christina Leigh Deitz

Grant Development Professional  
*Syracuse University*

##### Katie Keough

Assistant Director, Falk College Research Center  
*Syracuse University*



# CONCURRENT SESSION 1

TUESDAY, MAY 24 • 10:30 A.M. - 11:30 A.M.

## RESEARCH DEVELOPMENT IS FUNDAMENTAL TO BUILDING A STRONG CORE FACILITIES INFRASTRUCTURE

Grand Cypress Ballroom I

Core facilities are laboratories in academic institutions that provide state-of-the-art instrumentation and world-class technical expertise whose costs are shared by researchers on a fee-for-service basis, and/or supported by the institution. As such, core facilities enable the researchers to obtain access to services/instrumentation that otherwise are too expensive to have in their own labs. To that end, core facilities extend the scope of research programs and accelerate scientific discoveries. Historically, core facilities have not taken a key role in research development. However, over time, academic institutions and federal funding agencies have recognized the importance of shared resources, and are re-evaluating best practices for operations and efficiency. In the systematic evaluation of core facility operations and its infrastructure, many principles of research development are recognized which lends to the suggestion that RD offices can add value to strategic development of individual core facilities and the network of core facilities infrastructure institutionally, regionally and nationally. Principles that govern core facilities that can be enhanced by RD include, but are not limited to strategic planning, interdisciplinary team building, grant writing, seed funding programs and limited submissions management. This panel discussion will provide examples of how RD principles apply to the development of core facilities infrastructure, and how RD offices can assist in improving operations of such facilities. These examples will be followed by an open discussion and exchange of ideas with the audience.

### PRESENTERS:

#### Karin Scarpinato

Assistant Provost for Research  
University of Miami

#### Fruma Yehiely

Associate Vice President for Research  
Northwestern University

## RD FUNDAMENTALS

### ABSTRACTS CANNOT BE ABSTRACT: CRAFTING THE GRANT PROPOSAL'S "SALES PITCH" Regency 1

Seasoned grant reviewers will admit that much of their final opinion about the strength of a grant proposal is set by their reaction to the abstract. This critical piece of writing, which can vary from a few hundred words to a full page, must function as an effective "first advertisement" for the full proposal, convincing reviewers that the proposed project deserves funding. Because so much critical information must be packed into limited space, at the same time accomplishing its persuasive mission, writing a strong abstract is as much art as it is science. This session will focus on key principles for constructing an effective sales pitch for the grant proposal, and is presented in two parts: 1) Presentation of a three paragraph template that can be used as an outline for a strong abstract; and 2) An interactive discussion, where participants will examine an abstract from a successful proposal to identify those qualities that made it a winner.

### PRESENTER:

#### Robert Porter

Owner  
Grant-Winners Seminars

## LEADERSHIP DEVELOPMENT IN RD

### CALIFORNIA CREDITS: THE ROLE OF RESEARCH DEVELOPMENT IN PROMOTING AND FURTHERING RESEARCH, EXCELLENCE AND DIVERSITY IN TEAM SCIENCE

Regency 4

Team Science (TS)-based research has become increasingly central in scientific discovery. Diversity on teams is known to have positive effects on creativity, innovation, and productivity. Having a strong network of collaborators, mentors, and co-authors is critical to a successful academic career. However, women and under-represented minority (URM) scientists are less likely to participate in TS collaborations, and their participation in these networks develops later in their careers.

Research Development (RD) professionals can play a critical role in supporting the formation and management of teams for complex multi-disciplinary proposals and projects. However, RD professionals face challenges in the development of effective and diverse teams. Some challenges are similar to those faced by faculty, others are particular to the role of RD. RD professionals also have the opportunity to leverage external funding to support and evaluate RD initiatives like TS. The presenters will discuss the establishment of the Center for Research, Excellence and Diversity in Team Science (CREDITS), with funding from the National Science Foundation, to develop an integrated research and training program aimed at enhancing capacity, effectiveness and excellence of TS efforts in the University of California (UC) and California State University (CSU) systems. Presenters will describe specific early-stage interventions including faculty training, Leadership and Team Formation Retreats, activities undertaken by institutional leadership and RD staff to support TS efforts at their institutions, and Asset-based concepts to increase the participation of women and STEM URM in leadership roles in Science Teams. Presenters will also discuss the impacts of CREDITS activities on RD involvement in large, complex projects at their institutions. Presenters will discuss how other institutions can combine components that support early-career scientists through a TS leadership program within existing multi-disciplinary research centers, including a component that values functional diversity. Panelists will also discuss preliminary outcomes from CREDITS research about gender and racial-ethnic diversity in team science.

### PRESENTERS:

#### Susan Carter

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

#### John Crockett

Director, Strategic Advancement  
San Diego State University

# CONCURRENT SESSION 1

TUESDAY, MAY 24 • 10:30 A.M. - 11:30 A.M.

## FUNDING AGENCY RELATIONSHIPS

### DEMYSTIFYING THE U.S. DEPARTMENT OF EDUCATION

#### Regency 2

This session will describe the structure and purpose of the U.S. Department of Education's many and varied programs for post-secondary institutions, strategies for developing successful proposals for these programs, and how the ED review process works. From many years of writing successful ED proposals, especially large institutional grants, and serving as a reviewer for ED for twenty years, the presenter has extensive knowledge of the agency and its functions. Participants will receive practical advice and useful strategies to implement at their home institutions. Among the many programs to be discussed will be FIPSE, including First in the World, Title IV TRIO programs, Title III and Title V programs for strengthening institutions, international and foreign language education programs, special education, and the Institute of Education Science. For research development professionals familiar with NSF and NIH proposals, this session will provide enlightening and useful knowledge.

#### PRESENTER:

##### Marjorie Piechowski

Emerita Director of Research  
Support

*University of Wisconsin-Milwaukee*

### THE SECRET FORMULA: DATA-DRIVEN AND ENTREPRENEURIAL APPROACHES TO RESEARCH STRATEGY

#### Regency 3

This presentation and panel discussion will focus on two key elements of an innovative research development approach: 1). Using data to inform strategic decision making and, 2). Promoting a creative and entrepreneurial mindset in research development professionals. Panelists will share how they have been able to use data-driven approaches to provide novel services to faculty and University leadership at their respective institutions. For example, Harvard has piloted the use of PI-level performance and resource data to develop new and targeted support services. Additionally, Arete, UChicago's research accelerator, was founded in 2007 as an experiment to explore whether there was a better way to systematically support multidisciplinary research. Today, it has grown into an entrepreneurial multi-unit team that works with faculty and university leaders to build research initiatives with lasting significance. Columbia University has transformed their seed funding competition, Research Initiatives for Science and Engineering (RISE), into a bottom up platform that collects important data points and helps identify emerging research topics. This presentation will share case studies and practical strategies that can be used by research development professionals across the country.

#### PRESENTERS:

##### Marley Bauce

Manager of Research Initiatives  
*Columbia University*

##### Susan Gomes

Director of Research Development and  
Strategy  
*Harvard University*

##### Julia Lane

Associate Director (Arete)  
*University of Chicago*

##### Jasmin Patel

Executive Director (Arete)  
*University of Chicago*

### BUILDING YOUR INSTITUTION'S INNOVATIVE CAPACITY VIA INTERNATIONAL PARTNERSHIPS

#### Regency 5

A coordinated strategy for integrating global research is increasingly important for optimizing research productivity. Research that leads to discovery and innovation is both global in scope and interdisciplinary in practice. Jonathan Adams (Nature, 2013) believes that we now inhabit the international (or fourth) age of research, having already cycled through three previous ages including the individual, institutional and national. U.S. institutions of higher education, which perform the bulk of basic and applied research have seen significant pressure to provide interdisciplinary and globally-engaged research environments that can facilitate economic and social benefits deriving from global collaboration.

This session showcases 2 activities and describes competencies that propel university research engagement at a global scale and that develop a framework for partnerships between research offices and international affairs.

Mary Anne Walker will describe the Academy for Global Engagement Fellowship program for early career, tenure-track faculty. With the University placing an increased emphasis on its global footprint, MSU's goal is to continuously innovate in order to provide faculty leadership skills address the world's most pressing problems.

Richard Nader will introduce the macro factors driving the need for cooperation at the university-level, the concept of Global Research IQ (GRIQ) and posit the value propositions for cooperation. He will also describe how UNT-international partners with foreign funding agencies (CONACYT) and diaspora organizations (Israeli Chamber) to cultivate mutually beneficial relationships that ultimately lead to co-sponsored research and development opportunities. Both presenters will suggest strategies that can help drive and sustain growth in the bottom-line for U.S. universities engaging internationally. Interactive discussion to follow the presentations.

#### PRESENTERS:

##### Richard Nader

Vice Provost for International Affairs  
*University of North Texas*

##### Mary Anne Walker

Director, Global Engineering  
*Michigan State University*

# LUNCH / CONCURRENT SESSION 2

TUESDAY, MAY 24 • 11:30 A.M. - 2:00 P.M.

## 11:30 A.M. - 1:00 P.M. RECOGNITION LUNCH AND NETWORKING

1:00 P.M. — 2:00 P.M.

## CONCURRENT SESSION 2

### LEADERSHIP DEVELOPMENT IN RD

#### LEADERSHIP WITHOUT AUTHORITY

Regency 5

How do you succeed in areas outside your recognized area of authority? Some people are content to—or believe they have to—operate solely under the guidance of their superiors, well within their lanes of prescribed responsibility. Yet as research development professionals, we are often in situations that require assumed leadership on an issue, initiative, or need that should be addressed but lacks clear responsibility or process ownership. To be successful, you will need executive presence, credibility, initiative, and numerous alliances both within and outside of your own chain of command. This session will explore why, when, and how individuals can exercise leadership without authority, and what other tools are necessary to be able to assume leadership roles without being given authority. Join us for what must be a lively discussion!

#### PRESENTERS:

##### Shay Stautz

Associate Vice President for Federal Relations  
*University of Arizona*

##### Brian C. Ten Eyck

Assistant Dean, Research Development  
College of Engineering  
*University of Arizona*

#### RESEARCH IMPACT: HOW DO INSTITUTIONS SHOW FUNDERS THEIR EVIDENCE?

Grand Cypress Ballroom H

In recent years, a growing number of governments and funding agencies have started to ask institutions and researchers to provide qualitative evidence of the impact generated as a result of their externally funded research. Impact, in this context, is defined by UK government funding body HEFCE as “an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia”, evidence of which is now a requirement to receive their funding in the UK. A narrative-based approach can satisfy the need for this evidence, differing from traditional measures of impact in ways that quantitative metrics (e.g., citation counts) cannot. Symplectic is a software company with a unique perspective on the past, present and future trends of the global research impact landscape. Serving some of the world's most prestigious institutions from the USA, UK, and beyond, it has provided research information management software for over ten years, as well as facilitating networking and discovery for collaborators with tools such as VIVO, Profiles RNS, and ORCID. Complementing these, it is also a provider of the research funding analysis tool, Dimensions for Universities.

Symplectic has seen the requirements of funders evolve to focus on impact more and more, and in late 2015, released new narrative-based features for its Elements software to address exactly these challenges.

This presentation will bring to light new methods for institutions to demonstrate the evidence of impact that can differentiate them in the eyes of funders. It will also use unique stories from both UK and US institutions that have successfully collected impact studies to demonstrate the possibilities for others, and examine the potential future of impact tracking for institutions, funders, and other involved parties, particularly in the United States.

#### PRESENTER:

##### Kelsey Rosell

Director of Strategic Accounts for North America  
*Symplectic*

#### FOSTERING RESEARCH PRODUCTIVITY THROUGH A STRATEGIC MENTORING PROGRAM Regency 1

It is well established that to attain positions of academic leadership in higher education, one must first establish a successful career as a faculty member and advance through the ranks of the professorship and attain tenure. (Kaplan 1989; Dominici 2009)

A report in 2006 by the American Association of University Professors on faculty gender equity issues concluded, “Women are receiving doctoral degrees at record rates, but their representation in the ranks of tenured faculty remains below expectations, particularly at research universities. Women face more obstacles as faculty in higher education than they do as managers and directors in corporate America.” Indiana University-Purdue University Indianapolis (IUPUI) faces a similar scenario.

To address these issues, the Office of the Vice Chancellor for Research and the Office for Women developed the Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER) to pair assistant professors with tenured associate professors (or above) and associate professors with full professors for an academic year to assist them in developing a research agenda with the aim of an application for external funding. Four cohorts have completed the program and we have launched the fifth year. Eighty-seven percent of the mentees are women. Results indicate that so far 60% of mentees have submitted for external funding (a key program benchmark) and 54% have achieved funding that has resulted in external funding of over \$2.5M to date.

This presentation provides background on the rationale for the program, the desired outcomes for participants, the requirements and framework of the program, and the current results. The presenters will comment on their experience conducting the program and lessons learned, as well how program administrators of EMPOWER and campus administrators are engaged in efforts to establish and maintain a culture of mentorship throughout the various schools on the IUPUI campus.

#### PRESENTERS:

##### Alicia Gahimer

Research Development Specialist  
*Indiana University-Purdue University Indianapolis*

##### Kathleen Grove

Director of the Office for Women  
*Indiana University-Purdue University Indianapolis*

##### Etta Ward

Executive Director of Research Development  
*Indiana University-Purdue University Indianapolis*



# CONCURRENT SESSION 2

TUESDAY, MAY 24 • 1:00 P.M. - 2:00 P.M.

## RD FUNDAMENTALS

### DEVELOPING RESEARCH CAPACITY AND GRANT READINESS IN INVESTIGATORS

Regency 2

This presentation addresses developing the skills and capabilities of junior faculty to help them obtain sponsored project funding and carry out their proposed work. Before a faculty member can apply successfully for grants, it is important they have both research capacity and grant readiness. Although related, these are not the same. Examples of strategic planning, mentoring, and comprehensive support strategies and tools from STEM and social and behavioral fields will be presented and discussed with the audience to prepare attendees for engaging with junior faculty. The intended audience includes research development and advancement professionals, including office leadership, grant writers and editors, faculty liaisons, etc. The presentation will involve hands-on examination of sample tools and in-depth discussion of sample strategies, which will enable attendees to consider whether the examples will work for their home institution and department. Discussion will involve analysis of strategies and tools, plus brainstorming new methods to provide support for junior faculty across a wide variety of fields, institutions, and levels of experience. For example, leveraging technology to implement the same mechanisms in ways that provide faster responses or greater access to resources may satisfy faculty demands for assistance without burdening the research development personnel within the institution or department. Together, the presenters will share recommendations based on a combination of over 40 years of experience in research and grant development and administration.

#### PRESENTERS:

##### **Marjorie Piechowski**

Emerita Director of Research Support

*University of Wisconsin-Milwaukee*

##### **Sarah Polasky**

Senior Director of Research Advancement

*Arizona State University*

## LEADERSHIP DEVELOPMENT IN RD

### EMPOWERING WOMEN LEADERS IN RESEARCH THROUGH ALTERNATIVE PATHWAYS

Regency 3

This presentation will be a follow on to a paper presented at the Leadership Excellence and Gender Symposium, held at Purdue University in March, 2016. The purpose of the symposium is to present research and evidence-based practice on the creation and sustainment of work, organizational and occupational environments to support gender equality, career success and leader excellence in organizations. For the symposium, Drs. Alicia Knoedler and Rachel Dresbeck proposed a paper to describe the leadership-relevant work of NORDP as a comparatively new organization that sheds light on RD as a new area of practice in which women have the potential to break through some of the barriers to leadership in science and technology at institutions of higher education.

RD professionals bring together people, ideas, and resources from many domains. They bring together faculty who never considered working together, connect them with new tools and new sources of funds, and open up possibilities for creative thinking that were simply not possible without their guidance. Using interactional expertise and knowledge of transdisciplinary and collaborative work, they serve as bridges among scientists and scholars from many disciplines.

A major leadership role for RD professionals is that they "create spaces and suggest possibilities for faculty collaborations, cross-disciplinary collaborations, multi-institutional collaborations, translational possibilities, commercialization possibilities", in essence, forging a path for success for individual faculty, teams of faculty, and the institution as a whole (Stone, 2015). This role is currently underappreciated as a space for women leaders, but, we would argue, has great potential. RD work commands significant institutional resources and plays a major role in faculty development. RD professionals thus have important, demonstrated contributions and impacts at their institutions.

#### PRESENTERS:

##### **Rachel Dresbeck**

Director, Academic & Research Development & Communication, Assistant Professor, Public Health & Preventive Medicine, Office of the Senior Vice President for Research  
*Oregon Health & Science University*

##### **Alicia J. Knoedler**

Executive Associate Vice President for Research, Executive Director, Center for Research Program Development & Enrichment  
*University of Oklahoma*

## FUNDING AGENCY RELATIONSHIPS

### RECONNECTING TO THE CITIZEN: CROWDFUNDING RESEARCH

Regency 4

As scientists prepare their traditional funding proposals there is the growing alternative opportunity of "crowdfunding" which they would be wise to consider. Sites such as, Petridish, RocketHub, Fundly, Microryza, Indiegogo, Thinkable, LabCures, SciFund Challenge, and Walacea are closing the gap for small, time-constricted projects. The European Crowdfunding Network has established its own special "Science Work Group" and the workshop will outline the key platforms and their different foci. Public benefit is a strict component of awards in the EU and crowdfunding is a predictable expression of that tradition. As research has become increasingly complex, an intellectual divide has arisen between citizens and the projects their tax dollars fund. Projects such as Horizon 2020 and DCent are working hard to bring projects back to the everyday experiences of citizens. Crowdfunding becomes an important vehicle as Didier Schmitt explains to "reconnect science to society".

Research development managers and administrators have an important role to play in supporting academic colleagues in attracting such funding in a rapidly growing and developing marketplace. However, this is a potentially complex field and many institutions will not have considered the practical and policy implications of attracting such funding.

Since 2011, faculty, staff and students at the University of Washington have used crowdfunding to support research. Crowdfunding sites have provided an outlet for projects without significant department or external resources, particularly to bridge funding gaps. The UW has cultivated relationships with multiple crowdfunding websites to support these efforts, and has established a central platform through a vendor partnership. Using UW as a case study, we will share lessons learned from efforts to maximize research, institutional, and citizen-funder outcomes.

#### PRESENTERS:

##### **Cynthia Bellas**

Chief Strategic Officer  
*IRB Advisors*

##### **Cortney Leach**

Research Development Manager  
*University of Washington*

# CONCURRENT SESSION 2

TUESDAY, MAY 24 • 1:00 P.M. - 2:00 P.M.

## HOW DID I GET HERE? HOW MULTIPLE PATHS TO RESEARCH DEVELOPMENT STRENGTHEN THE FIELD

### Grand Cypress Ballroom I

The field of research development is relatively new, particularly as a professionalized career path, and thus, none of us grew up yearning to be research development professionals. How then did we—as individuals and as a field—get here, and what has made us successful? Many of us transitioned from established careers in research, research administration, or other related career paths. More recently, new members have joined our ranks straight from graduate or even undergraduate work, as the need for research development became clear to a growing number of institutions and multi-person offices began to form. As our ranks have grown and our profession begins to be defined as a distinct aspect of university administration, we have seen that a diversity in backgrounds makes for a stronger, more agile office.

Because research development is evolving from individuals filling a need in the research enterprise to a recognized career path with formal job descriptions and qualifications,

we have a unique opportunity to define what makes a research development professional: What characteristics, training, and skills define who we are both within our field and in the larger research community? Join us in a discussion of our varied paths “from a PhD in neuroscience to an undergraduate degree in political science” that brought us to research development, and the strengths each of our backgrounds bring to our work. We will discuss issues related to finding and managing talent from varied backgrounds, including:

- identifying promising candidates for research development positions based on universal skills and characteristics,
- leveraging diversity of background to meet the needs of faculty,
- designing flexible recruitment and hiring standards to encourage and maintain the diversity of our field.

### PRESENTERS:

#### M.S. AtKisson

Associate Member  
*Grant Writers' Seminars and Workshops, LLC*

#### Kathy Cataneo

Director of Research Development & Communications  
*University of New Hampshire*

#### Amy Gantt

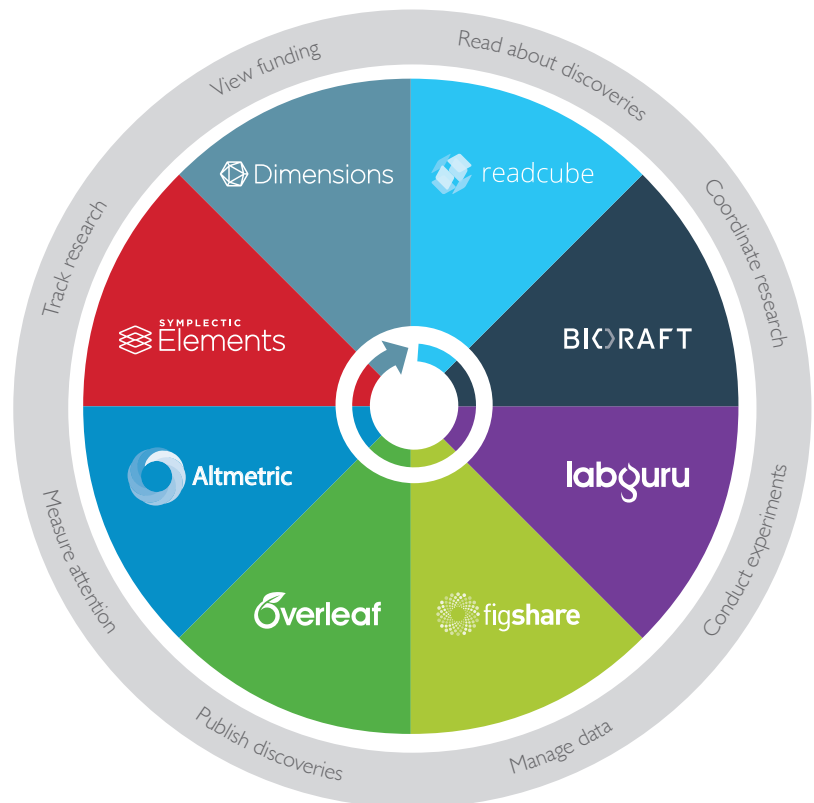
Director, Research Development  
*Tufts University*

#### Sarah Marina

Assistant Director, Research Development  
*Tufts University*



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# CONCURRENT SESSION 2 / BREAK / UPDATES / OVERVIEWS

TUESDAY, MAY 24 • 1:00 P.M. - 3:15 P.M.

## IDENTIFYING UNIQUE AREAS OF RESEARCH STRENGTH FOR SPECIALIZATION AND INVESTMENT

Grand Cypress Ballroom G

A number of factors in research and higher education, including a difficult federal funding climate and competition between institutions to have recognized research and education programs, are creating an imperative to invest in thematic areas of specialization. The related strategic planning initiatives often arrive at thematic areas that are too generic to be useful (e.g. “health”), common among many competing institutions (e.g. “neuro”), or may not have sufficient external funding potential to become financially self-sustaining. Even in situations where institutions correctly identify strengths, those strengths may not be unique to that institution and thus not offer any unique angle or advantage versus peers.

Some strategic planning processes more adeptly utilize databases of funding and publication information and related analytical methods and tools to objectively detect strengths (outside of a limited pool of suggestions), assess the uniqueness of these strengths among peer institutions, or determine if sufficient external funds are available. Metrics evaluated may include a calculated share of the known “market” for a type of research or observations of citations to publications received from other publications or patents, particularly the latter where industry engagement is a priority.

The most sophisticated of these analyses utilize a variety of metrics to assess the potential to form a unique “triple helix” structure—research environments where there is a combination of recognized academic research outputs, industry engagement, and government intramural research or extramural research support. This presentation will cover multiple real world examples of this type of analysis, ranging from in-house analyses using public funding data to advanced proprietary analyses.

### PRESENTERS:

**Jennifer Hill**

Consultant  
*Elsevier Research Intelligence*

**Jeff Horon**

Senior Consultant  
*Elsevier Research Intelligence*

2:00 P.M. — 2:15 P.M.

## BREAK

Grand Cypress Ballroom, Pre-function Area

2:15 P.M. — 2:45 P.M.

## GENERAL SESSION: UPDATES ON THE FUTURE OF NORDP

Grand Cypress Ballroom,  
Salons D-F

NORDP is growing and thriving—and we have big plans. Please join the NORDP Board of Directors for a conversation about our search for an executive director and our plans for building a sustainable future for NORDP and research development. We will also discuss our NORD (New Opportunities in Research Development) and LDRD (Leadership Development in Research Development) initiatives, as well as our plans for developing certification in research development.

2:45 P.M. — 3:15 P.M.

## NORDP COMMITTEE OVERVIEWS

Grand Cypress Ballroom,  
Salons D-F

As a volunteer-driven organization, the NORDP Committees are the means for developing and sharing job and career resources with our members, supporting research at-large through collective advocacy, and ensuring a strong representative professional organization. Currently, NORDP Committees include: Enhancing Research Collaboration, Effective Practices and Professional Development, External Engagement, and Member Services.

All members are invited to actively participate in NORDP through these committees. Join us for these essential breakout meetings!

### NORDP Committee Meetings

- Enhancing Research Collaboration
- Effective Practices and Professional Development
- External Engagement
- Member Services





# COMMITTEE MEETINGS

TUESDAY, MAY 24 • 3:15 P.M. - 4:15 P.M.

**3:15 P.M. — 4:15 P.M.**

## **NORDP COMMITTEE MEETINGS**

### **MEMBER SERVICES**

#### **Regency 1**

The Member Services Committee focuses on managing membership criteria and benefits, as well as developing and recommending programs for the recruitment and retention of members. In support of these activities, the MSC coordinates appointment of and outreach activities of MSC Regional Representatives. The MSC serves as a main point of contact for regional groups, as they develop, and assists in their coordination with the NORDP Board. The MSC is also responsible for developing and implementing such membership survey data instruments as is necessary to ensure that statistical data and information on the membership are maintained and that NORDP has a pulse on what types of resources and opportunities are needed to effectively support the membership

at large. The MSC works collaboratively with the other NORDP committees to ensure appropriate communication and that valuable information and resources are effectively delivered to all NORDP members.

### **ENHANCING RESEARCH COLLABORATION**

#### **Regency 2**

The goal of the Enhancing Research Collaboration Committee is to build resources and share effective practices that foster and enhance intra- and inter-institutional research collaboration.

### **EFFECTIVE PRACTICES AND PROFESSIONAL DEVELOPMENT**

#### **Regency 3**

The goals of the Effective Practice & Professional Development Committee are to help provide opportunities for research development professionals to build their skills and knowledge and to share information about research development practices and activities that have been used successfully in various settings.

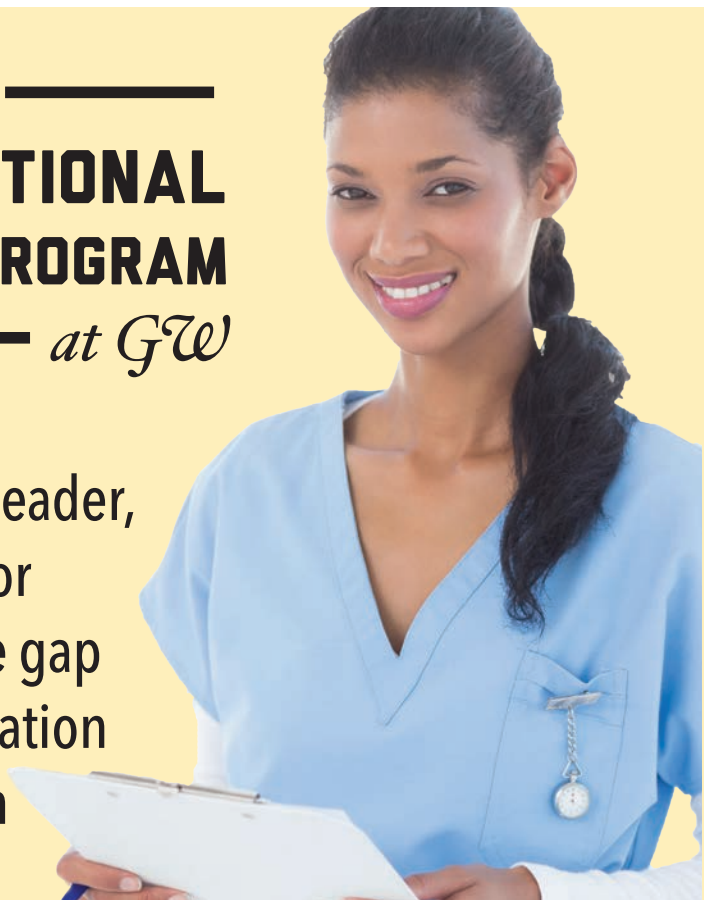
### **EXTERNAL ENGAGEMENT**

#### **Regency 4**

The External Engagement Committee focuses on the interactions between NORDP and all external entities, including research funding, government and private agencies, and other professional organizations. Our goal is to become recognized as the "go-to" organization regarding interactions between funding agencies and research performing institutions, and to facilitate communication and collaborations between research institutions themselves.

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# BREAK / SPONSOR DEMONSTRATIONS

TUESDAY, MAY 24 • 4:15 P.M. - 6:30 P.M.

4:15 P.M. — 4:30 P.M.

## BREAK

Grand Cypress Ballroom, Pre-function Area

4:30 P.M. — 6:30 P.M.

## SPONSOR DEMONSTRATIONS, IDEA SHOWCASE & RECEPTION

*Posters A will be presented  
from 4:30 – 5:30 P.M.*

*Posters B will be presented  
from 5:30 – 6:30 P.M.*

**Grand Cypress Ballroom  
Pre-Function Area**

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

## EPIGEUM SPONSOR DEMONSTRATION

**Portico East**

This demonstration will report on a new international professional researcher training program (Epigeum Research Integrity Impact Program) that engages researchers by giving them an opportunity to share their experience with their university and to compare their experience with colleagues around the world. The Impact program uses questions embedded in the training to gather unidentified data that can be used to assess attitudes and behaviors at an institutional, unit and department level and compared with combined global information.

## RD CAREER DEVELOPMENT

### 1A - THE NATIONAL ORGANIZATION OF RESEARCH DEVELOPMENT PROFESSIONALS (NORDP) 2015 SALARY SURVEY RESULTS AND ANALYSIS

The National Organization of Research Development Professionals (NORDP) is a professional organization providing professional training, mentoring and networking opportunities for those in the field of research development (RD). The overriding goal of RD is to ensure that when institutional resources are deployed to seek external funding or partnerships for knowledge creation or mobilization, these activities are strategically coordinated to optimize the likelihood that the best ideas with the best chances of successful implementation are recognized and supported with the finite funds available.

In February 2015, NORDP invited its 570 members to participate in its second organization-wide salary survey. The survey was started by 359 members, with 214 members (38%) providing complete data and 231 members providing partial data. Salary data was normalized using the 2013 county cost-of-living index table from the Council for Community and Economic Research (ccli.org; Arlington, VA) and analyzed with respect to multiple institutional and individual variables including: Institution Type (public or private), Institution Geographic Location and Size

(based on research expenditures); Job Category (professional title); RD Office Size (as measured by FTEs); and Respondent Demographics (gender, race, ethnicity and education). A detailed statistical analysis of these survey data will be presented and discussed, with a focus on the factors that influence salary levels the most for research development professionals.

#### PRESENTERS:

##### **Terri Soelberg**

Director, College of Health Science,  
Office of Research  
*Boise State University*

##### **Lorraine Mulfinger**

Associate Director, Strategic Initiatives  
and Proposal Development, Strategic  
Interdisciplinary Research Office  
*The Pennsylvania State University*

##### **Ann McGuigan**

Director, Research Development Services  
*University of Arizona*

##### **Gretchen Kiser**

Executive Director, Research Development Office  
*University of California, San Francisco*

### 1B - CRUCIAL CONVERSATIONS: DIVERSIFY AND DEMYSTIFY TO BECOME A MORE EFFECTIVE RD PROFESSIONAL

Communication skills are key to successful research development. Without effective communication skills, RD professionals are likely to struggle in their day-to-day activities at all levels. Furthermore, new RD professionals may not recognize the communication challenges that they might face in their roles. We believe that role-play can be more effective than traditional methods for developing skills needed in everyday RD work because role-play engages all participants actively in realistic, sometimes difficult situations and replicates the dynamic of interpersonal communication. This poster will present our strategies for hosting a role-playing session for RD professionals to improve their skills in communicating with program managers/agency representatives, principal investigators, administrative/support staff, and co-workers. This personal investment in professional development will ensure a lively dialogue versus a passive, conventional discussion regarding communication skills

#### PRESENTER:

##### **Richelle Weihe**

Proposal Manager  
*Arizona State University*

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 2A - ADVANCE YOUR CAREER UTILIZING PROFESSIONAL DEVELOPMENT RESOURCES

As research development professionals aiming to provide the best resources and services to our clients, it is imperative that efforts are made to continuously improve our skills in order to accomplish this. The University of California, San Francisco (UCSF) offers several valuable resources for the professional development of administrative staff, including the Academic Business Officers Group (ABOG) and Toastmasters.

ABOG promotes outstanding administration through advocacy, education, communication and outreach. ABOG is a diverse group of administrators from multiple UCSF sites who effect positive change by representing administrative perspectives campus-wide. This group fosters a cohesive and influential administrative community by gathering and disseminating information and by providing career development and networking opportunities for its members. ABOG offers several programs and activities: Leadership Series, Science for the Rest of Us, Book Club and a Film Club, Mentorship Program, and Professional Development. The Mentorship Program, connects a cohort of administrators with successful and experienced leaders. The program fosters networking among peers, teaches how to navigate the system, and provides an understanding of career paths. Similarly to ABOG, the goal of Toastmasters is to improve leadership, communication skills, and to provide a supportive environment for participants through the practice of prepared speeches and constructive evaluation. Toastmasters at UCSF meets weekly, with a detailed agenda formatted to provide every attendee an opportunity to practice their communication and leadership skills at every meeting—whether it be presenting a speech, holding a role leading the meeting, or exercising observation and listening skills to provide constructive feedback. The Toastmasters program provides an encouraging environment, outside of the office where professionals at any level in their career work to improve the skills that strengthen awareness and confidence.

### PRESENTERS:

#### Emanuela Volpe

Senior Manager, Resource Allocation Program (RAP), Research Development Office  
University of California, San Francisco

#### Sarah Nelson

Program Coordinator  
Research Development Office (RDO)  
University of California, San Francisco

## RESEARCH ANALYTICS

### 2B - BEYOND BIBLIOMETRICS - THE USE OF TRADITIONAL AND NEW METRICS TO ANALYZE ACADEMIC RESEARCH PERFORMANCE, INSTITUTIONAL POSITION, AND SOCIOECONOMIC IMPACT

This poster will give an overview of recent developments in the use of metrics to better capture the dynamic contribution of research universities to the production of knowledge. We will cover best practices when using metrics, including the importance of looking at multiple metrics to better understand different facets of research productivity and innovation. The poster will focus on recently developed metrics that allow analysts to better understand the economic and social impacts of basic and applied university research on industrial innovation, including how universities contribute to the economic dynamism of cities and metropolitan regions. Citations are a well-understood and frequently used means to measure research impact, but they also have significant disadvantages; citations are lagging indicators that only accrue many years after the original research has been performed and published. They are also often poor signals in the arts and humanities and social sciences. The poster will focus specifically on usage and other relevant alternative metrics that can better capture current research use and dissemination. We will also look at technologies that may hold promise in helping to do predictive analysis of emerging hot areas of research that are growing rapidly. The context of the poster will focus on practical use cases and means to use metrics in a way that is neither reductionist or simplistic. Metrics are a means to better understand the complex and interdisciplinary research currently being done at universities—use of metrics does not necessarily yield definitive answers, but metrics are a very useful means to gain deeper insights into institutional research portfolios, specific areas of research strength, and move towards more effective data-driven solutions.

### PRESENTER:

#### Daniel Calto

Global Director of Solution Services,  
Research Intelligence,  
Elsevier

## 3A - CHALLENGING TRADITIONAL WAYS: LEADERSHIP, TRUST AND REDUCING THE ADMINISTRATIVE BURDEN

This poster will outline how using Jim Kouzes and Barry Posner's The Five Practices of Exemplary Leadership® can help build trust and reduce the administrative burden for your faculty.

The Five Practices of Exemplary Leadership® will be presented along with examples of how RD professionals have used these practices to build relationships at their institutions and improve business processes.

### PRESENTER:

#### Anita Mills

Solutions Consultant  
Evisions

## 3B - COMPLIANCE, COLLABORATION AND THE RESEARCH DATA MANAGEMENT PUZZLE

New policies imposed by funding agencies, publishers, and institutions on output from funded research are rapidly changing the scholarly publishing and research data landscapes. These financial, social, and ethical pressures are increasingly requiring grantees to make their research results accessible in order to validate findings and spur scientific discovery. Collaboration around research data and the development of scholarly communication initiatives is fast becoming a requirement at institutions as more and more funding bodies mandate research data sharing. With the rise in funder mandates and public access policies around funded research, researchers, as well as publishers and institutions, are faced with a compliance puzzle.

This puzzle is one of the main drivers for the continuing evolution of figshare.com. At figshare, we build tools to support researchers, publishers, and institutions that aid in the storing, sharing, and discoverability of both the positive and negative research outputs. By encouraging publishing of figures, data, code, and more rather than being limited to the traditional entire 'paper', knowledge can be shared more quickly and effectively in a transparent, reproducible fashion. Our ultimate goal is to aid in the reproducibility, replication, and reuse of research data and to help the research community realize this goal.

Good data management and infrastructure is at the foundation of reproducible research. This talk will touch on the evidence and challenges for reproducibility we've seen at figshare and will delve deeper into incentives to motivate different stakeholders and communities toward best practices and workflows to achieve transparency in scientific research.

### PRESENTER:

#### Dan Valen

Product Specialist  
figshare



# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 4A - EVOLUTION OF THE METRICS LANDSCAPE: HOW RESEARCH INSTITUTIONS ARE USING ALTERNATIVE METRICS TO ASSESS FACULTY AND SECURE FUNDING

While tenure/promotion committees and research administrators are still focusing on citations/impact factor as the most common way to assess faculty, these traditional metrics are falling short. For many researchers in diverse fields, traditional journal-based metrics are not accurately indicating research impact and reach. Recognizing this, funders -- NSF with its broader impacts requirement and NIH with its new biosketch -- are asking for new indicators that complement traditional metrics by providing a more holistic picture of impact, particularly beyond the academy.

This poster will provide a brief overview of the field of altmetrics as well as specific use cases from Stony Brook Medical School and Duke University, which have used altmetrics -- specifically data from Altmetric.com -- to aid them in tenure/promotion decisions, enhancing existing internal/external assessment tools, and securing funding. The poster will include a brief overview of free tools Altmetric has developed to support research administrators and faculty trying to secure funding.

### PRESENTERS:

#### Sara Rouhi

Product Specialist  
*Altmetric.com*

#### Andrew White

Associate CIO for Health Sciences  
Senior Director for Research Computing  
*Stony Brook University*

## 4B - UNDER THE HOOD OF INSTITUTIONAL RESEARCH ENGINES: DRIVERS, IMPACT AND GAUGING PERFORMANCE

In the current research environment, when grant success rates have decreased to the low double-digits, understanding outcomes and impact, as well as maximizing research assets, have become critical exercises. Highly research-intensive institutions have adopted Research Information Management Systems (RIMS) and Research Network Profiling Systems (RNS) in order to facilitate these goals. In this session, use cases from institutions using Pure, Elsevier's RIMS/RNS system, will be analyzed, identifying their drivers, as well as establishing tactics and measures for success. For example, understanding performance at our institutions may be driven by strategic mandates to capitalize on existing strengths and to support burgeoning strategic areas. The ability to obtain a bird's eye view of overall institutional scholarly activity is important. Once this holistic view is achieved, it is just as critical to be able to zoom into specific focus areas, whether those be defined by a faculty, department, specific research area, interdisciplinary institute, research teams, or individuals. The goal of maximizing research assets may conversely be spurred by a desire to increase impact and prestige with more financial efficiency, which may be facilitated through strategically increasing collaborative activities. Studies have shown that collaborations that cross boundaries, whether across disciplines, sectors, or nations, lead to an increase in citation rates by as much as a two-fold factor. Finally, we will examine how the dynamics of the above use cases are inter-dependent, and may be effectively supported by RIMS and RNS systems that are currently in existence.

### PRESENTER:

#### Cynthia Cleto

Regional Systems Manager  
*Elsevier*

## 5A - USING RESEARCH METRICS TO GUIDE RESEARCH DEVELOPMENT EFFORTS

There is a growing recognition that data has become essential in research development decision making. Research administrators are faced with the responsibility to demonstrate the benefits of supporting research and are held accountable to show that money and other resources are used effectively. They are expected to demonstrate why research is effective and how it can be better supported. They are asked to determine where best to allocate funds in the future.

In a "data plentiful" world, evaluation of institutional research funding records can be designed with the help of analytical tools that are based on meaningful definitions of the data. The challenge today is finding a comprehensive array of metrics that allow assessing normal core activities as well as activities that should move the research profile to the next level.

Our poster will describe our experience in identifying meaningful metrics to develop a research portfolio evaluation framework at the Office of Research and Engagement at the University of Tennessee, Knoxville. We will describe how we are applying metrics to both individual and team faculty research funding performance analyses. Forecasting faculty and team successes is one of the ways we can foster innovation in the academic research enterprise.

### PRESENTERS:

#### Anna Banks

Lead Data Analyst  
*The University of Tennessee, Knoxville*

#### Janet Nelson

Associate Vice Chancellor for Research Development  
*The University of Tennessee, Knoxville*

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## FACULTY/RESEARCHER DEVELOPMENT

### 5B - EMPOWERING INSTITUTIONAL LEADERS TO BE SUCCESSFUL IN ADDRESSING KEY STRATEGIC CHALLENGES

Obtain an accurate understanding of how you compare to peer institutions for funding, citation and attention to your research. Get your entire Institution on the same page for performance reviews. Build your institution's research brand, increase collaboration opportunities, while satisfying funder requirements. And implement public access & increase potential for readership and citation of your outputs.

#### PRESENTER:

**Simon Porter**

VP Academic Relations and Knowledge  
Architecture  
Digital Science

### 6A - PEOPLE MANAGEMENT FOR PRINCIPAL INVESTIGATORS: HELPING FACULTY LEARN TO MANAGE THEIR TEAMS

Scientists, like many professionals, are promoted based on the quality of their work. They acquire managerial responsibilities, such as hiring, evaluating, and firing staff; ensuring that lab projects are successfully completed; and overseeing the daily performance of their research teams. Faculty also have many pressures put on them to do great science, write papers, secure funding for their labs, mentor their trainees, serve the university, and advance their disciplines. Yet unlike other managers, they are rarely trained in the basic elements of managing people—and most offerings in management training fail to address the unique characteristics and needs of research faculty. This presentation showcases a program at Oregon Health & Science University created to address this gap: a 1.5-day workshop called “People Management for PIs”. This course was created by two people with long experience working with faculty: the director of research development and the principal human resources director for the research community at OHSU. Building upon the work of Kathy Barker and on the Strengths Finder tool, as well as the experience of the course directors, this workshop gives research faculty practical tools in managing people. The course content includes how to be better at hiring, communication, corrective action, and creating the ideal work environment. Most important, by focusing on innate strengths and authenticity and the particular needs of research faculty, it builds confidence in participants that people management is a skill that can be acquired with a little practice. It also provides a model for research development professionals to form partnerships with colleagues in human resources to create valuable content for research faculty.

#### PRESENTER:

**Rachel Dresbeck**

Director, Academic & Research  
Development & Communication, Assistant  
Professor, Public Health & Preventive  
Medicine, Office of the Senior Vice  
President for Research  
Oregon Health & Science University

### 6B - LEVERAGING EXPERIENCE FOR JUNIOR FACULTY SUCCESS: TWO STRUCTURED MENTORSHIP PROGRAMS SUPPORT INCREASED RESEARCH FUNDING

In an era of increased competition for fewer federal research dollars, institutions have been developing ways to better prepare junior faculty to be successful academic researchers and grantees. Two universities have invested in mentorship programs to bolster new researchers, leveraging the knowledge and experience of senior faculty to help their junior peers navigate federal sponsors and develop quality proposals for funding. This poster will provide an overview of the two programs—one that focuses on supporting R01-type submissions, the other on career development awards. Central to both is providing a structure to enhance the success of early investigators.

Now in its 8th year, the University of Utah Vice President's Clinical & Translational (CAT) Research Scholars Program uses a multi-level mentoring matrix that includes self, senior, scientific, peer and research staff mentorship. During the two-year program, scholars receive dedicated proposal support from a team of research development professionals, learn management essentials for principal investigators, and participate in leadership training designed to develop skills in communication, collaboration, negotiation, and self-awareness. The University of Michigan Medical School's R01 Boot Camp provides structured mentoring and peer support for investigators seeking their first big project grants; in addition to monthly team meetings led by senior faculty “coaches” the program arranges practical, instructive events for mentees, including an all-day grant writing seminar, budgets and biostatistics workshops, and a mock review.

Both programs have been developed based on best/effective practices, and this poster will offer an opportunity to learn about the goals and objectives of each program; what has worked and what has been revised; and how the programs will evolve in the future.

#### PRESENTERS:

**Jan Abramson**

Assistant Director, VPCAT Program  
University of Utah

**Jill Jividen**

Senior Manager of Research Development  
University of Michigan Medical School

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 7A - REVAMPING NEW FACULTY ORIENTATION: PROVIDING RESEARCH SUPPORT USING AN ONLINE PLATFORM, A CASE STUDY AT ARIZONA STATE UNIVERSITY

Faculty need up to date, relevant, standardized, and consistent resources, instruction and training to be successful in their pursuit of federal sponsored awards. Traditional orientation seminars and onboarding events require faculty be sequestered, away from their students, research, and writing. Providing a facile platform to deliver on demand training is an ideal way to scale and improve faculty learning. To this end, Arizona State University (ASU) has developed and implemented a new online platform called Research Academy. The primary objective of Research Academy is to provide onboarding resources in support of faculty development within the scope of research. Among the many features of the site that will be shared is the ability to personalize the content that is presented based on a user's level of research experience, which ensures that faculty see only the resources and tips that have been selected as most appropriate for their needs.

This poster will cover:

- why ASU chose to adopt an online platform,
- the objectives for the site,
- site features designed to support the development of research skills among junior faculty, and
- lessons learned from site analytics and individual feedback.

Finally, this poster will share recommendations and tips if you are considering implementing any online resources for faculty development at your institution.

### **PRESENTER:**

**Beth Moser**  
Instructional Designer  
Arizona State University

## INTERNAL/EXTERNAL COLLABORATION STRATEGIES

### 7B - EXPLORING AN INNOVATIVE TECHNOLOGY PLATFORM FOR SCIENTIFIC TEAMS

The Center for Applied Plant Sciences (CAPS) at Ohio State houses multiple scientific research teams representing researchers across disciplines, departments, colleges and campuses. CAPS' goal is to build synergy that can translate biological concepts into applications providing solutions to real-world problems. CAPS aims to enhance team research and communication within OSU in order to drive their broader research enterprise. One proposed tool to move toward this goal is a software platform, HUBzero, capable of elevating communication, collaboration and research within and across CAPS teams. This innovative open-source platform developed with NSF support provides CAPS multiple approaches for research development via one uniform medium. Through a master's project, CAPS piloted the collaborative research functions of HUBzero for team management. The platform was implemented with one of its science teams: a geographically dispersed, interdisciplinary team of intellectually diverse experts (eight faculty in two colleges and four departments, plus industry representation), that is highly task interdependent but managed through a single postdoc as the key convergence point. These team features provided a test-bed for CAPS to better understand the research capabilities of HUBzero within this team's context and the potential to expand use across different styles of science teams. It is also empowering researchers and administrators to explore implementation of the software in multiple other research development thrusts, including education and outreach activities, idea scoping sessions, expertise territory mapping, as well as serving as a virtual home for workshop and event administration. This idea showcase will provide insights and resources developed through the implementation of HUBzero within a research center. We will also share current functionality being explored and goals for expanding the capabilities beyond team project management.

### **PRESENTERS:**

**Elizabeth Hustead**  
Graduate Research Assistant  
The Ohio State University

**Donnalyn Roxey**  
Program Manager, Center for Applied Plant Sciences  
The Ohio State University

## 8A - THE CENTER FOR COMMUNITY ENGAGED TRANSLATIONAL RESEARCH (CCETR) - CONNECTING CANCER RESEARCHERS WITH THE COMMUNITY

Fostering collaborative research development and implementation between academic researchers and under-served communities, in particular minority populations, is challenging, yet critical for effective research translation. Our showcase details a novel infrastructure developed at The University of Texas MD Anderson Cancer Center (Department of Health Disparities Research) to facilitate research partnerships with external organizations for cancer prevention studies and to disseminate innovative interventions in community health settings, organizations, and clinical practice. Such infrastructure is essential to advance cancer prevention in hard to reach and vulnerable populations. The Center for Community-Engaged Translational Research (CCETR), established in 2010, assists investigators in identifying community collaborators, negotiating partnership agreements, developing community-engagement strategies, developing grant proposals and research protocols, disseminating research, and providing data and consultation for recruiting under-represented populations to clinical trials. CCETR, staffed by research, administrative, and community outreach staff maintains an extensive network of relationships with professional, advocacy, and community-based organizations at local, regional and national levels that actively partner with MD Anderson researchers. Since its inception, CCETR has worked with nearly 50 investigators, supported over \$300 million in grant proposals and funded research, and reduced disparities in clinical trial participation. This idea showcase will present information about CCETR's development, structure, and its guiding principles; describe practical strategies employed in research development with communities; and discuss exemplar projects for which the Center has provided assistance. The presenter has been both a Research Scientist and Program Manager for CCETR, working for four years in community-focused research development at the Center.

### **PRESENTER:**

**Kamisha Escoto**  
Program Manager  
University of Texas MD Anderson Cancer Center



# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 8B - ADVANCING THE RESEARCH ENTERPRISE THROUGH LOCAL, REGIONAL, AND INTERNATIONAL OUTREACH

Research development professionals from the University of Nebraska-Lincoln (UNL) will highlight case studies of and best practices for novel types of outreach activities known to advance the institution's research portfolio in this Idea Showcase. Highlighted during this session will be examples of: (a) local, (b) regional, and (c) international outreach activities organized and led by research development professionals that have helped to generate or enhance externally-funded projects in which UNL faculty participate. More specifically, this Idea Showcase will communicate information about a biennial, on-campus networking event organized to catalyze sustainable education, research, and outreach partnerships among UNL faculty and local organizations (e.g., public and private schools, out-of-school providers, zoos, museums, and public media groups). It also will highlight a long-term collaboration between the Nebraska Commission on Indian Affairs and UNL's Office of Research and Economic Development, which led to two regional proposal writing workshops for Tribal governments and non-profit organizations and multiple externally-funded projects. Finally, this Idea Showcase will feature the ways in which UNL research development professionals have supported the goals of an NIH Fogarty-funded AIDS International Research and Training Program by delivering proposal writing workshops in Zambia for faculty, students, and staff from the University of Zambia and Copperbelt University. Presenters also will share practical information about these outreach models, including evaluation and impact data, recommendations for others considering similar activities, and future directions.

### PRESENTERS:

#### **Nathan Meier**

Director of Research Strategy  
*University of Nebraska-Lincoln*

#### **Tisha Mullen**

Director of Proposal Development  
*University of Nebraska-Lincoln*

## 9A - BIG IDEAS GENERATOR: A CASE STUDY FOR HOW UNIVERSITIES CAN MANAGE RISKY, EARLY-STAGE RESEARCH

Given today's increasingly conservative funding climate, scientists are becoming more reluctant to take risks with untested ideas when applying for grants. The very engine of discovery – scientific research – is becoming more stagnant, and risky, novel ideas are not being supported. Universities, as major research enterprises, are the key organizations that can provide funding and institutional support for early-stage research ideas. Many of these fledgling ideas could have transformative impact but are too uncertain at this stage for traditional sources of funding.

Big Ideas Generator (BIG) is an experiment at the University of Chicago that enables faculty to engage in untested but potentially transformative research projects. We provide risk-tolerant seed funding for up to \$100K to projects in any field, coupled with custom 2-year strategic plans to help the winners secure follow-up external grants and institutional support. Along with directly funding research projects, BIG also strives to create an environment of "systematic serendipity", connecting people and ideas across a wide range of disciplines. BIG organizes chalk talks and dinners to discuss the most important emergent ideas in a field. Attended by researchers across disciplines, these events give faculty an exciting opportunity to engage with ideas in other disciplines, often resulting in new and unexpected collaborations between researchers.

In a little over a year, BIG has held dozens of events to promote novel faculty engagement, and funded over 40 projects and workshops at UChicago that challenge existing theoretical frameworks, create novel tools, or develop new approaches. In this time, BIG has given ~\$1.5MM in funding and our winners have gone on to secure ~\$2.5MM in follow-up funding, almost doubling our initial investment in under 2 years.

### PRESENTER:

#### **Meera Raja**

Assistant Director of Research Innovation  
*University of Chicago*

## 9B - CHALLENGES AND SOLUTIONS: A CASE STUDY OF SUCCESSFUL DEVELOPMENT EFFORTS FOR A COMPLEX MULTI-INSTITUTIONAL COLLABORATION

Multi-institutional collaborations, particularly those involving close collaboration and/or equal partnership, can present unique challenges throughout all stages of proposal development. Challenges can stem from both institutional differences in scope and process and an expanded scale of work. Because of this complexity and accompanying tight timelines, identifying and implementing the right solutions often requires considerable brain- and man-power. To succeed, institutional knowledge, insights from past experiences, and bandwidth added by research development partners are invaluable. This poster presentation shares approaches that successfully engaged and supported a multi-institutional team across all stages of development of a complex and data intensive NIH UM1 research grant. The example involves development of an equal partnership among three Comprehensive Cancer Centers at Tier 1 Research Universities: Duke, UNC, and Washington University in St. Louis. The collaboration resulted in a funded application of strategic value to all partner institutions, comments from reviewers about the high quality of the proposal's presentation, and high satisfaction of partner investigators regarding the proposal development experience. We share approaches used to successfully overcome challenges related to data collection, problem solving, decision making, and team communication, and to ultimately ensure the preparation of a high-quality application.

### PRESENTERS:

#### **Joanna Downer**

Associate Dean for Research Development  
*Duke University*

#### **Jennifer Reininga-Craven**

Research Development Associate  
*Duke University*

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 10A - COMMUNICATION "GATEWAY" ACCELERATES GLOBAL RESEARCH DEVELOPMENT

How do we build an international bridge between US and Japanese research? In a storm of innovation, the Japanese R&D environment is changing drastically, and Japanese universities have been directed by the Prime Minister's policies to contribute to the economy by improving strategic, multidisciplinary, and international levels of research. Approximately 700 university research administrators (URAs) were organized in Japan over the past 5 years to increase scientific research funding, generate academia-industry cooperation and improve science communication. However, Japanese universities are still struggling to create international research collaborations.

Research University Network (RUN) Japan was born in 2014, and currently includes 24 member universities working together to enhance the research capabilities of Japanese universities. In 2015, we established a communication "Gateway" to improve communication between international and Japanese researchers to foster collaboration. "Gateway" is an e-mail based information circulation system that helps scientists and research developers find a collaborator in Japan. An e-mail passing from "Gateway" is delivered to RUN member universities immediately, then scientists and/or URAs who are interested in a message will send an immediate answer to the sender. If responders in Japan face any difficulties, RUN members will assist them by the sharing their knowledge and experiences through "Gateway". Skill sets and knowledge of international research development for both US research developers and Japanese URAs will also be improved by using the "Gateway". We desire the advent of an age of collaborative research development between US and Japanese researchers.

### **PRESENTER:**

#### **Kazuho Fujine**

Director of International Cooperation Office  
Project Associate Professor (International Affairs)  
Research Enhancement Promotion  
Headquarters  
National Institutes of Natural Sciences,  
JAPAN

## 10B - GROWING INSTITUTIONAL RESEARCH RELATIONSHIPS AND EXTERNAL FUNDING AT PREDOMINANTLY UNDERGRADUATE INSTITUTION

At a Predominately Undergraduate Institution (PUI), a growth trajectory of proposal submissions, external funding, and growing relationships with other entities can be a difficult but fulfilling task.

At Northern Michigan University, we have over doubled external funding submissions in only four years. Most importantly we have assisted faculty and staff with growing their connections to funders and outside partners, ranging from giving advice to contacting a program officer to contacting a partner to ask them to assist in funding a project. We have assisted in building multi-disciplinary connections both on campus and with outside entities. We have also implemented a large internal funding grant program, in which a regional hospital was able to assist in funding a project. In addition, we have also developed a semester long Basics of Proposal Writing series which is continually being revised and redesigned, along with various additional topics of sessions as requested by the university community, along with a celebration for individuals who have submitted proposals each semester. Although our office is small (only two people), we have been able to grow the interest and success rate of submitted proposals. This poster will describe how we built strong relationships to gain partnerships with outside partners (i.e., hospital, external funding sponsors), and how we have nurtured the idea that anyone on campus (students, faculty, and staff) can submit a proposal. RD professionals working at PUIs or in small offices, where few individuals wear many hats, and those interested in a multi-faceted approach to an external funding office, should find interest in this poster.

### **PRESENTER:**

#### **Kristin Beck**

Grant Coordinator  
Northern Michigan University

## 11A - USING BUSINESS DEVELOPMENT FUNNELS TO STIMULATE INCREASES IN RESEARCH FUNDING: AN INITIAL CASE STUDY

In a time of smaller numbers of funding opportunities representing smaller dollar figures, NC A&T has named a figure more than 50% higher than its current awards/year as part of its university-wide strategic plan's five-year target for research productivity. Given the pressure to move the needle quickly, and given typical success rates (10-15% for many Federal programs), the Vice Chancellor of Research and Economic Development has explained to senior administrators and researchers that the institution needs far more proposals in the hopper than there are at present--basically, a "business development funnel" that inputs a tremendous number of high-quality proposals in order to obtain real increases in award numbers and dollar figures.

NC A&T's Division of Research and Economic Development has already rolled out a logic model, a template for obtaining information from faculty, and examples of individual and collective strategic funding plans that will help us be more deliberate and intentional in growing our institution's overall "business development funnel"; as well as those specific to individual colleges, schools, and centers. This poster will present data and lessons learned regarding how NC A&T put this "business development funnel" idea into practice during this initiative's first year--not only with the overall institution, but also with schools/colleges, departments, center/institute directors, and individual faculty.

### **PRESENTER:**

#### **Paul Tuttle**

Director of Proposal Development  
North Carolina Agricultural and Technical  
State University

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 11B - IDIQS: DIVERSIFYING THE RESEARCH PORTFOLIO

Indefinite delivery/indefinite quantity contracting is a way for universities to accomplish several goals: diversify research funding streams, gain access to new market pathways, collaborate with practitioners and end-users, raise their profiles with national policy makers, and find new job placement pathways for graduates. There can be significant barriers to realizing these benefits, however. Schools are usually brought in as subcontractors to industry partners with prime contractor status doing work for government agencies. The mix of academia, industry, and government requires successful navigation of cultural, financial, legal, and operational differences in order for all parties to realize the potential benefits. Arizona State University entered into a subcontracting agreement with PricewaterhouseCoopers on a healthcare delivery IDIQ in 2015. Although IDIQs have been extensively used for government contracting since the 1990s, the opportunities to participate in them have largely bypassed universities until recently. Research development professionals who want to know more about issues such as publication rights, time and effort reporting, inclusion of graduate students, and turnaround times are the audience for the idea showcase.

### PRESENTER:

#### **Kim Fields**

Project Manager, Healthcare Research  
*Arizona State University*

## 12A - BEYOND COLLABORATION: EMBEDDING RESEARCH PARTNERSHIPS

Using a case study approach, this poster will walk through the steps that one institution took to move from collaboration to an embedded partnership with a sponsor. Beginning in 2012, two infectious disease researchers at SUNY Upstate Medical University received funding from the Department of Defense to conduct a series of large Phase 1 and Phase 2 vaccine trials over multiple years. The investigators were previously Army clinical researchers and, having built solid relationships and reputations in their field, the funding followed them to their new academic institution. But the campus needed to establish its own working relationship with the DOD team. It took an institutional investment of money, sweat and even tears to build a program capable of conducting these heavily regulated trials under the DOD's microscope, with an eye toward long-term collaboration. The poster will discuss best practices and strategies for building a successful partnership. Topics covered will include: organizational readiness to engage – preparing your institution for a new way to do research, establishing trust and reciprocal communication, defining the scope of the relationship, intellectual property, staffing for success, benefits to your institution, benefits to the partners, and having financial conversations.

### PRESENTER:

#### **Katie Keough**

Assistant Director, Falk College Research Center  
*Syracuse University*

#### **Holly Chanatry**

Director of Strategic Research Initiatives  
*SUNY Upstate Medical University*

## INTERNAL FUNDING COMPETITIONS

### 12B - BEST PRACTICES FOR 'INTERNAL COMPETITION' MANAGEMENT

Within research development, the emerging area of 'internal competition' is receiving more attention as a way to carefully manage applications for institutional funds, external limited-submission opportunities, laboratory bridging support, seed/pilot grants, and other scholarly support programs. Strong internal competition business practices put forward the most competitive applications for external funding and organize institutional funds behind projects in line with the institution's strategic objectives, such as bridging projects most likely to return to being financially self-sustaining or seeding early stage high risk/high reward investigations.

Haphazard internal competition is giving way to organized management. The recent arrival of vendor-based solutions for internal competition tracking further reinforce the degree to which business process was lacking even in large research institutions. This poster will focus on the best practices learned through the hands-on experience of a project manager at a \$0.5 billion per year research enterprise, having been responsible throughout the complete life cycle of: purchase, implementation, training, vendor relations/software upgrades, and ongoing support of a comprehensive internal competition management platform. Key challenges included: training dozens of administrators and hundreds of reviewers, assuring compliance among thousands of users, and working with the vendor to add functionality to cover gaps discovered in the field.

Centralized internal competition management is here to stay and will differentiate competitive research institutions. The extremely rapid adoption of internal competition management tools and rapid evolutionary software improvements reveal a dynamic area of research development. This presentation will offer pointers to research development professionals regarding what to look for in terms of tool evaluation, functionality evolution, and expected market developments.

### PRESENTERS:

#### **Jennifer Hill**

Consultant, Research Intelligence  
*Elsevier*

#### **Jeff Horon**

Senior Consultant, Research Intelligence  
*Elsevier*



# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 13A - EXPERIMENTING WITH NEW INTERNAL FUNDING PROGRAMS TO ENHANCE RESEARCH COMPETITIVENESS

This Idea Showcase presentation focuses on new funding mechanisms used at the University of Nebraska-Lincoln (UNL) to enhance research competitiveness. In the face of increased competition for research funding and federal budget reductions, success rates for federal grant applications are flattening or decreasing. This leaves unfunded many meritorious proposals that would have been successful in the past. At the same time, updated proposal preparation guidelines and merit review criteria increase the need for compelling preliminary data in applications submitted to the National Institutes of Health (NIH). To help researchers navigate this “new normal,” UNL’s Office of Research and Economic Development (ORED) and Agricultural Research Division (ARD) began offering new types of internal awards: Revision Awards and Biomedical Research Seed Grants. Revision Awards assist faculty who are revising and resubmitting proposals by providing developmental and/or financial support to improve highly meritorious proposals eligible for resubmission. Offered independently by ORED and ARD, presenters will highlight the approach each unit takes toward Revision Awards, and case studies of ORED-ARD partnerships to fund Revision Award proposals will be shared. ORED’s Biomedical Research Seed Grants facilitate preliminary study or data collection and provide two rounds of expert external review to improve the quality of NIH R01 applications submitted by UNL investigators. Uniquely, faculty submit a draft R01 proposal as part of their application for internal seed grant funding. Those who receive this support go on to accumulate evidence in support of a working hypothesis; demonstrate the feasibility of a new approach; or build reviewers’ confidence in their team’s ability to handle new technologies, understand methods, and interpret results. Suggestions for administering these types of internal awards will be offered, as will qualitative and quantitative data regarding the programs’ impacts.

### PRESENTERS:

#### Deborah Hamernik

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

#### Nathan Meier

Director of Research Strategy  
*University of Nebraska-Lincoln*

## RD OFFICE MANAGEMENT

### 13B - IDENTIFYING, HIRING AND DEVELOPING SUCCESSFUL AND HAPPY GRANT WRITERS: YEAR 1

Potentially talented and high-value grant writers enter this growing employment field from a variety of educational backgrounds and bring with them diverse professional experiences. Grant writers are often hired by research development professionals who know their university needs grant-writing expertise but who are not grant writers themselves. For the managers, this can lead to challenges in identifying, hiring, training and supervising these employees. In addition, the writers themselves are often left to “figure out” what makes a good grant writer, leading to an unnecessarily long period of trial and error as they gain increasing proficiency in grantsmanship skills. This poster presents a visual process of decision points in the hiring and training process and delineates key skills and assessment strategies for diagnosing training needs, providing suitable feedback, and identifying needed interventions. Through this poster session, we will offer a perspective on grant writing recruitment and competency-based training starting from relevant job descriptions and identifying suitable candidates to putting into place a strong and accountable training plan for the first six months to one year. We offer Purdue University’s articulation, inspired by the National Institutes of Health organizational competencies, of key grant writing competencies, behaviors, knowledge, and motivation. We will identify and address critical gaps in grant writer capabilities and then suggest how to develop priorities for training, professional development and evaluation based on best practices.

### PRESENTERS:

#### Sally Bond

Assistant Director of Research Development Services, Proposal Coordination  
*Purdue University*

#### Lynne Dahmen

Senior Proposal Coordinator  
*Purdue University*

## 14A - ReACTing TO FACULTY RESEARCH NEEDS AT THE UNIVERSITY OF CENTRAL FLORIDA

While many universities have teams that separately provide grant writing, proposal development and project management support along with many other duties, the Research Development (RD) team at UCF serves faculty as a single team, providing support in all aspects of research development. Our team is comprised of individuals who specialize in outreach, review, proposal development and limited submissions. Members of the team also specialize in specific funding sources (e.g., DOD, NSF, private foundations). Team members are cross-trained to ensure support for faculty is always available. This cross-training has enabled us to recently launch a program called “ReACT”—Research Action Coordination Team. This is a service offered to single investigators and multi-investigator teams to support large, complex and multi-disciplinary proposals. The ReACT team (1) promises a rapid response to an investigator’s needs; (2) helps identify expertise necessary to satisfy the solicitation guidelines; (3) assists faculty in reviewing the solicitation, coordinating budget preparation, bio-sketch formatting, boilerplate language, data management and post doc mentoring plans, and other proposal components; (4) coordinates editorial and peer reviews of proposals; and (5) works with a team of investigators, pre-award staff, and college administrators to ensure a timely and competitive submission. A unique component of the RD team is the outreach unit that organizes workshops, writing circles, and mentoring opportunities to assist faculty throughout the research funding cycle. The RD team has also created a junior faculty series of workshops regarding all aspects of sponsored research, from finding funding opportunities to protecting IP. The RD team also developed a stand-alone research development website.

### PRESENTERS:

#### Marisol Ortega-Perez

Assistant Director, Research Outreach Services  
*University of Central Florida*

#### Debra Reinhart

Assistant Vice President for Research  
*University of Central Florida*

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 14B - RESEARCH DEVELOPMENT AND RESEARCH LIBRARIANSHIP: A PARTNERSHIP TO SERVE THE RESEARCH ENTERPRISE

Both research development professionals and librarians are interested in supporting faculty research. Each brings their own skills to the table in this effort. With recent pressures driving campuses to increase efficiencies, it behooves research development staff and librarians to pool their expertise to support faculty. At North Carolina A&T State University, the Office of Research Services and F.D. Bluford Library have been partnering for many years to support faculty research. Three years ago we began to pursue a more integrated partnership. As this partnership has grown, we have found many areas where our skills complement each other. We have also discovered more about faculty needs while working together than we could have separately.

Our poster will present how we bring the everyday expertise of these two units together and better meet the institution's research goals. We will describe the general model we followed and give an overview of synergies between the research development and library professions that helped us work together. We also will present the specific stages that our relationship went through, with examples that will help research development professionals identify promising points to start and/or build a partnership with their library colleagues. Finally, we will provide challenges we have faced, and how those might affect other RD departments' planning.

### PRESENTER:

**Nina Exner**

Reference Librarian

*North Carolina Agricultural and Technical State University*

## PROPOSAL DEVELOPMENT/ GRANT WRITING

### 15A - ENHANCING BIOMEDICAL SCIENCES GRANT SUCCESS THROUGH SCIENTIFIC EDITING

Competition for research funding has become particularly intense in the last several years; at various institutes and centers of the National Institutes of Health (NIH), funding paylines are between the 9th and 14th percentiles. Additionally, data from the NIH indicate that a new R01 application unscored on first submission has, on average, a 2.3% chance of being funded on resubmission. In recognition of this situation, the Department of Obstetrics & Gynecology (Ob/Gyn) at Washington University in St. Louis created a Scientific Editor position modeled after a service at the University of Iowa Carver College of Medicine. At both institutions, the editors are scientists and qualified to comment on not only the language and presentation of a proposal, but also the underlying scientific logic. Indeed, many users have judged the editors' input as similar to that provided by mentors or reviewers. Feedback on these editorial services has identified significant improvements in clarity and logic, as well as crystallization of concepts, as outcomes key to the improved success of funding and publications. When the service at Washington University was established in 2012, the Ob/Gyn Department was ranked 20th in NIH funding among its US peers; in 2014, it was 4th. At the University of Iowa, the rankings of the host departments over the past decade have shifted from 47th to 26th in one case and from 36th to 22nd in the other. Users at both sites have credited the editing service with their successes. We will present advice for establishing a successful scientific editing office, before-and-after examples of edited text, examples of reviewer comments and author testimonials, estimates of workload, and data from surveys of clients. We hope that such information will be useful to research development professionals interested in developing similar services at their home institutions.

### PRESENTERS:

**Christine Blaumueller**

Scientific Editor and Writing Consultant  
*University of Iowa*

**Deborah Frank**

Scientific Editor  
*Washington University in St. Louis*

## 15B - PROPOSAL FITNESS TEST: APPLICATION STRENGTHS AND WEAKNESSES FROM SEVEN YEARS OF PRE-SUBMISSION REVIEW DATA

Memorial Sloan Kettering's (MSK) Grants & Contracts Funding Development Team (FDT) has offered a proposal review service since 2009, where our proposal review consultant, a former NSF program director, comments on MSK proposals' grantsmanship and responsiveness to sponsor and funding opportunity review criteria.

Grant applicants are frequently advised to utilize their mentors, lab heads, and colleagues as content-expert reviewers prior to application submission. However, there is also benefit to having a scientifically literate, non-content expert critique the application since the study section's secondary and tertiary reviewers may not be specialists in the field.

Analyses of nearly 200 MSK proposal reviews have helped us identify two areas consistently in need of revision: (1) Specific Aims and (2) Approach. Additionally, we have identified two target populations where FDT proposal development guidance might be directed with the most impact: (1) junior faculty (nearly one-half of PIs reviewed) and (2) post-doctoral trainees.

Not surprisingly, our data suggest that less-experienced faculty and fellows may benefit from targeted outreach and proposal development guidance. To identify ways to improve the proposal review service, a PI survey is being created to query what in the critiques were most helpful, as well as what areas to add to the service. Population-specific presentations will also be organized.

### PRESENTERS:

**Vaso Bitas**

Proposal Development Manager  
*Memorial Sloan Kettering Cancer Center*

**Angela Klaus**

Proposal Review Consultant  
*Memorial Sloan Kettering Cancer Center*

**Justin Schrefer**

Proposal Development Manager  
*Memorial Sloan Kettering Cancer Center*

**David Widmer**

Manager, Scientific Development  
*Memorial Sloan Kettering Cancer Center*

# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 16A - TIPS FOR EFFECTIVELY WORKING WITH A GRAPHIC DESIGNER

Creating the right visual look and feel for proposal or presentation graphics often depends on the ability to work effectively with a graphic designer. Every designer is different, yet the components of every graphic are the same—layout, image, color, font, and overall feel. Directing a graphic designer without discouraging creativity is a balancing act that can be unsuccessful without clear expectations, deadlines, and feedback. Learning to listen to the graphic artist is just as critical as giving specific direction to them.

The poster will present the common components of effective proposal graphics and provide tips for empowering a graphic designer with specific direction and feedback, clear expectations, and a process to manage development. The goal of the poster is to show a process that can be repeated at any institution and will make a working-relationship with a graphic designer easier and more effective.

### PRESENTERS:

#### Ben Rowland

Federal Proposal Expert  
*University Proposals*

#### Jesse Williams

Graphic Designer  
*University Proposals*

## 16B- A STARTING POINT: SIX CRITICAL QUESTIONS TO LAUNCH A SUCCESSFUL GRANT PROPOSAL

When starting to write a grant proposal, researchers are prone to lapse into the same mindset and writing habits they employ when writing an academic paper. This can be risky, as the writing style that works best for competitive grant proposals differs from the preferred styles of most academic journals. This presentation will describe a practical exercise proposal writers can use to create a mental outline of the key points that grant reviewers will look for in the early sections of the document, especially on the first page. Answers to these questions can also be used to construct a “pre-abstract” or talking paper, to obtain early feedback from colleagues and to start a dialogue with grant program officers. To encourage interaction in this session, participants will examine a fictitious grant program designed to spur innovations in research administration, and use the six questions exercise to experience what it means to enter the mindset of a grant writer.

### PRESENTER:

#### Robert Porter

Owner  
*Grant-Winners Seminars*

## 17A - HOW DO I REVIEW THEE? LET ME COUNT THE WAYS

Just as Elizabeth Barrett Browning recounts the numerous ways in which she loves her husband in her poem, “How Do I Love Thee? Let me Count the Ways” so too are there many ways to review and evaluate the potential for success of grant proposals. But are grant review criteria as endless as the ways of love? Upon initial glance of various federal funding agency review criteria guidelines, it does seem as though each has its own distinct set and number of “rules” regarding review of grant proposals for research and scholarship. This poster will present an examination of proposal review criteria from various federal funding agencies to demonstrate that there are actually only a small and finite number of ways that a grant proposal can be evaluated and that once you know the “rules” from any one funder, it makes it much easier to learn the “rules” for every other, including foundations and corporate funding bodies. But why does this matter? As the external federal funding landscape continues to become more competitive because of a decline in resources for research and scholarship support, it is important for investigators and scholars to consider multiple agencies to which they can submit grant proposals. So much of the grantsmanship process is dependent upon the review criteria, which represent the funders’ desired impact of the research or scholarship. Thus, if investigators and scholars perceive that they need to learn an entirely new review system(s) before considering a grant proposal to a new funding agency, the task can seem overwhelming and researchers and scholars are less likely to diversify their funding portfolio.

### PRESENTER:

#### Holly J. Falk-Krzesinski

Vice President, Strategic Alliances  
Global Academic Relations  
*Elsevier*



National Organization of Research Development Professionals

[www.NORDP.org](http://www.NORDP.org)



# IDEA SHOWCASE AND RECEPTION

TUESDAY, MAY 24 • 4:30 P.M. - 6:30 P.M.

## 17B - IT'S STILL ALL ABOUT THE WRITING: REVISING, EDITING, AND STRENGTHENING PROPOSAL ELEMENTS

Not all research development professionals, including ones who have been working in the field for years, have a vocabulary and toolbox for discussing "persuasive writing" with PIs or showing PIs how to make their writing more compelling or competitive. This session will offer a brief set of hands-on revision, editing, and "strengthening the writing" exercises on various elements of an actual proposal: the abstract, narrative (including the background/rationale, goals/hypotheses/research objectives, and project work plan), and other written proposal elements (including the facilities and other resources statement and letters of commitment).

This poster will reacquaint participants with what constitutes "good writing" from the perspective of writing conventions,

including such considerations as grammar, syntax, style, and page layout. We will present how sentence-, paragraph-, and page-level considerations influence a proposal's competitiveness; as well as how to "connect the dots"--how to ensure that the various elements collectively present an integrated, compelling message. This poster will provide a vocabulary and set of strategies, drawn from composition studies theory and pedagogy, for explaining to PIs what "persuasive writing" is and how to make it happen.

### PRESENTER:

**Paul Tuttle**

Director of Proposal Development  
North Carolina Agricultural and Technical  
State University

## 18A - GRANTS COOP - THERE IS NO FASTER WAY TO FIND JUST THE GRANT YOU'VE BEEN LOOKING FOR

Created to address the dwindling amount of funding for research, GrantScoop bridges the gap between researchers seeking grant money and funders seeking groundbreaking research proposals. We are nationally recognized being used by major institutions who were looking for access to a simple, up-to-date and curated database of private and government funding opportunities for basic and clinical researchers focused on human health. Our unique features have made GrantScoop an administrative must have!

### PRESENTER:

**Kristin Lehet**

Director of Institutional Licensing  
GrantScoop LLC

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# evisions

You support others. We support you.

# NETWORKING DINNERS

TUESDAY, MAY 24 • 7:00 P.M.



7:00 P.M.

## NETWORKING DINNERS

Wrap up a day of learning, recap some of your session highlights, meet your colleagues and presenters and continue some of the chats you've already started.

Dinners are not sponsored.

## Responsible Conduct of Research



- Quickly and efficiently covers the **key knowledge and major themes** within research integrity
- Specifically designed for **experienced researchers**
- Allows researchers to quickly and efficiently **complete their mandatory training**
- Can help universities meet RCR and other training requirements

LEAD ADVISOR:

PROFESSOR NICHOLAS H. STENECK



To find out more about this course **visit [bit.ly/NORDP](https://bit.ly/NORDP)** or speak to an Epigeum representative at the conference.



# REGISTRATION / BREAKFAST / KEYNOTE

WEDNESDAY, MAY 25 • 7:30 A.M. - 10:00 A.M.

## 6:00 A.M. MORNING WALK/RUN

Join fellow NORDP conference attendees on a morning walk or run on one of the jogging paths adjacent to the Hyatt Regency Grand Cypress. Your morning walk/run leader will determine the path, start and end times, whether the group will walk or run, and the number that can join.

Wednesday - <http://www.signupgenius.com/go/10c0b49aca62aa13-wed>

## 7:30 A.M. — 3:15 P.M. REGISTRATION OPEN

Grand Cypress Ballroom, Pre-function Area

## 9:00 A.M. — 10:00 A.M.

### KEYNOTE ADDRESS

Grand Cypress Ballroom,  
Salons D-F

## 7:30 A.M. — 9:00 A.M.

### CONTINENTAL BREAKFAST AND MEET THE BOARD OF DIRECTORS CANDIDATES

Grand Cypress Ballroom,  
Salons D-F

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



### IDENTIFYING SCIENTIFIC OPPORTUNITIES IN CANCER RESEARCH

L. Michelle Bennett, *Ph. D.*



Dr. L. Michelle Bennett joined the National Cancer Institute (NCI) in July 2015 to establish the Center for Research Strategy (CRS). The CRS is a science-based office charged with monitoring the direction and application of NCI's scientific knowledge and resources. It coordinates the development of scientific opportunities with priority initiatives across NCI and facilitates collaboration where scientific integration is desired. In addition, CRS provides analysis, advice, and assistance identifying scientific fields that represent important areas of emerging opportunity, public health challenges, or research gaps that deserve or would benefit from increased emphasis.

The NCI Center for Research Strategy (CRS) was established in 2015 as a science-based office that collaboratively identifies scientific opportunities for investment, detects research funding gaps, and monitors the direction and application of the NCI's scientific knowledge and resources.

With responsibility for the NCI Annual Plan and Budget Proposal, commonly called the Bypass Budget, this aspirational document is sent to the President and Congress annually to highlight funding needed to make the most rapid progress against cancer. NCI convenes internal and external stakeholders to gather ideas, build a vision, and compose the plan. This is one mechanism by which creative ideas and innovative approaches to solving the complexities of cancer are identified. The articulation of the high priority areas in the Bypass Budget is one way to stimulate interest in the research community to submit grant applications addressing major challenge areas.

With the announcement of the National Cancer Moonshot, there is an unprecedented opportunity to work collaboratively across the cancer community to solicit and discuss bold ideas to advance progress in cancer. Funding of the initiative would expand opportunities in cancer research extending from the basic sciences to population studies.

Three high priority areas have been articulated by the NCI and include, Basic-Basic Research, Precision Medicine - Oncology, and Cancer Research Health Disparities. The CRS is currently spearheading the priority initiative in Cancer Research Health Disparities and is working collaboratively across the NCI to integrate perspectives from an array of disciplines and scientific approaches to address this complex scientific challenge. All planning efforts are buttressed by portfolio and asset analysis as well as evaluation activities to fully consider gap and opportunity areas for the institute.



# BREAK / CONCURRENT SESSION 3

WEDNESDAY, MAY 25 • 10:00 A.M. - 11:15 A.M.

10:00 A.M. — 10:15 A.M.

## BREAK

Grand Cypress Ballroom, Pre-function Area

10:15 A.M. — 11:15 A.M.

## CONCURRENT SESSION 3

### INNOVATING AT THE INTERFACES: STIMULATING NEW LARGE SCALE INTERDISCIPLINARY RESEARCH ACTIVITIES

Grand Cypress Ballroom G

In 2012 UC Davis made the bold move to invest almost \$15M of campus funds into stimulating societally relevant, highly interdisciplinary research projects through 2 'research grand challenge' programs. Spanning respectively STEM and humanities/arts/social science research, the complimentary programs stimulated applications from over 700 faculty members and resulted in over 20 unique faculty research teams being selected for seed funding from almost 150 proposals. In this presentation we will describe the ethos and methodology deployed in the development of the program, the engagement and support strategies utilized to help advance the funded teams, and the key research highlights, and broader outputs and impacts that have resulted from the initial investments.

#### PRESENTER:

**Paul Dodd**

Associate Vice Chancellor for Research  
*University of California, Davis*

### LESSONS LEARNED IN CREATING AN INSTITUTIONAL PROPOSAL DEVELOPMENT PROGRAM

Regency 3

Over the past several years, Research Education at The University of Utah has implemented a successful Grant Writing Academy (GWA) program to support new faculty members and postdoctoral researchers in strengthening their grant proposals and increasing their likelihood of funding. The goals of the GWA include developing successful proposals for a variety of funding agencies, writing clear and concise research aims, communicating research priorities to enhance significance and impact, building strategies for career development and research plan sections, and interpreting program announcements and understanding review criteria. In this highly interactive session, participants will learn "what has worked" and "what has not worked so well"; in conducting and maintaining this valuable institutional resource. Best practices for supporting the growth of productive and independent research scientists will be discussed.

#### PRESENTER:

**Tony Onofrietti**

Director, Research Education  
*The University of Utah*

### LEADERSHIP DEVELOPMENT IN RD

### NORD: TURNING AN IDEA INTO AN INITIATIVE

Regency 4

Last year we laid out a vision and mission for NORD and began to frame the key conceptual questions that will need to be addressed in order to make Research Development a field.

Vision: Research Development, as both a field and a domain of expert action, will be commonly recognized as a significant player in the thought and action spaces that support the creation and mobilization of knowledge.

Mission: Advance Research Development as a field of study, through empirical research and theory development, and as a domain of expert action, through documentation and training in the areas of

Research Development work, policy input, network building, partnership formation, and transdisciplinary action.

This year, the task is to begin to move NORD forward as an initiative with NORDP. This will require active discussion about the structures, functions, and concrete steps that will need to be taken in order to being trekking NORD together.

#### PRESENTER:

**David Stone**

Associate Vice President for Strategic Innovation and Planning  
*Northern Illinois University*

### RD FUNDAMENTALS

### TEAM SCIENCE TOOLS FOR RESEARCH DEVELOPMENT PROFESSIONALS

Regency 1

Team science initiatives are characterized by cross-disciplinary collaboration focused on outcome-oriented research. Over the last decade, academia has generated an upsurge in team science initiatives, while external funding agencies in the United States and around the globe have made more collaborative and team-based science funding opportunities available. Studies on research centers funded by the National Science Foundation (NSF) and National Institutes of Health (NIH) have demonstrated that team science initiatives entail significant coordination costs. As a result, team science takes more time, at least proximally, than individual research; however, studies have also demonstrated a distal payoff in terms of research acceleration. Consequently, it is imperative that stakeholders of team science understand the most effective practices for productive team science and learn to employ them. Drawing from a rich evidence base, this session will present a collection of practical tools and resources that research development professionals can draw upon to implement effective practices in team science.

#### PRESENTER(S)

**Holly J. Falk-Krzesinski**

Vice President, Strategic Alliances  
Global Academic Relations  
*Elsevier*

# CONCURRENT SESSION 3

WEDNESDAY, MAY 25 • 10:15 A.M. - 11:15 A.M.

## LEADERSHIP DEVELOPMENT IN RD

### ENABLING INNOVATION: THEORIES AND APPLICATION IN RESEARCH DEVELOPMENT

#### Regency 2

Innovation is desired by funders, touted by researchers, and a characteristic sought in the research development community. Clear conception of what constitutes innovation is critical for recognizing its various forms and making appropriate decisions about how to foster the quality in diverse settings. To aid participants in supporting, encouraging, and empowering innovation, research-based theorems will be presented, illustrated, and applied. Three helpful theoretical representations of innovation and innovative approaches will be described. Elements of each theory will be applied to and situated within the professional vocabulary and considerations of key realms of research development activity: proposal development, project/process management, project evaluation, and tech transfer (innovation commercialization). The applications of theoretical constructs will be made at the project, institutional, and system levels with real world illustrations provided. Further examples and applications will be solicited from participants.

The session will be applicable to all NORDP members in respect to personal professional development, conception of the field of research development, and their own area of professional responsibility. Each participant will be exposed to three theories useful for recognizing, categorizing, and describing innovation, will be provided examples of the outworking of the theories in practice in four key areas of research development, and will be challenged to consider the implications of the concepts discussed in respect to the "research enterprise".

Collectively the presenters bring decades of experience in research development to focus on the topic. Each has founded and developed new undertakings in several of the four realms of activity that will be discussed, has experience at the institutional and system level, and has experience with a wide variety of institutions and initiatives.

#### PRESENTERS:

##### **Kimberly Eck**

Associate Vice President, Resource Development  
*Geisinger Health System*

##### **Robin Phelps**

Associate Director of the UCF Venture Accelerator  
*University of Central Florida*

##### **Michael Preuss**

Grants Consultant  
*Hanover Research*

##### **Paul Tuttle**

Director of Proposal Development  
*North Carolina Agricultural and Technical State University*



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# CONCURRENT SESSION 3

WEDNESDAY, MAY 25 • 10:15 A.M. - 11:15 A.M.

## LEADERSHIP DEVELOPMENT IN RD

### RESEARCH DEVELOPMENT STRUCTURES: MEETING THE NEEDS OF YOUR RESEARCH ENTERPRISE

#### Grand Cypress Ballroom H

A range of structures for research development (RD) activities exist, from fully centralized at the university level, to completely decentralized, with every department, center, school or other unit able to have their own effort. Considerable variety also exists in the scope of work for RD—from who has access, to what type of applications are supported and what services are offered. To select the right structure for a new RD effort and to expand existing efforts appropriately, it is helpful to consider how various structures and scope align with institutional needs, strengths, and goals. This panel presentation will provide insight from a range of settings to reveal how six RD offices meet the unique needs of their respective institutions and units. Following a snapshot of the participating offices and institutions by the organizer, the remaining panelists will each speak briefly about a unique aspect of how their RD effort and structure meets particular institutional needs. Confirmed and available panelists include those named plus two others: Brooke Gowl in the year-old RD office at the University of Houston, first named a Carnegie Tier One institution

in 2011; and Dawn McArthur, who leads a longstanding RD office in Vancouver, Canada, who will address how her institute-based, cross-departmental office has adapted to RD growth institutionally and world-wide. Together, our experiences will provide examples of how RD structures and activities can match institutional needs and evolve with them. This information and ensuing discussion should be helpful to attendees who are creating new RD efforts and those considering how to shape existing efforts. Given the breadth of panelists, this session is applicable to RD professionals of all career levels and at all institution types.

#### PRESENTERS:

##### Joanna Downer

Associate Dean for Research Development  
*Duke University School of Medicine*

##### Traci Merrill

Director, Office of Sponsored Programs  
*University of San Diego*

##### Lorraine Mulfinger

Associate Director, Strategic Initiatives and Proposal Development, Strategic Interdisciplinary Research Office  
*The Pennsylvania State University*

##### Louise Nuttle

Director, Faculty Development Team  
*The University of Tennessee, Knoxville*

##### Dawn McArthur

Director, Research and Technology Development Office, Child and Family Research Institute  
*BC Children's Hospital and University of British Columbia*

##### Brooke Gowl

Pre-Award Research Administrator, Graduate College of Social Work  
*University of Houston*

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# CONCURRENT SESSION 3 + 4

WEDNESDAY, MAY 25 • 10:15 A.M. - 12:30 P.M.

## MODELS FOR MOTIVATING FUNDING IN THE ARTS AND HUMANITIES

**Grand Cypress Ballroom I**

Past NORDP conference programs have featured presentations about research funding in the arts and humanities. This topic has also been discussed at meetings of the AAU and APLU, among other organizations. At many institutions, increasing awareness of funding opportunities for faculty within these disciplines is of particular interest and past NORDP presentations have focused on this “raising awareness” challenge. What happens, however, when institutions have successfully increased awareness of funding opportunities in the arts and humanities disciplines but faculty are still not pursuing these opportunities? Are incentives and motivators in place at these institutions to encourage faculty to pursue funding? If an arts or humanities faculty member received a year-long fellowship supporting full salary and the next year, s/he received another fellowship, would her/his institution allow for consecutive fellowships? How is that faculty member replaced in the classroom? If this faculty member is a junior faculty member, will consecutive fellowships jeopardize a path toward tenure? If an institution only allows one fellowship leave every 7-10 years, is that the ideal policy/practice for encouraging pursuit of funding? Are incentives and rewards present within these disciplines for encouraging proposals other than fellowships?

These questions describe challenges that cannot be solved by increasing awareness of funding opportunities but RD professionals can be critical to the development of solutions by learning about various models across institutions and determining how to adapt these models/approaches within their institutions. This presentation will focus on building awareness of various models and approaches for motivating the pursuit of funding in the arts and humanities in addition to discussing how RD professionals can adapt these models and use their formal and/or informal authority within their institutions to offer relevant recommendations.

### **PRESENTER(S)**

#### **Alicia J. Knoedler**

Executive Associate Vice President for Research, Executive Director, Center for Research Program Development & Enrichment  
*University of Oklahoma*

## NEW RESEARCH ANALYTICS HELP TELL STORIES OF RESEARCH FOR FUNDING OPPORTUNITIES AND MORE

**Regency 5**

Research output and research sharing is rapidly changing. Research results now include more than published articles, they include research data, computer code, books and book chapters, conference presentations and more. Interacting with research goes far beyond just citing it. People share it, bookmark it, download it, tweet about it and more. Providing citation metrics is still very important. However, citations are lagging indicators of the impact of researchers' output. To tell the story of research, especially early career researchers, you need more ways to understand and analyze what is happening. There are now more ways to address research analytics that provide both qualitative and quantitative data for recent research. These analytics uncover stories about the research. This session will discuss the practical implementation and uses of modern research analytics. Telling accurate stories of research is important in helping you find funding opportunities that your researchers are uniquely qualified for and in providing correct and compelling information in grant applications.

### **PRESENTER(S)**

#### **Andrea Michalek**

President & Co-Founder  
*Plum Analytics*

**11:30 A.M. — 12:30 P.M.**

## CONCURRENT SESSION 4

## SOLVING PROBLEMS BEFORE THEY START: STRATEGIES FOR PROMOTING JUNIOR FACULTY SUCCESS BY ESTABLISHING EFFECTIVE WORKING RELATIONSHIPS FROM DAY ONE

**Grand Cypress Ballroom G&H**

Junior faculty face a unique set of challenges when applying for funding. Research development professionals (RDPs) who understand the application process are integral to the success of grant proposals submitted by junior faculty. Either independently or together, RDPs work with diverse faculty, integrate multiple administrative functions, and deliver personalized service with the single goal of improving each faculty member's competitiveness for funding opportunities. The challenges faced may cross institutional boundaries; however, the methods for effectively handling each process while fostering healthy collaboration through communication are shared universally. Using case study discussions, Duke University School of Medicine and University of Utah RDPs will cover diverse topics including partnering with clinicians, integration between basic and clinical scientists (e.g., translational teams), time-management strategies, handling subcontracts, and content review.

### **PRESENTERS:**

#### **Jan Abramson**

Assistant Director, VPCAT Program  
*University of Utah*

#### **Paul Frankel**

Grants and Contracts Officer  
*University of Utah*

#### **Kathy Winkley**

Grants and Contracts Officer  
*University of Utah*

#### **Lauren Anderson**

Research Development Project Manager  
*Duke University School of Medicine*

#### **Gina Della Porta**

Director of Research Development, Department of Surgery  
*Duke University School of Medicine*

# CONCURRENT SESSION 4

WEDNESDAY, MAY 25 • 11:30 A.M. - 12:30 P.M.

## DEMONSTRATING SUCCESS: IMPROVING THE EVALUABILITY OF YOUR PROPOSALS

### Regency 1

With increasing demands for accountability and heightened scrutiny of value produced by funded projects, evaluation becomes a critical part of most proposals. This presentation focuses on maximizing the evaluability of projects by developing proposals and evaluation sections that align with funder specifications and PI goals. Evaluability means that a project meets criteria for meaningful evaluation. Such evaluations maximize evaluation efficiency, effectiveness and wise use of evaluation resources. A good evaluation contributes to improved program performance and management, and provides critical information about project outcomes and impacts. Costs of ignoring the evaluability of projects at the proposal stage may include: a) ineffective programs were not likely to be refunded; b) inaccurate knowledge of what “worked”; the flawed research seriously compromising the development of a larger knowledge base; c) inability to identify program changes that would make programs more effective; d) serious threats to the future of the programs or initiatives being evaluated; and e) a waste of research monies (Justice Research and Statistics Association, 2003).

The presenter will discuss: (1) flaws that make projects unevaluable; (2) steps to assure the evaluability of projects; (3) critical aspects of appropriate evaluation plans for meeting funder and PI needs; (4) the relationship of project goals and objectives to successful evaluations; (5) finding the best evaluator for your project and working with your evaluator.

### PRESENTER:

#### Linda Thurston

Associate Dean  
Kansas State University

## RESEARCH DEVELOPMENT LESSONS LEARNED: STRATEGIES FOR SECURING RESEARCH FUNDING

### Regency 5

Brigham Young University (BYU) is a large, private university sponsored by the Church of Jesus Christ of Latter-day Saints. BYU's primary focus is on high-quality undergraduate education provided by faculty who are recognized researchers and scholars. This emphasis on undergraduate education means faculty must balance large teaching loads with active research programs. Research programs are often run with relatively small numbers of graduate students, but typically include high numbers of undergraduate students. BYU offers a unique research experience for its undergraduate students—they are involved in most stages of research projects and even publish in peer-reviewed journals. Because of BYU's emphasis on undergraduate education, research development efforts to find and secure external research funding must consider faculty's heavy teaching load and scholarship responsibilities. This presentation will describe strategies that BYU's research development professionals use to help faculty with the external funding process. The strategies include performing online funding opportunity searches for individual faculty; conducting in-depth seminars on specific funding opportunities that feature advice and best practices from panels of experienced faculty; teaching faculty grant proposal writing and marketing techniques at proposal development seminars and “bootcamps”; facilitating research collaboration through “speed networking events”; and interdisciplinary teaming; and effectively using part-time student employees to supplement a small, full-time staff with limited resources. These strategies will be of interest to other universities similarly focused on undergraduate education and faculty scholarship.

### PRESENTERS:

#### Kristen Kellems

Research Development Specialist  
Brigham Young University

#### Conrad Monson

Research Development Specialist  
Brigham Young University

## LEADERSHIP DEVELOPMENT IN RD

## COMMUNICATION AS STRATEGY: TAKING PRACTICAL OWNERSHIP OF YOUR COMMUNICATION CHOICES

### Regency 2

Effective communication requires triangulation, adaptation and mutual adjustment between the participants, interaction goals and the content/arguments available. This session will introduce a number of conceptual and practical tools that can help you improve your skills at analyzing the context and participants, recognizing the choices available and the constraints affecting those choices, as well as discussing some principles for making better choices in specific situations.

### PRESENTER:

#### Kari Whittenberger-Keith

Proposal Development Services, Office  
of Sponsored Programs, Co-Director,  
Responsible Conduct of Research  
University of Wisconsin-Milwaukee

# CONCURRENT SESSION 4

WEDNESDAY, MAY 25 • 11:30 A.M. - 12:30 P.M.

## RESEARCH DEVELOPMENT: FROM BUILDING A BODY OF KNOWLEDGE TO STRUCTURING A CERTIFICATE

Regency 3

This panel will present and discuss recent activity towards a formal curriculum in research development. We will:

- report on current NORDP efforts to structure a body of knowledge;
- lay out existing challenges to this process; and
- offer a progressive spectrum of goals to focus on as methods of formalizing mastery of the material.

We will also present a quick survey of formal certification programs that are being offered by other professional organizations, with special emphasis on those that have a research development component. We aim to offer an informative, interactive session whether your interest lies in:

- structuring the skills and competencies needed for success in research development;
- indexing or scaffolding reference and training material based on this structure; or
- figuring out the accreditation system(s) that could result from this effort (e.g., credits, exams, certificates).

### PRESENTERS:

#### Andrea Buford

Senior Research Development Specialist  
*Northern Illinois University*

#### Ioannis Konstantinidis

Executive Director, Center for Borders, Trade, and Immigration Research  
A DHS Center of Excellence led by the  
*University of Houston*

#### Michael Spires

Principal Proposal Analyst, Office of Contract and Grants  
*University of Colorado Boulder*

#### Marjorie Piechowski, *discussant*

Emerita Director of Research Support  
*University of Wisconsin-Milwaukee*

## RESEARCH IMPACT: FROM INDIVIDUAL TO INTER-INSTITUTIONAL NETWORKS

Regency 4

This session will address the issue of universities as drivers of social change: how universities have a role to play in research impact? More specifically how research administration can be a major player in supporting research impact?

All research submitted to the US National Science Foundation (NSF) is evaluated on its intellectual merit and its broader impact. Although broader impact as a term is unique to NSF, demonstrating the value of research is a worldwide issue, and there are many terms used to describe it (e.g., knowledge mobilization). Unfortunately, most outreach and engagement activities only exist for the life of an individual research grant and fail to achieve the impact sought. To go beyond individual initiatives and encourage the development of knowledge mobilization and engaged scholarship, institutional support around knowledge mobilization and broader impacts is emerging in Canada and the US. The need for sharing knowledge led to the creation of Research Impact (Canada) - a network of knowledge mobilization universities- and the National Alliance for Broader Impacts (USA)-400+ members across the world. Following a high level scan including international and broader impact examples, the session will shed light on the different institutional structures, on the motivations to be involved in an interinstitutional network. However, there are some challenges and the session will provide examples of these and ways of mitigating them.

The audience will be comprised of university administrators interested in broader impacts of research, inter-institutional networking and willing to position universities as brokers of knowledge between the research community and wider stakeholders and end-users, as well as research development professionals who support researchers with their outreach and engagement plans. This session will provide information and learning experiences on maximizing campus connections and building research impact endeavors.

### PRESENTERS:

#### Virginie Portes

Director-Grants & Communication  
*Université de Montréal*

#### Jory P. Weintraub

Science Communication Director, Duke Initiative for Science & Society  
Senior Lecturing Fellow  
*Duke University*

## EFFECTIVE APPROACHES TO FACILITATING SUSTAINABLE FACULTY WRITING GROUPS

Grand Cypress Ballroom I

Faculty-focused writing groups are notoriously unsustainable, non-reproducible, and non-productive. This panel will describe two approaches to sustainable writing groups: (1) the first, a model in the College of Nursing and Health Innovation at Arizona State University (ASU), is a culmination of years of experimenting with the groups' format, delivery, and frequency of meetings and (2) the second focuses on preparing junior faculty at Texas A&M University to submit a CAREER proposal to the NSF. At ASU the college's editor and a faculty member who specializes in education support independently conceived and implemented writing groups with various formats. They began collaborating in 2009, exploring, for example, a partnership with the ASU Writing Center to develop a train-the-trainer model. None lasted more than two semesters. Nearly 3 years ago, they discussed ongoing impediments to success: mainly, the demands on faculty that restricted time for writing, attending meetings, and reviewing colleagues' drafts. The solution was a model that has been working successfully each fall and spring semester since that discussion. It entails asking for short (2-3 pages) submissions on a rotating schedule; assigning primary readers; and posting pieces on Dropbox for everyone to read and add comments, discussed at biweekly, in-person meetings. At Texas A&M the senior research development officer saw the need for an annual, 5-month program to assist junior faculty across the university with the submission of NSF CAREER proposals. Phase one of the program has junior faculty meeting biweekly to discuss program/proposal requirements and identify their research problem and proposal writing best practices, during which faculty typically form ad hoc small groups. Phase two has faculty meeting one on one with Dr. Izat. Key takeaways from this panel will be a list of management and logistical details to help successfully implement a faculty writing group.

### PRESENTERS:

#### James Izat

Senior Research Development Officer,  
Division of Research  
*Texas A&M University*

#### Nancy Moore

Editor, College of Nursing and Health Innovation  
*Arizona State University*



# LUNCH / CONCURRENT SESSION 5

WEDNESDAY, MAY 25 • 12:30 P.M. - 3:15 P.M.

12:30 P.M. — 2:00 P.M.

## NORDP BUSINESS MEETING LUNCH AND NETWORKING

Grand Cypress Ballroom,  
Salons D-F

ALL MEMBERS  
ARE WELCOME!

The annual activity  
summary and financial  
reports will be presented.



2:15 P.M. — 3:15 P.M.

## CONCURRENT SESSION 5

### STRATEGIES TO MOBILIZE RESEARCH DEVELOPMENT ACTIVITIES AND PROFESSIONALS AT DECENTRALIZED INSTITUTIONS

#### Regency 1

In a large, decentralized research development (RD) environment, it is challenging for both RD professionals and investigators to navigate the myriad resources available to support research activities. The University of Michigan (U-M) serves as an excellent example of when RD resources are housed in distinct departments, units and campuses across the institution, with minimal support and opportunity for collaboration. In this presentation, RD professionals from two health/biomedical sciences RD offices at U-M will share their experiences working together strategically to provide complementary support to investigators through consultations, intensive workshops, grant education, grant editing and design of innovative resources. In addition, these two RD offices are now engaging RD professionals across U-M and across disciplines in order to identify creative ways to share strategies and best practices toward increasing the quality and quantity of proposals submitted by faculty, facilitating earlier funding success for faculty, fostering interdisciplinary collaboration for faculty, and promoting career development for

RD professionals. The presenters also will address challenges to these endeavors and gaps that remain. With the lack of a central RD office that manages and tracks campus-wide initiatives, the ultimate goal of these efforts is to shift the RD culture to one that empowers RD professionals to network, collaborate and share tools, methods and best practices. The intended audience for this session are those who want to learn about and discuss their own experiences around centralizing RD activities. In addition to sharing ideas we can implement at our own institutions, discussion may foster new approaches to mobilizing RD professionals and resources across institutions

#### PRESENTERS:

**Jill Jividen**  
Senior Manager of Research  
Development  
*University of Michigan*

**Beth LaPensee**  
Project Manager  
*University of Michigan*

### THE ROLE OF COMPETITIVE INTELLIGENCE IN IMPROVING FUNDING

#### Regency 2

In an increasingly competitive space for federal research funding, academic institutions are looking for ways to improve the quality of proposals for research. In parallel, university leaders and individual faculty members are finding it beneficial to remain informed regarding federal budget priorities, past and present federal programs and awards, and forecasting solicitations. This type of upstream analysis is familiar in industry and business contexts and is growing in popularity and application in academic environments. Whether you call it business intelligence, landscape analysis, or competitive intelligence, it all relates to the same concept: getting ahead of the opportunities in order to improve funding rates. This presentation will draw on existing expertise in NORDP member organizations to discuss best practices for identification and extraction of information, analysis of trends, and production of high quality, useful documents.

#### PRESENTER:

**Karen Walker**  
Senior Research Analyst  
*Arizona State University*

# CONCURRENT SESSION 5

WEDNESDAY, MAY 25 • 2:15 P.M. - 3:15 P.M.

## BUILDING A 21ST CENTURY WORKFORCE: GRADUATE STUDENTS WORKING IN RESEARCH DEVELOPMENT

Grand Cypress Ballroom G

This session will discuss graduate student hiring processes, required skills, training and responsibilities, with the goal of identifying efficient and effective ways to utilize graduate students in a RD office. We will discuss the benefits, obstacles, and challenges of utilizing graduate assistants in RD. Targeted methods for graduate student recruitment will also be described, as well as student compensation and scope of work.

Full time positions are expensive and difficult to create in higher education today. Graduate students are strongly linked to university research and represent a viable labor pool through which to staff RD offices. Adding graduate students to RD teams involves additional supervision responsibilities for RD staff and we will discuss management strategies that balance both student learning and office productivity. This session will be helpful to anyone seeking a lower cost solution to increase his or her RD office's reach and capacity to assist researchers with finding and securing external funding.

By bringing in students from seemingly disparate disciplines to work with researchers across campus, new synergies are created. Additionally, students gain valuable professional skills that can be translated into the 21st century workforce, including careers in RD.

### PRESENTERS:

#### Jason Charland

Director, Grants Development Office  
*University of Maine*

#### Michael Thompson

Associate  
*University of New Hampshire*

## RD FUNDAMENTALS

### POSITIONING FOR PROPOSAL SUCCESS

Regency 3

Compliance with sponsor guidelines and policies is of course necessary for proposal success--but just complying with the guidelines is not enough. As sponsors are flooded with proposals, increasingly they are taking a much harder look at all components of the proposal, and also at the qualifications of the PI and the proposal team. This presentation will discuss ways in which research development professionals can help researchers and scholars enhance their chances of being selected for funding. Topics will include strategies for (1) identifying and prioritizing the most appropriate funding opportunities; (2) crafting (and helping researchers to craft) more effective proposals; and (3) encouraging researchers to be proactive about participating in their disciplines (including publishing, serving as reviewers, participating in relevant professional associations, mentoring students, etc.). This material speaks to a number of the conference themes: building research development infrastructure, developing junior faculty, working effectively in a faculty culture, and maximizing campus connections. Although primarily of interest to those new to research development, more experienced RD personnel are invited to attend and share their own best practices and strategies.

### PRESENTER:

#### Michael Spires

Principal Proposal Analyst, Office of  
Contracts and Grants  
*University of Colorado Boulder*

## LEADERSHIP DEVELOPMENT IN RD

### FOLLOW THE YELLOW BRICK MAZE: PLANNING YOUR CAREER PATH IN RESEARCH DEVELOPMENT

Regency 4

This panel will discuss opportunities and experiences in the research development field. Research development professionals offer a valuable skill set for higher education leadership. We hope to motivate and empower new and mid-career professionals to evaluate the RD field and potential opportunities for growth and advancement within and outside of research development.

The RD field is still young, and constantly developing. As a result, position titles, functions, and opportunities for career growth have not yet standardized. Nevertheless, networking, job descriptions and internal and external politics all affect our career paths.

This panel begins the process of developing a comprehensive analysis of the roles, responsibilities, activities, and skill sets that constitute a research development position and career. A review of job titles from NORDP salary survey will be discussed, including educational and experiential summary from NORDP job openings list.

Some of the questions we will raise include: What factors influenced the career paths of some seasoned RD professionals? What types of positions exist for aspiring RD professionals? Is a terminal degree necessary for leadership positions in research development?

### PRESENTERS:

#### Joanna Downer

Associate Dean for Research Development  
*Duke University School of Medicine*

#### Dawn McArthur

Director, Research and Technology  
Development Office, Child and Family  
Research Institute  
*BC Children's Hospital and University of  
British Columbia*

#### David Stone

Associate Vice President for Strategic  
Innovation and Planning  
*Northern Illinois University*

#### Joann Sullivan

Director, Office of Research Development  
*Medical University of South Carolina*

#### Tokesha Warner

Director, Research Development Team  
Office of Research & Engagement  
*The University of Tennessee, Knoxville*

# CONCURRENT SESSION 5

WEDNESDAY, MAY 25 • 2:15 P.M. - 3:15 P.M.

## RESEARCH ON-BOARDING

### Regency 5

Newly appointed faculty are typically overwhelmed when setting up their own research program. No research best practices exist that would provide guidelines on how research offices can assist in on-boarding new faculty to “jump-start” their research. This panel discussion will provide on-boarding/mentoring examples from four different universities with distinct research agendas:

Public, High Research Universities  
FIU onboarding for research faculty is coordinated with the university's Faculty Mentoring Program (FMP). In addition to pre-arrival communication, FIU's Research Development Unit (RDU) distributes handbooks and schedules informational meetings. In collaboration with the FMP, the RDU sponsors workshops focusing on general research topics.

Onboarding is a vital part of a new employee's introduction to research administration at FAU. New faculty are invited to campus for a workshop on various aspects of their employment, including research. Once on campus, each faculty member is visited

by sponsored programs staff and a grant facilitator to answer initial questions.

Private, High Research University  
NSU's formal onboarding activities include New Faculty Grant Orientation and one-on-one meetings with grant staff. Increasing areas of need include facilitating collaboration/networking with existing researchers, cultural onboarding for scientific researchers from outside the U.S., cultural onboarding to assist researchers in adapting to the NSU environment, assistance in navigating HR/Procurement/Legal matters, assessment and coordination of research needs, lab facilities, and office space.

Private, Very High Research University  
The OVPR office at the University of Miami is working with the Office of Faculty Development to contact faculty prior to their arrival at UM with a questionnaire. This questionnaire, and tailored responses will be shared in this session, as well as workshops that guide new faculty in their first few months of their new appointment.

### PRESENTERS:

#### Camille Coley

Senior Associate Vice President for Research  
*Florida Atlantic University*

#### Maureen Pelham

Director, Research Development  
*Florida International University*

#### Roxana Ross

Director of Operations, Office of Research & Tech Transfer  
*Nova Southeastern University*

#### Karin Scarpinato

Assistant Provost for Research  
*University of Miami*



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# 2016 NORDP RESEARCH DEVELOPMENT CONFERENCE



**Thank you for  
joining us at  
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2016 Annual  
Research  
Development  
Conference!**

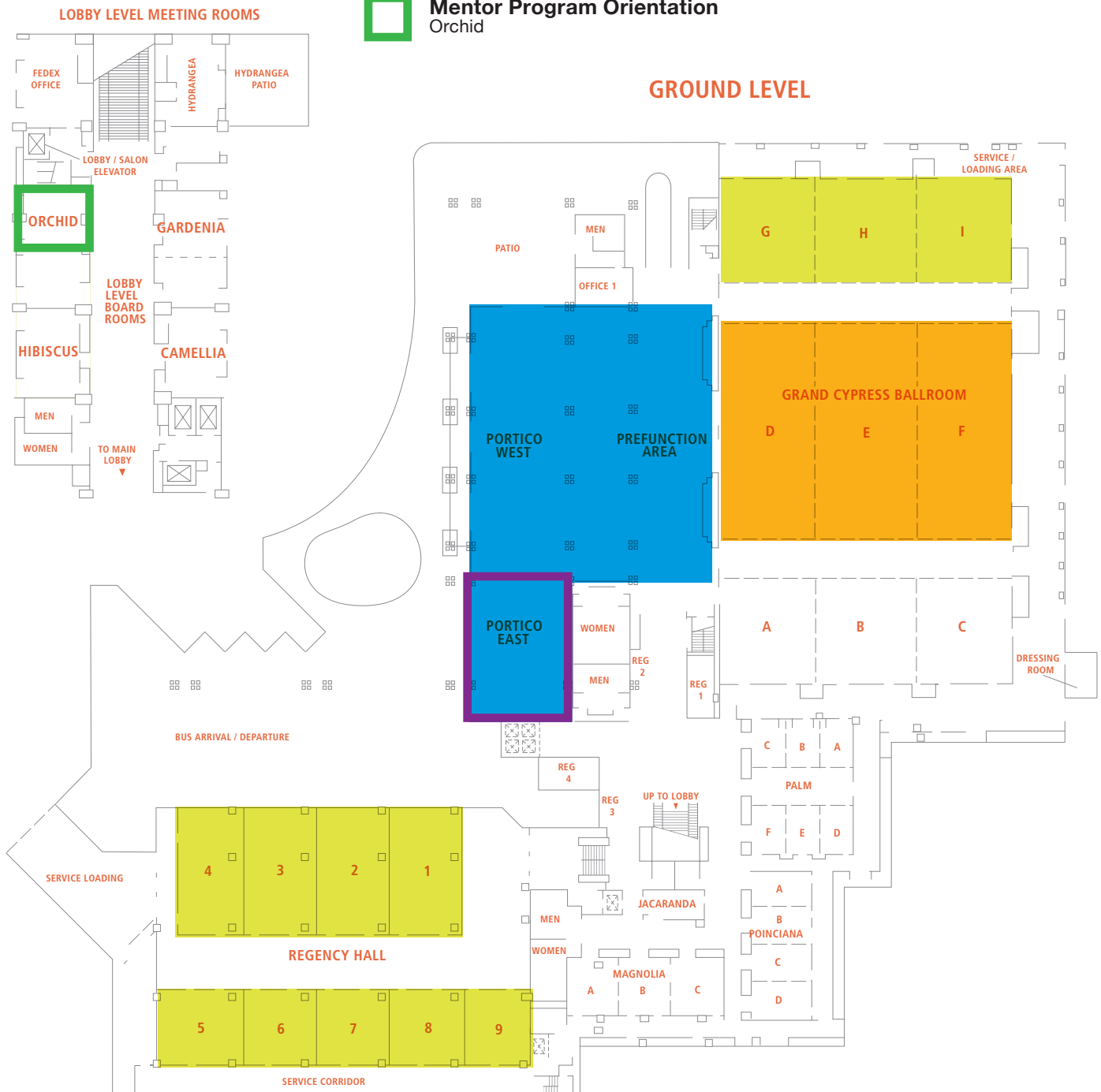
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# HOTEL MAP

- General Session/F&B**  
Grand Cypress Ballroom D / E / F
- Breakouts**  
Grand Cypress Ballroom G / H / I and Regency Hall (all 9 rooms)
- Sponsor Exhibits, Idea Showcase Poster Session**  
Portico East and West, and Prefunction area
- Sponsor Demos**  
Portico East
- Mentor Program Orientation**  
Orchid





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