

2016 NORDP Annual Conference

# **Research Development Structures: Meeting the Needs of Your Research Enterprise**

Joanna Downer, PhD

Lorraine Mulfinger, PhD

Diana Moyer, PhD (for Louise Nuttle, PhD)

Brooke Gowl, PhD

Traci Merrill, CRA

Dawn McArthur, PhD

# Summary of Our Offices and Institutions

Panelist	Institution	Research Development Structure	Scope	Year founded
Joanna Downer	Duke School of Medicine	<b>School-based</b> + dept.	4 FTE; SOM-led complex res. grants, limited individual faculty, & training	2009
Lorraine Mulfinger	Penn State	<b>Univ.-wide</b> + (few) colleges	5 1/2 FTE RA (all awards) + 2 FTE RD (large prop only) for preaward; focuses on only cross-college, large proposals & inst. PIs	2010 (college RD efforts predate)
Diana Moyer	University of Tennessee-Knoxville	<b>Univ.-wide</b> + schools	Separate teams for <b>individual faculty support</b> (5FTE) & for complex grants (4FTE)	Longstanding effort. In 2012, single team separated into two
Brooke Gowl	University of Houston & UH Graduate College of Social Work	<b>Univ.-wide</b> + colleges	2 FTE+AVP+admin; Univ. office init. focused on new/ESI faculty whose units have little support; now high-dollar, high-visibility proposals; training; sponsor-specific workshops. GCSW = 1FTE	2011 (informally); 2013 (formally)
Traci Merrill	University of San Diego	<b>Univ.-wide (PUI)</b>	5 FTE; grant development, training & education	1990 (faculty must use the office)
Dawn McArthur	Child & Family Res. Inst., UBC	<b>Inst.-based</b> + depts. + schools	4 FTE + undergrad grant asst + 1 FTE tech transfer; all of the above for institute faculty	2003; depts. and schools started 2005

# What do our offices do?

Office	Complex/ Large?	Individual Faculty?	Training Faculty?	Training Students?	Pool served	RA \$\$?
Duke SOM	YES	Yes – limited	Yes – limited	No	1800 faculty (all SOM w/research)	NO
PennState- SIRO	YES	Limited: 2 institutes	Yes – limited	No	700 faculty	YES
UTenn	YES – Complex team	YES – Fac dev team	YES – Fac dev team	No	1,200 faculty (all UTK)	NO
UHouston- central	YES	No	No	No	1,000+ faculty (all UH)	NO
UHouston- SocialWork	Yes – within sch	YES	YES	Yes	30 faculty (all UH- CSW)	NO
USanDiego	YES	YES	YES	YES	427 faculty + 5600 undergrads	NO
CFRI	YES	YES	Yes - mentor	Yes - workshops	300 PIs; 1,000 grad students	NO

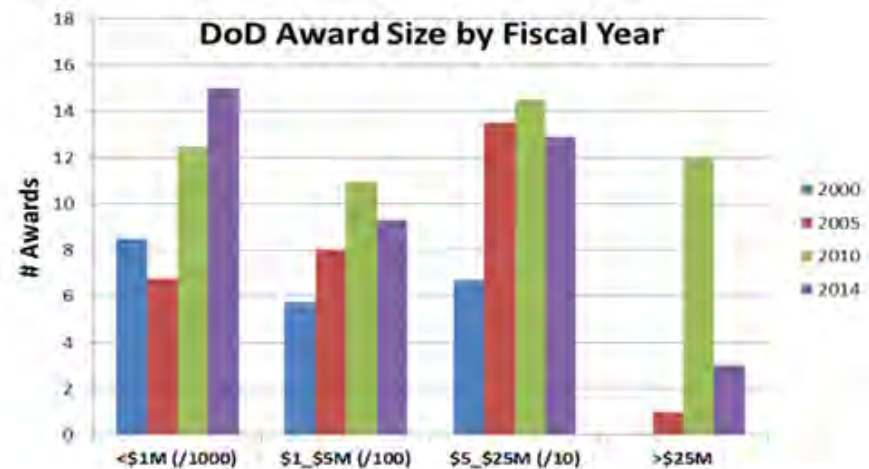
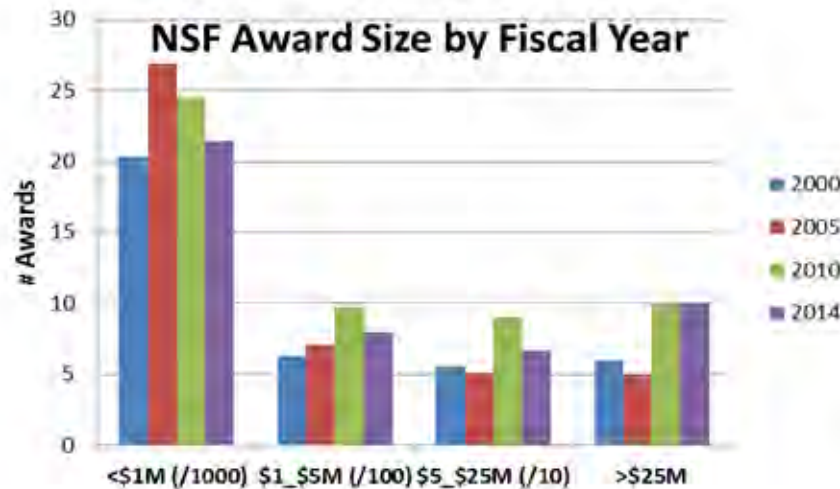
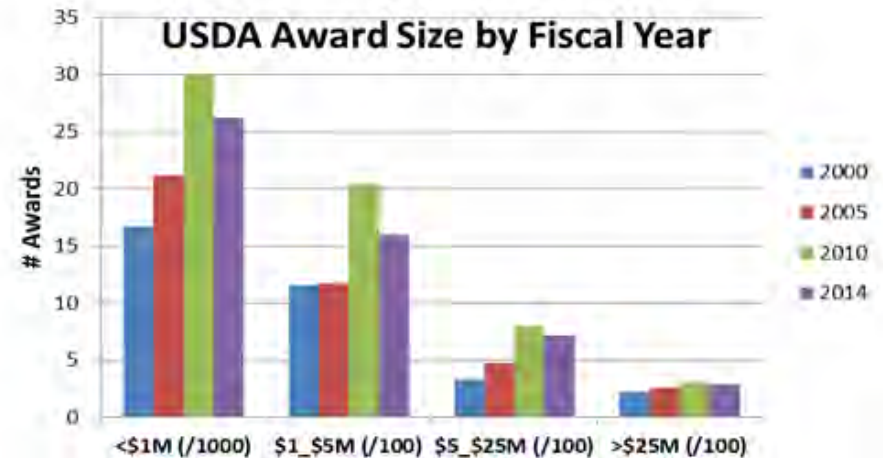
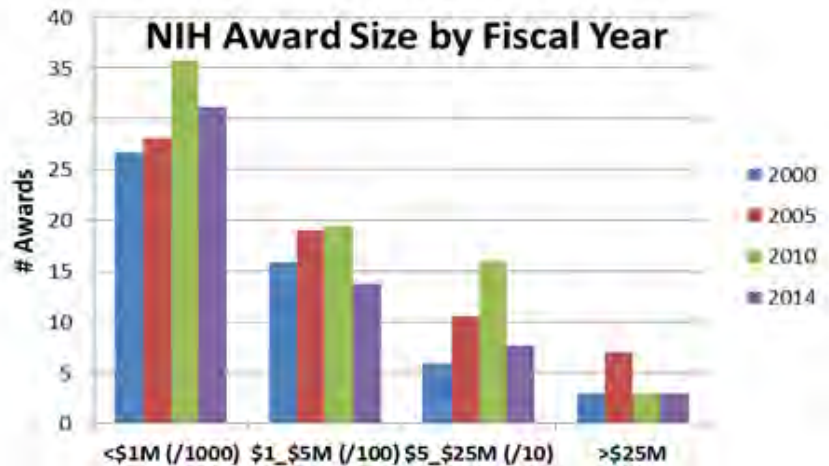
# Organizing for Large Proposal Support

Lorraine Mulfinger, PhD  
Interim Assistant Vice President for Research & Director  
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**PennState**

# NATIONAL TRENDS: Awards by Size and Agency\*

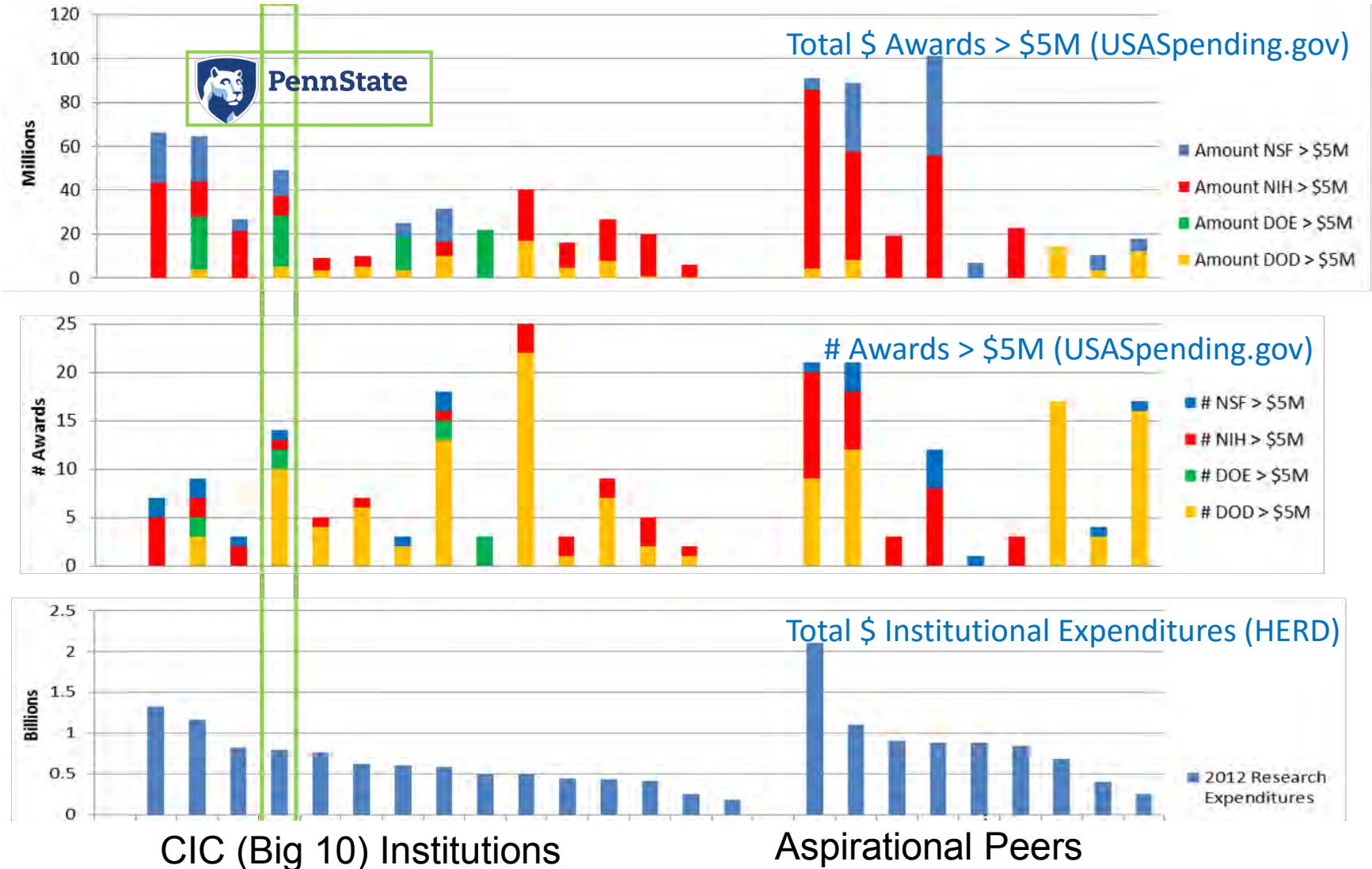


\*Source: [www.usaspending.gov](http://www.usaspending.gov)

Adapted from: Mulfinger et al., 2016, Journal of Research Administration, In Press.

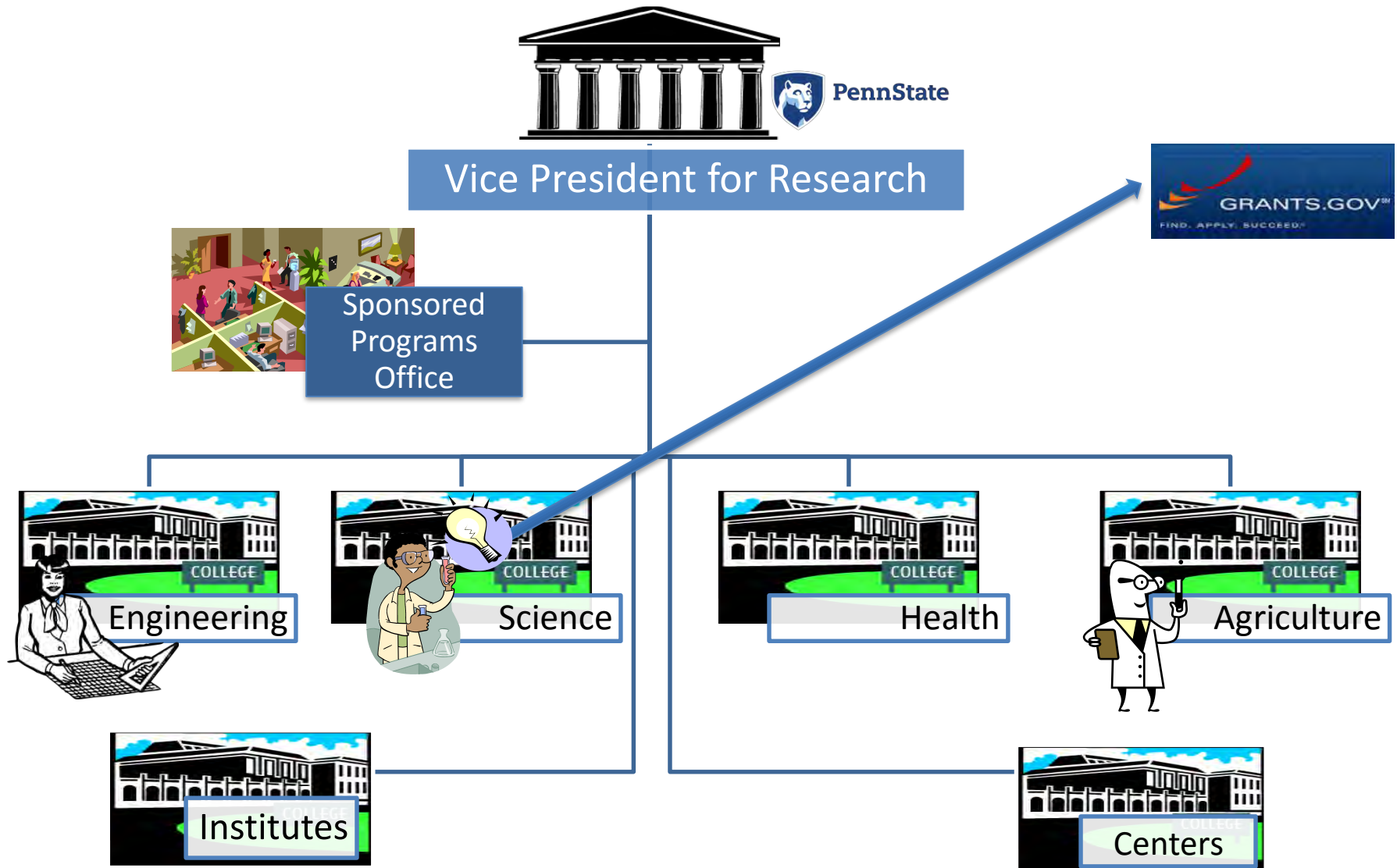
# BENCHMARKING: Large Proposals

## 2012 Research Expenditures & Awards > \$5M at CIC & Top Rank US Institutions



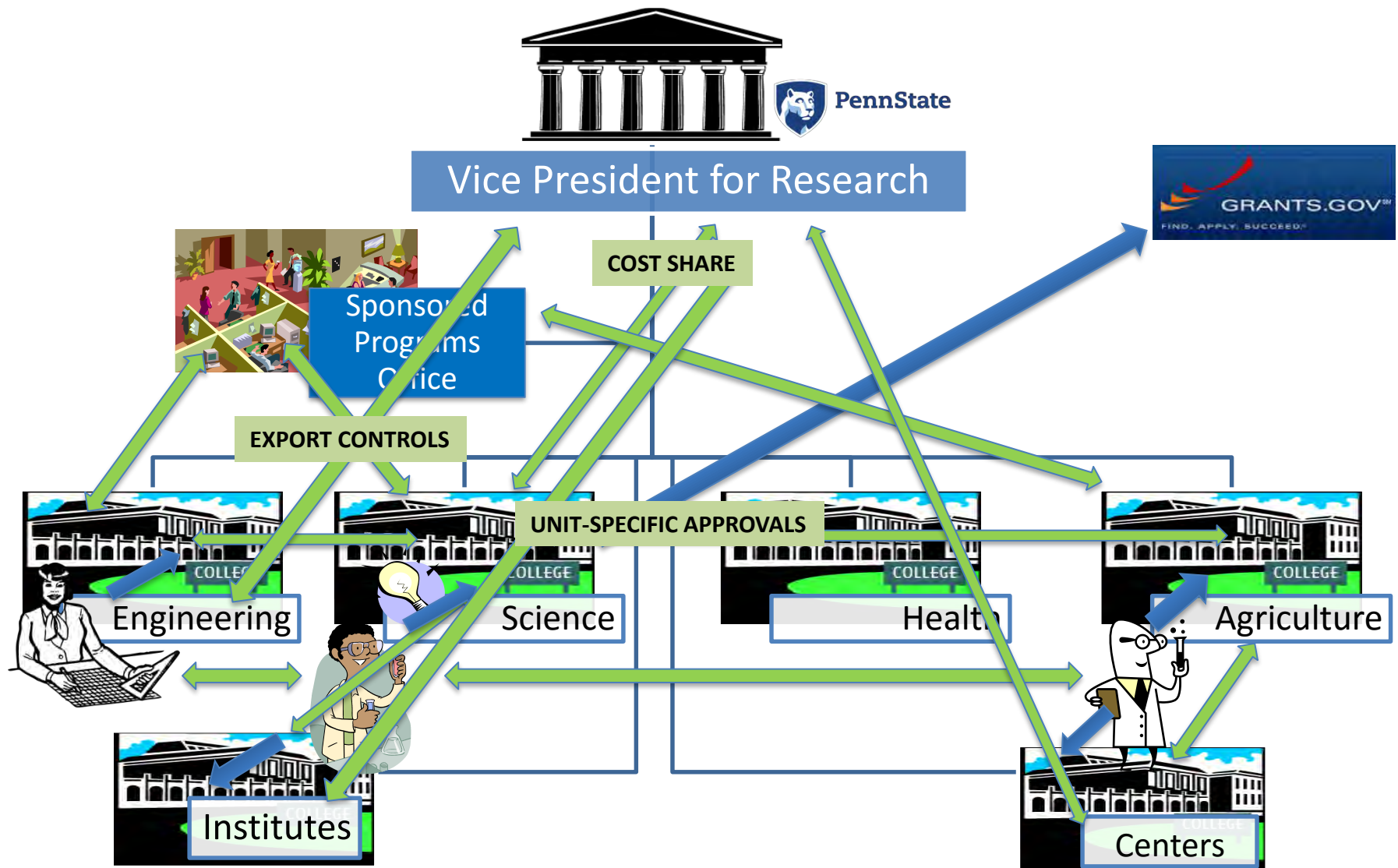
# Small Single-investigator Proposals at Penn State

## A Decentralized Model with AOR within Colleges, Institutes and Centers





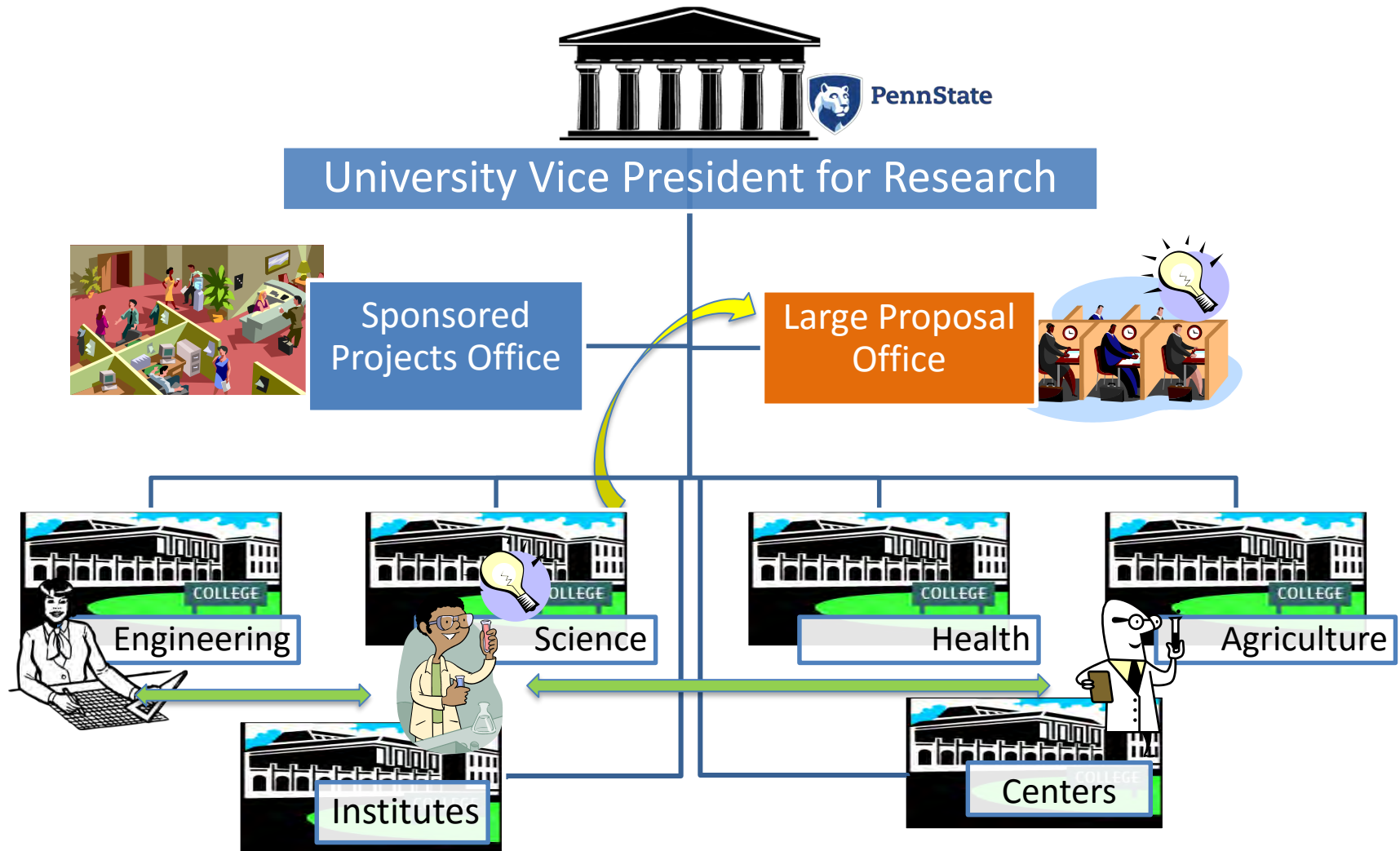
# Multi-investigator Large Proposals (before Large Proposal Office): A Decentralized Model with AOR within Colleges, Institutes and Centers





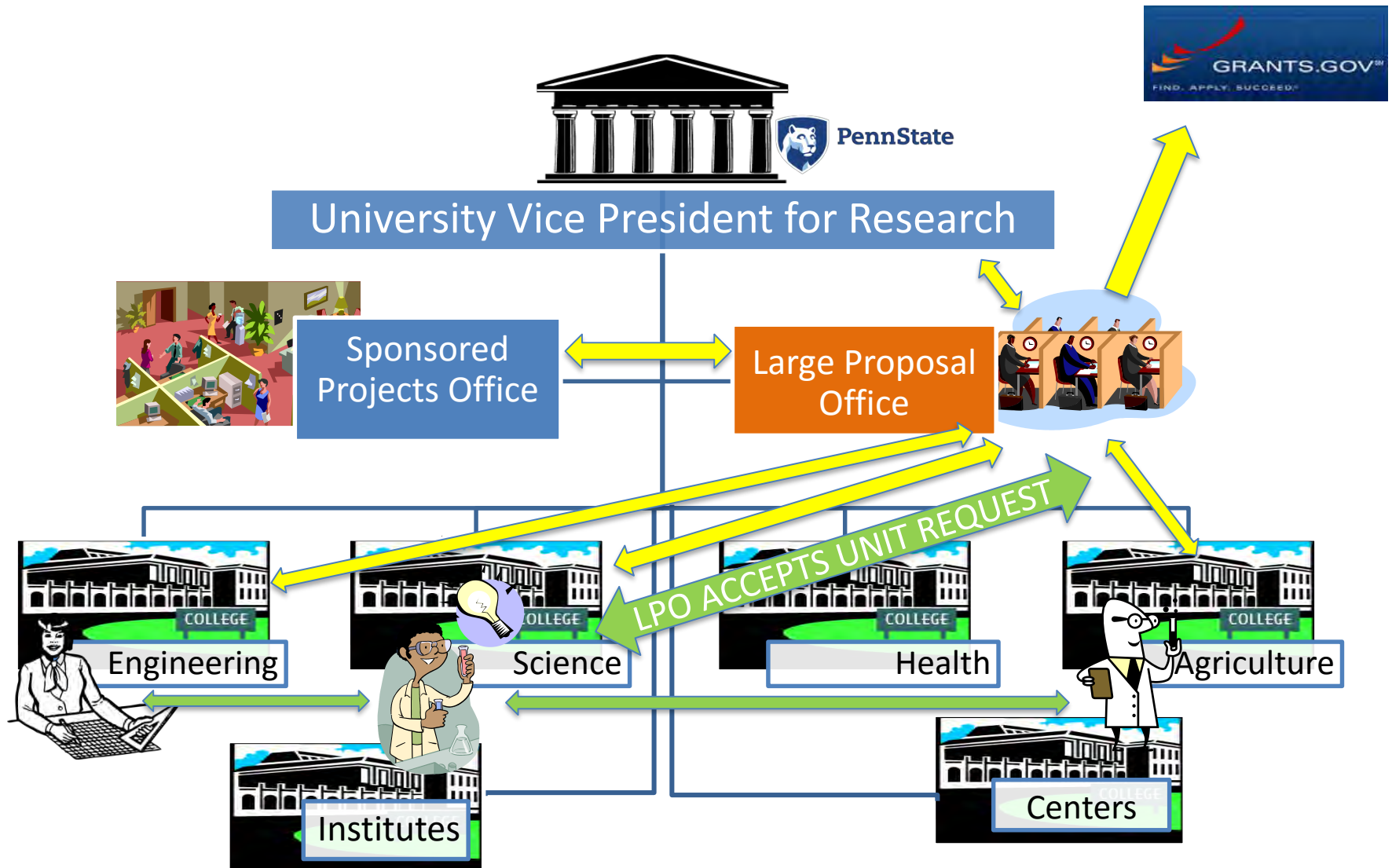
# Penn State University

## LPO + Decentralized support model: AOR within Colleges, Institutes and Centers



# Penn State University

## LPO + Decentralized support model: AOR within Colleges, Institutes and Centers



# Large Proposal (LP) Survey Findings\*

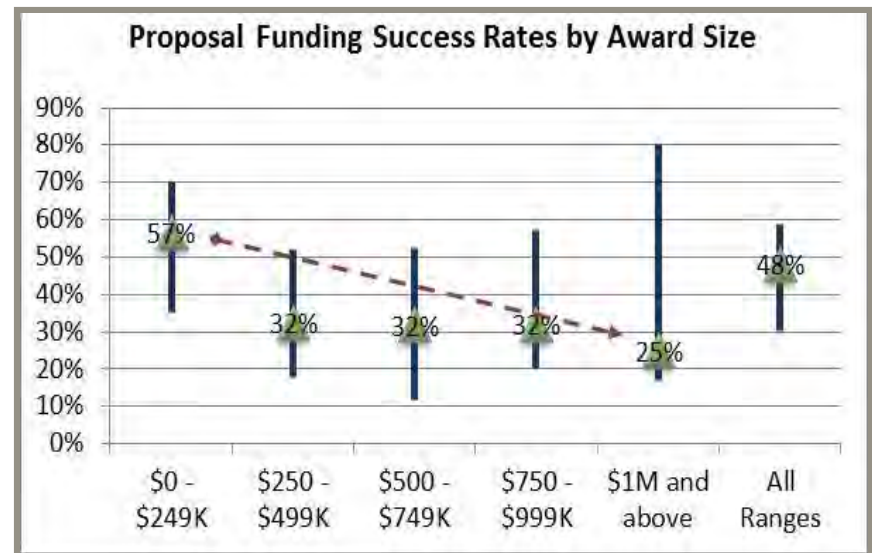
## Conclusive survey findings were:

- 1) A decentralized College/Department/Center model was the most common administrative structure supporting LPs – **70%**
- 2) All LP support models had similar criteria in selecting proposals – **exceeding \$1M was most common**
- 3) **Institutional setting affect success rates** for LPs more than smaller proposals – evidenced by **greater variability** in these rates across participants)

### \*Acknowledgement:

K. Dressler, L. Mulfinger, & N. Page (Penn State University) and E. James, E. Serrano, & J. Vasquez (Huron Consulting Group)

Source: Mulfinger et al., 2016, Journal of Research Administration, In Press.



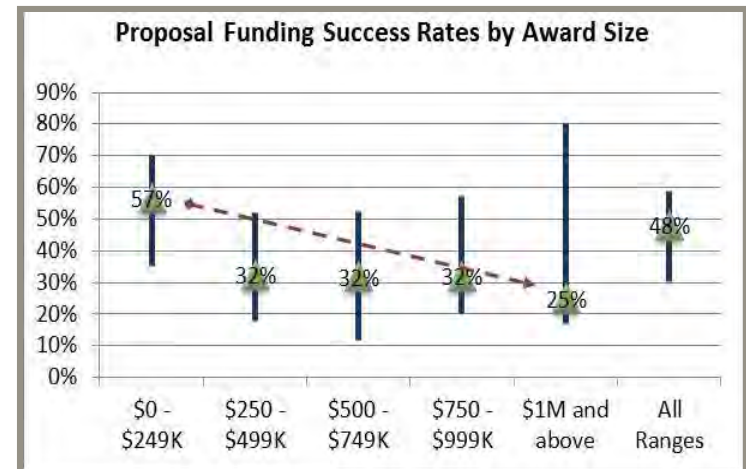
# Deeper Dive Needed

1) What factors varied across institutions that contribute to the greater variability in proposal success rates at the >\$1M and above?

- Selectivity of proposals submitted by the unit?
- Staffing and development support effort provided?
- Agencies most frequently targeted?

2) How should office success be measured?

- Collective vs agency-specific proposal success rates?
- Increasing requests for office services?
- Faculty satisfaction



# Research Development Structures: Meeting the Needs of



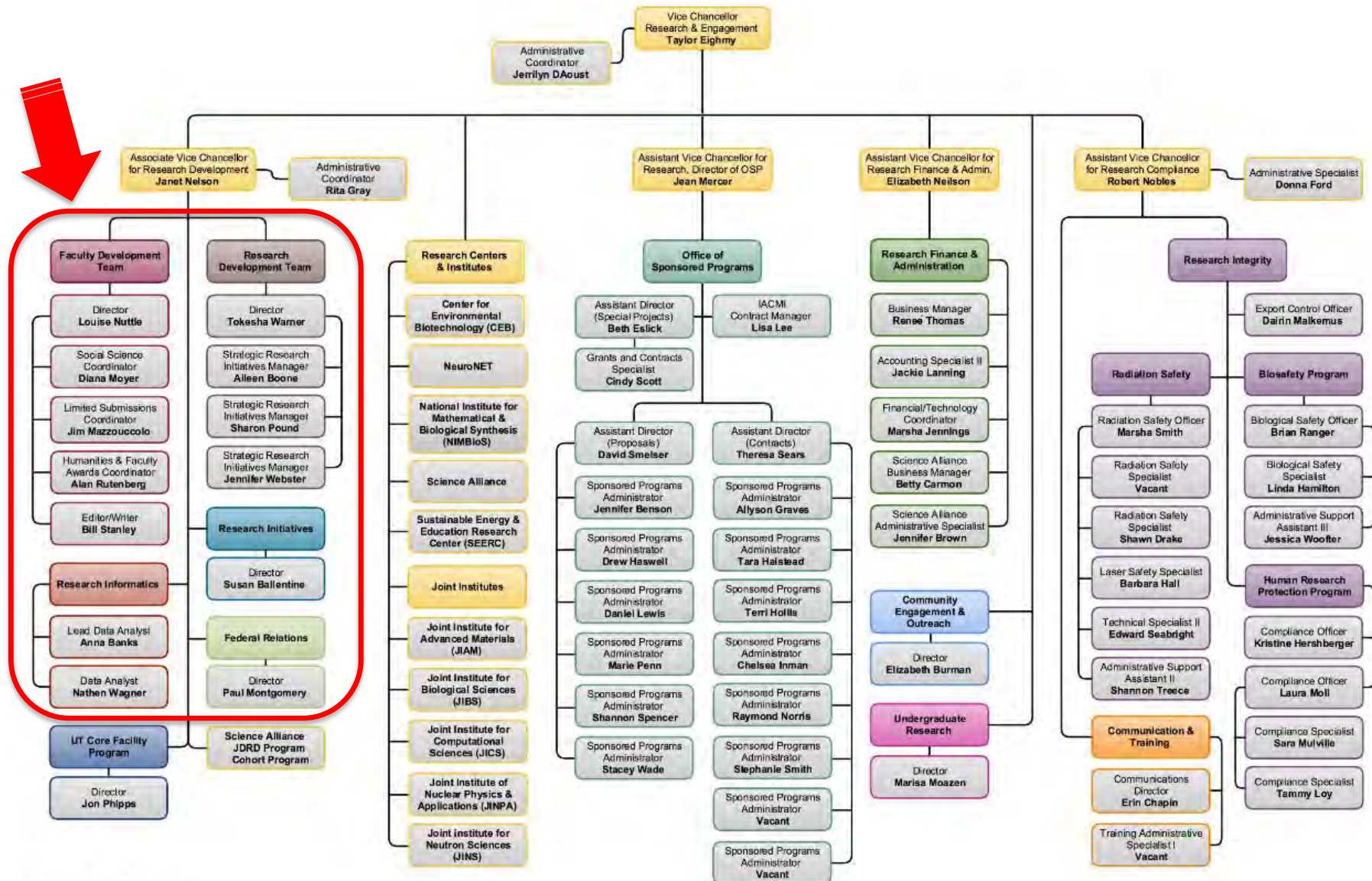
THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE

**Diana Moyer, Ph.D., (for Louise Nuttle, Ph.D.)**  
Office of Research and Engagement



# Office of Research and Engagement

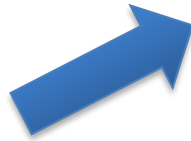
## The University of Tennessee, Knoxville



# Then...

# ...and Now

## **Proposal Development Team**



## **Research Development Team**

- Capture Management
- Project and Team Management
- Proposal Development Support
- Large, center-level proposals
- 4 FTE



## **Faculty Development Team**

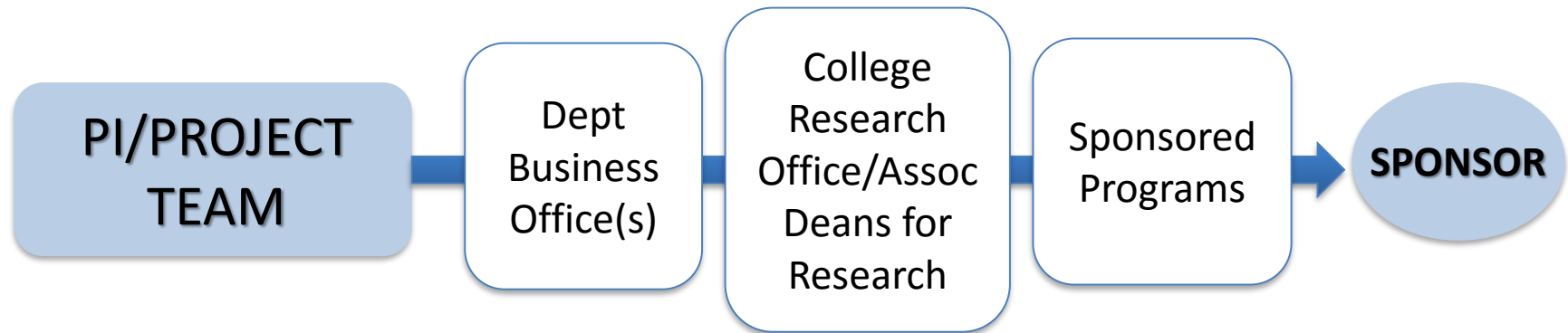
- Limited Submission Opportunities
- Proposal Development Support
- Communities of Scholars
- Faculty Awards/Fellowships
- Funding Opportunity Identification
- Proposal Writing Workshops
- 5 FTE



# Proposal Development Support

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## Research Development Team



## Faculty Development Team

# How does this meet UT-Knoxville's institutional needs?...

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## **Research Development Team:**

- Focused on landing the “BIG FISH”
- Business Development approach
- Anticipatory
- Strategic

## **Faculty Development Team:**

- Focused on teaching how to fish (“guides”)
- Early Career Faculty
- Workshops
- Faculty awards/fellowships
- Limited Submission coordination
- “Pre-pre-award” support

# THE EVOLUTION OF A RESEARCH DEVELOPMENT OFFICE

Brooke Gowl, Ph.D.  
Pre-award Research Administrator  
Graduate College of Social Work  
University of Houston  
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Email: [bagowl@uh.edu](mailto:bagowl@uh.edu)

# Seeds planted – December 2011

- The Beginnings of the Office of Research Development
- One research developer placed within the Office of Contracts and Grants
- Focus:
  - Individual PIs and Early Stage Investigators
  - Assist faculty who did not have assistance within their colleges

# Seedlings – September 2013

- Associate Vice President for Research Dr. Mary Ann Ottinger, Ph.D., comes aboard
- One research developer turns into a team of two plus an executive administrative assistant (Ms. Rozlyn Reep) – a new office is born but not yet named
- Focus:
  - High dollar, collaborative proposals = center proposals
    - Creation of proposal teams
    - Identification of high dollar and/or high visibility opportunities
  - Moving away from individual PI proposals

# Growth – December 2014

- Addition of another research developer, Dr. Courtney Hunt, Ph.D.
- The office grows to a team of 4 FTEs – the office gets a name, Office of Research Development
- Focus:
  - High dollar, collaborative proposals = center proposals
    - Creation of proposal teams
    - Identification of high dollar and/or high visibility opportunities
  - Increase in the number of workshops and sponsor visits

# Maturation – December 2015

- Office is now well established and continuing to grow
  - Completed transition from individual PI proposals to collaborative proposals
- Focus:
  - Workshops and sponsor visits
  - Promoting collaborative teams and working groups
  - Institutional training grants and high dollar/high visibility opportunities



# Transition

- Office of Research Development established
- The original researcher developer moves to a college to once again focus on individual PIs
  - Experience in central an asset at the college level

# University of San Diego

## **Research Development Structures: Meeting the Needs of a Primarily Undergraduate University (PUI)**

Traci Merrill, CRA  
Director, Office of Sponsored Programs  
University of San Diego



# University of San Diego

- Evolution of Research at USD
- Significant Changes 1990, 2004, 2013, 2014



# University of San Diego

Who do we serve and what are their needs?

- New Investigators
- Senior Investigators
- Central office support
- Beyond proposal development

# University of San Diego

Promoting the research enterprise at a PUI

- Research Week
- Public Relations and Social Media
- Annual Report



# University of San Diego

## Broadening the Vision

- Research priorities and strategic plan
- Benefits of a central research office
- Strategies for growing and strengthening the research enterprise

# Research development in a mature RD ecosystem

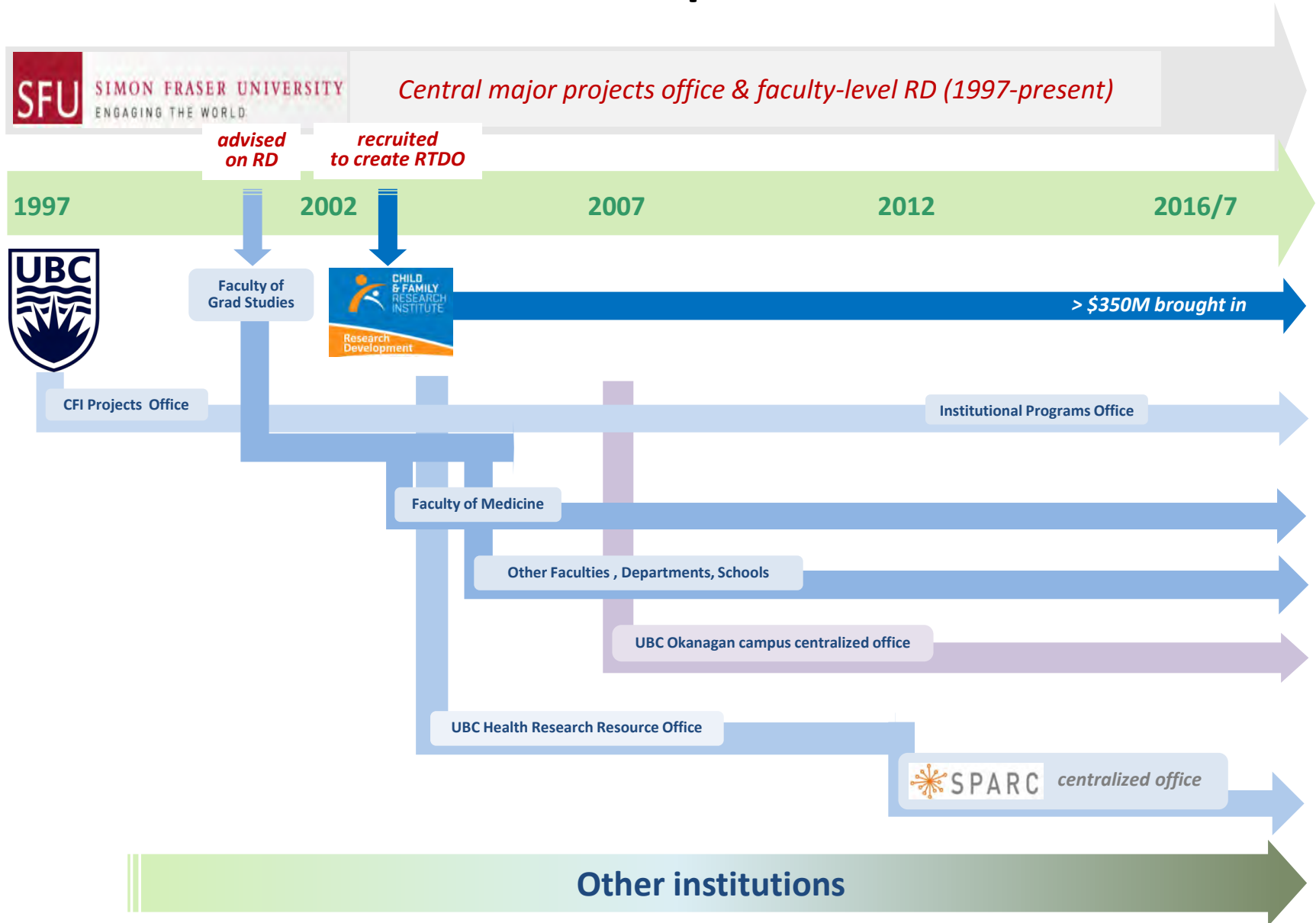


**Dawn McArthur, PhD**

Director, Research & Technology Development



# Evolution of research development at UBC



# How we work



Institutional Programs Office

VP Academic Office

University-Industry  
Liaison Office

SPARC Office  
9 FTE

*funder updates  
& site visits*  
*coordinate  
internal peer review*  
*workshops*  
*editorial review*  
*logistics*

Faculty of Medicine  
2 FTE / editorial review

Other Faculties

Departments & Schools

salary awards

regular research grants

major program grants

training grants

strategic grants

technology  
development

national  
chairs

major infrastructure  
projects

**faculty**



3 FTE + p/t staff

*strategic research programs*  
*research teams/networks*  
*early career investigators*  
*proposal development*  
*scientific/peer review*  
*logistics/editorial*  
*research trainees*  
*workshops*

# This mature yet evolving ecosystem...

## Works well for

- Major multi-institutional projects
- Team building and matchmaking
- Sharing the load in high demand periods

## Challenges

- Faculty get caught in the middle (and don't like that)
- Repetition and “doubling up”
- Collaboration can become competition
- RD roles and experience are diverse
- Faculty and leadership have varied expectations
- Metrics of ROI and impact of RD services

# Suggestions and strategies for survival...

- **Share:** determine which faculty members are the primary community of which RD group/service
- **Be pragmatic:** know when one RD service is sufficient
- **Educate** leadership about RD roles/service overlaps/gaps
- **Be realistic** about expectations, metrics, impacts
- **Use the collective** strengths:
  - Work with RD colleagues to figure out the 'whole' as greater than sum of its parts
  - Create best practices for working relationships, allocation of resources, and effective synergies

# Questions & Discussion

Who we are:

Joanna Downer, PhD – Duke University School of Medicine

Lorraine Mulfinger, PhD – Pennsylvania State University

Diana Moyer, PhD – University of Tennessee, Knoxville

Brooke Gowl, PhD – University of Houston & UH Graduate College  
of Social Work

Traci Merrill, CRA – University of San Diego

Dawn McArthur, PhD – Child & Family Research Institute,  
University of British Columbia