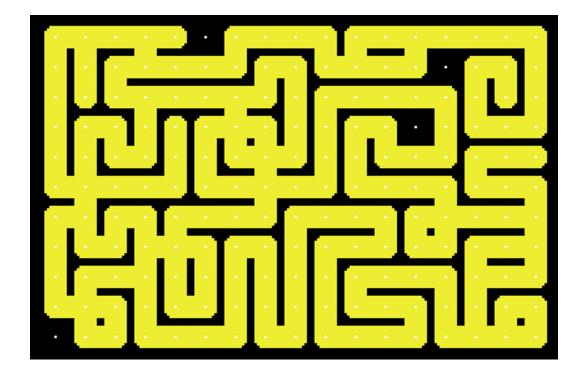
**NORDP 2016** 



# Follow the yellow brick maze:

Planning your career path in Research Development

## **Panelists**

#### **Joanna Downer**

Associate Dean for Research Development at *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 at *Northern Illinois University* 

#### Joann Sullivan

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

#### **Tokesha Warner**

# Goals

- What is available in RD career paths?
- What is the skill set?
- What are the trends?

# Follow the Yellow Brick Road

**NORDP 2016** 

Joanna Downer, PhD Associate Dean for Research Development Duke University School of Medicine

# My path

Chem. 1993 .....Freelance Scientific Editings MA & PhD -Chemistry – 1995 & 1998 ~10 years Science Writing -1995-2005 (freelance, Duke, Hopkins) Research Development – launched office 2009; hired first FTE 2011 & expanded 2013, 2014, 2016; named Associate Dean 2015

## Personal tools

- In each position, look to use your existing skills and to build new ones by looking for and accepting new challenges.
  - If you want a path forward, you can't rest on your laurels or stay in a rut.
- Do excellent, high quality work all of the time.
- Take responsibility for your actions.
- Treat everyone with respect.
- Build excellent relationships

# Strategic Skills Developed and Deployed

- Being able to quickly get up to speed in new areas of science,
- Being able to sift through everything I know to identify what the reader needs to know,
- Using my knowledge of the topic & understanding of the audience to craft a compelling story and/or argument for that audience.
- Being responsible & trusted with "hot" information.
- Having diplomacy, tact, firmness, and fairness in communication style.
- Identifying both problems and solutions.

# External tools

- "What Color Is Your Parachute" book and workbook
- Enneagram personality typing system
   (<a href="https://www.enneagraminstitute.com/">https://www.enneagraminstitute.com/</a>), mentioned within "Parachute".
- These tools (and others, no doubt) can both help you define what you want to do and help you shape your job to better align with these preferences.

# Where might I go from here?

- Definite: continue finding and meeting new challenges at work & outside of work
- Possible:
  - Continue doing what I'm doing
  - Continue moving up within my institution (narrowly or broadly defined)
  - Move to a narrower role at my institution (i.e., something smaller than the School of Medicine)
  - Move to a different institution
  - Switch to contract work or consulting

## Follow the Yellow Brick Road

# Finding a path and 'home' in research development



# My path

## Early adventures in nature



#### **Propelled by**

- curiosity, creativity, exploration, and wanting to figure out how things work
- love of learning, literature, architecture, nature, and the 'doing' of science

Research Development CFRI / University of BC (2003 – present)



Research Development

## Research in comparative physiology & metabolism



BSc (Hons) Zoology (cold tolerance)
MSc Zoology (control of breathing)
PhD Zoology (control of metabolism)
[plus English/French lit/language
in undergrad and grad school]

PDF in Biochemistry (obesity/stress)
PDF in Physiology (obesity/diabetes)

#### Research Grants Facilitation Simon Fraser University (1999 – 2003)

Volume 9, Number 2

#### Facilitating successful research grant applications



31 January 2000, 04001: Dulylight is still hours away. The courier deadline is later, at 300 pm. But some imminent). There are eleven great application packages to complete, proof, edit, restince, compile and approp, edit, resting, compile and approp, edit, resting, compile and approp, edit, trained from the server 1 Hame then types here flowed 1 Has the hudget been double-checked? Where is that letter 10 are have the signatures? In there except paper 1 Fourt? Where are the cookies? Is there easily sheet? Fourt? Where are the cookies? Is there easy fresh coffee! And: An we seen copies to got these out in thirse! (Absolutely.)

his is just another deadline day at the office for Centre for Systems Science (CSS) Research Grants Pacilitators, Dr. Sara Swenson and Dr. Dawn McArthur, and the CSS staff.

DI. Lewin meloritum, and the CAS state. Grant writing and application coordination skills are crucial to increasing the odds of a successful concern when applying for grans in august of less state. In 1997, the Vine-President, R escent named uppered to less state. In 1997, the Vine-President, R escent named to District the CAS of the CAS o

Foundation for Innovation (CFI). After her initial successes, the demand for Star's existence was so great that Dr. Dawn Me/attur was third to be a second Facilitator, In the part time years, the Grants-Facilitators have worked on grant applications to a vide watery of enternal funding source. They have raudents to undersome some defense of the secondary from under grants and their secolates, from their secondary secondary.

students to professions emenu. Both San do Dan days with solid research training and chan have strong academic backgrounds, with solid research training and extensive experience writing papers and applications. They also have complementary backgrounds and knowledge: where one leaves off, the other usually begins. And what they don't know, then will find out. These two women love to learn new thins:

# Perspectives on the road taken

## Why/how I decided to do RD full-time

- I had honed related skills, from undergraduate through PDF
- I had an exceptional opportunity, in a unique place and time, to build a career focused on using these key aspects of knowledge and training
- I get to integrate 3 of my favourite things scholarship, language, architecture and to learn new things about the world, think in new ways, and build with ideas and words, every single day
- Over the past 17 years, I've done much of what faculty do, but for 'fun'

## Aptitudes, skills, and "what I like best"

- curious learner interested in nearly everything
- integrative, lateral, pattern-seeing thinker
- highly trained and experienced researcher
- love experimenting and solving difficult problems
- reasonably high tolerance for chaos and the 'not knowing'
- somewhat organized and somewhat renegade
- prefer high level of autonomy

# Finding your path and 'home'

## Ask yourself -

#### What do I like best to do?

eg, planning, doing, leading, integrating, collaborating, competing, reading, writing, drawing, working with numbers/money, organizing, teaching, providing service, helping people, working alone, ...

### What are my best aptitudes and skills?

eg, people, data, numbers, words, pictures, ideas, thinking, synthesizing, planning, organizing, doing, leadership, teamwork, altruism, ambition, ...

### How do I think, and when do I think best?

eg, concepts/details, slowly/quickly, quietly/loudly, linearly/laterally, abstractly/creatively/concretely, in silence/chaos, ...

## Which aspects of research development are most appealing?

eg, service, research design, building teams, project management, budgets, texts, graphics, communication, training, policy, partnerships, strategic planning, ...

# Tokesha L. Warner, M.H.A.

#### **MOM**

 B.A, M.A.- English: rhetoric and Composition

Adjunct Professor,
 Developmental Studies

Observational wall flower

#### **DAD**

B.S. – Business Administration

Manager, General Services
 Administration (federal)

Center of attention, social butterfly

You've got to know when to hold 'em
Know when to fold 'em
Know when to walk away
Know when to run

The Gambler (1978)
Kenny Rogers

# 16 years at Vanderbilt University

Title	Dept/ School	Length	Funding agency
Program Manager, Alumni	Institute for Global	3.6 yrs	NIH Fogarty International
Relations	Health		Center
Research Coordinator	General Pediatrics	1 yr	State of Tennessee
Research Assistant III,	School of Nursing	1 yr	Blue Cross Blue Shield of
Assistant Project Coordinator			Tennessee Foundation
Program Coordinator, MIND	Developmental &	7.5 yrs	NIH Maternal and Child
Training Project (LEND grant)	Behavioral Pediatrics		Health Bureau
Program Coordinator, A Better	Pediatric Critical Care &	1.5 yrs	Memorial Foundation
Nashville	Anesthesia		
Alumni & Development	Peabody College of	1.4 yrs	
Assistant	Education		

# Strengths I bring

- Strong written and oral communication skills
- Compelling writer (concise)
- Networking
- Strong interpersonal skills
- Attention to detail
- Work smarter, not harder
- Strategic, process oriented thinker
- High risk, high reward



## The (Yellow Brick) Road Less Traveled

Joann Sullivan, PhD

Director, Office of Research Development Asst Dean, College of Graduate Studies

May 25, 2016

# My path

BS – Chem. 1975

PhD – Physical Chemistry - 1979

~15 years Research & Research Administration – 1980-1994

MUSC Research Development – launched office 1994; staff of 4; appointed Assistant Dean of Graduate Studies in 2003

Serendipity

or

Conscious Choice?

	Serendipity	<b>Conscious Choice</b>	Outcome
Graduate / Postdoctoral	<ul> <li>Worked in large research group</li> </ul>	<ul><li>Aptitude for writing / editing</li></ul>	<ul> <li>Became the "go-to" person for editing manuscripts</li> </ul>
	<ul> <li>NSF EPSCoR         Program initiated     </li> <li>Passion for undergrad and grad education</li> </ul>	<ul> <li>Accepted parttime         administrative position         as state coordinator</li> <li>Implemented undergrad         research program at         USC</li> </ul>	<ul> <li>Expanded my professional network</li> <li>Gained experience and "relational intelligence"</li> <li>First proposal was funded</li> </ul>
	<ul> <li>EPSCoR program expands to all federal agencies</li> </ul>	<ul> <li>Opportunities to work on writing/editing proposals</li> </ul>	– I was hooked!
RD Career	<ul> <li>RD Office is created at MUSC</li> <li>Doubling of NIH budget</li> </ul>	<ul> <li>Move to MUSC</li> <li>Gravitate towards institutional research training grants</li> </ul>	<ul> <li>"wins" that established ORD reputation</li> <li>Become resident "expert"</li> <li>Appointment in College of Graduate Studies</li> </ul>