

The NORDP News is a Bi-Annual Publication of the National Organization of Research Development Professionals (NORDP)

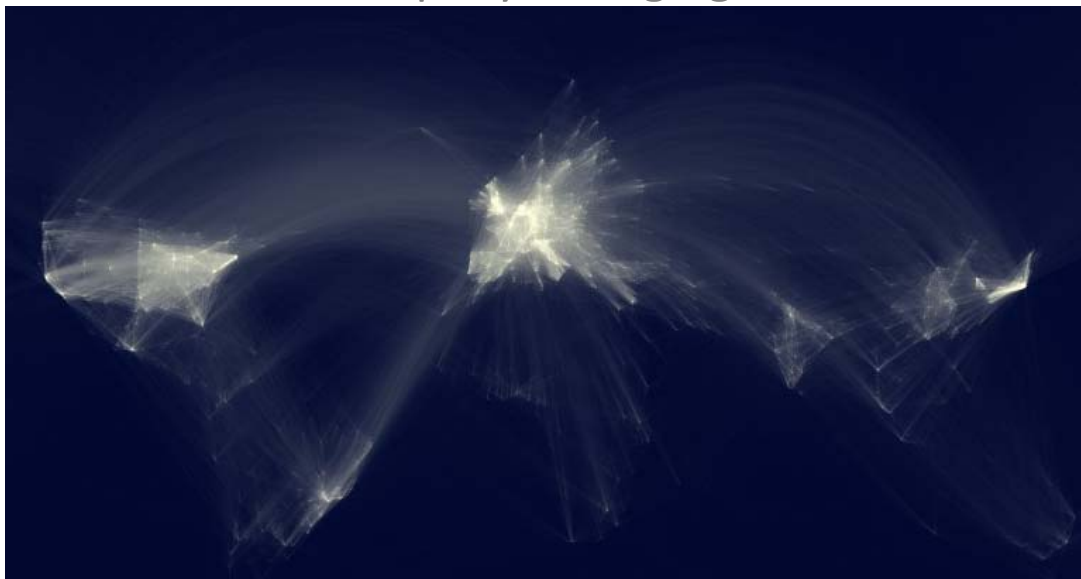
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Jeffrey M. Anderson, Ph.D.
Editor

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Research in Our Rapidly Changing World



From Oliver H. Beauschiesne, see http://blogs.nature.com/news/2011/01/picture_post_world_map_of_scie_1.html

The past 6 months have been breathtaking and challenging: there have been political upheavals in the Middle East; the EU and the US economies continue to struggle enacting limitations on university research budgets; Washington appears paralyzed; yet scientific progress continues unabated. In spite of the inherent challenges in these changes, teamwork and collaborative organizations were all part of these larger movements.

In the image above collaborations

between researchers in the US, EU, India, and Asian are depicted. This analysis which spans from 2005 to 2009 reveals that the greatest number of scientific collaborations exist between Europe and the US, while collaborations between scientists in India, Southeast Asia, and Argentina are on the rise. One wonders what this type of analysis will reveal when these interactions are analyzed in 2015 or 2020. It begs the question of how can universities prepare for the radical changes that these leading indicators portend?

As an organization NORDP seeks to assist Research Development professionals in their mission of supporting faculty-led grant proposals in the here and now. However, we also seek to understand and plan for optimal ways to secure grants in the amazing decade to come.

We hope you are encouraged and intellectually challenged about these dynamics and that in a small way NORDP helps you adjust to our evolving, rapidly changing world!

NORDP 2011 was fun, but NORDP 2012 in DC will Rock!

I hear that President Obama will be there..... okay that's a stretch, but maybe Mitt Romney? Seriously for better or worse Washington DC defines our world and we have reached out to an amazing group of individuals to inform and inspire you during our annual conference. Did I mention that Dr. James Anderson, who is leading NIH's strategic efforts with Dr. Francis Collins, will be there? <http://www.nih.gov/news/health/aug2010/od-09.htm> And that you can count on! So make plans to join us and make some new friends!



Paul Butler's Facebook Friendship map above (http://www.facebook.com/note.php?note_id=469716398919) mirrors the expansion of international research collaborations.



Spurred on by the global nature of the challenges facing humanity, and perhaps in part due to the pressures of the financial crisis, the globalization of research through international collaboration is expanding, and appears to be an unstoppable trend.

President's Corner

As we enter 2012, we take stock of our personal and professional situations and the world around us. While the significant budgetary challenges of recent years persist, many new initiatives and investments are being undertaken, such as the rapid growth of global research collaboration, a topic of this issue of NORDP News. Despite difficulties across sectors, with many clamoring to cut discretionary spending, President Obama reaffirmed his administration's commitment to research, by stating in his Jan 24, 2012 State of the Union "Innovation demands basic research", and indeed, government and private support for research in FY2012 remains close to consistent (-0.4% NIH, +3% NSF, -6.6% NASA, +8% DOE etc.). Perhaps this alone is cause for a small celebration ("*flat is the new up*" as they are saying in economic circles these days).

Meanwhile, NIH funding success rates are at an all-time low (18%²), and U.S. Defense R&D looks to be cut significantly again this year, to make the \$1.047 trillion spending cap, meaning grants from these two major funding agencies will be even harder to get. As research development professionals, all of these trends will likely make us ever more valuable and relied upon by our institutions, which is, at least, reassuring for our future.

Spurred on by the global nature of the challenges facing humanity, and perhaps in part due to the pressures of the financial crisis, the globalization of research through international collaboration is expanding, and appears to be an unstoppable trend. In the sciences, more than 35% of papers now have international co-authorship³. The total number of scientific researchers in the world has doubled since 2002, from ~4 to almost 8 million. New alliances are being formed to address issues of global importance (e.g. the Belmont Forum⁴ or the International Group of Funding Agencies for Global Change Research - IGFA⁵), and influential agencies are prioritizing discussions of best practices in international research (e.g. AAAS' Building A Global Science Community⁶, or the BILAT-USA and Link2US projects⁷, which seek to enhance U.S.-Europe cooperation in science and technology, and are co-funded through the European Commission's FP7 Framework

Programme⁸). The EC's upcoming €80 billion Horizon 2020 program will contain many more collaborative opportunities.

NORDP intends to stay abreast of the blossoming realm of international collaboration, and many NORDP members are already quite involved, such as Board Member Jeffery Anderson, who has been chosen for the NCURA EARMA International fellowship, and Board Member John Carfora, who helped organize and produce the National Academies' publication "Examining Core Elements of International Research Collaboration"⁹

Overall, 2011 was a productive, exciting and eventful year for NORDP, and 2012 looks to be even more so. Our official membership is now over **390 members** and continues to increase!

Planning for our 2012 Annual Meeting **May 21-23, 2012 in Alexandria Virginia** (<http://www.nordp.org/conferences>) is well underway, and looks to be the most exciting, informative, and best attended meeting yet. Starting this year, NORDP Regional Conferences have begun to spring up across the country as well. These Regional meetings, and other events, are listed on the NORDP calendar of events: <http://www.nordp.org/event-calendar>. (Click "Current and Upcoming Events" in the upper right corner for a list view.)

While employment news across the globe continues to be somewhat gloomy, research development hiring remains strong. In only two short years, the NORDP Jobs board (<http://www.nordp.org/jobs>) has had **over 100** postings, a testament to the vibrance and value of our burgeoning field, and the priority placed on it by academic and research institution leadership.

Our new comprehensive e-mail/web/membership system **Member-clicks** has been a great success. Over 300 messages have gone out, covering a variety of valuable and interesting topics, and greatly reducing the organization's administrative burden.

Many new NORDP initiatives were begun this year, including:

* The **NORDP Mentor Program**, which matches experienced research development professionals with

those who seek advice, support and guidance in their field. More information and an online application are available at the new **Mentor Program page** on NORDP's site.

* The **NORDP Charitable Fund**, designed to provide financial aid for individuals who need support to join NORDP and/or attend the annual Research Development Conference, which is now active and open for contributions on the NORDP website.

ALL of the NORDP Board of Directors have already made donations to this important fund. Won't you please consider doing so as well, to help your fellow NORDP members? Donations are tax-deductible, and donating is easy - just click on the **Donate Now** button in the lower left corner of the NORDP website - www.nordp.org, log in and fill out the form to make a donation at any level that you feel comfortable.

Many more new NORDP initiatives are in the works for the year to come, including:

* **An Affiliation with AAAS**, the world's largest general scientific society.

* **Affiliate Member status with the National Academies' Federal Demonstration Partnership (FDP)**, and the University-Industry Demonstration Partnership (UIDP).

* **Increased interactions with research funders**, and sister organizations such as SRA and NCURA.

* **A particular focus on the burgeoning arena of international research collaborations**. Members of BILAT-USA and the European Commission are expected at our annual meeting, and several NORDP Board members are actively involved in communications with international partners, and enhancing access to international research.

Thanks for all you do to make this young organization what it has become, and for imbuing it with the potential for so much more!

HERE'S TO A FANTASTIC 2012, NORDP!!

Jacob E. Levin, Ph.D.

President

Note: references for this article are available on page 3.

We recommend Robert Porter's thoughtful article published in *Research Management Review*, Vol 1, Issue 1 Spring/Summer 2011.

More Paper out the Door: Ten Inexpensive Ways to Stimulate Proposal Development

Robert Porter
University of Tennessee

"For research administration to lead in an increasingly competitive environment, a good case can be made that we need to focus more of our energies upstream, where researchers may or may not be thinking of writing a proposal in the first place."

Conventional wisdom says that the way to win more awards is to get researchers writing more proposals. Yet many incentives designed to stimulate proposal development can be hard on the bottom line, especially those that pay researchers for their time or to attend grant-writing workshops presented by outside consulting firms. This paper presents ten inexpensive strategies the research office can use to stimulate researchers to write more and better proposals. Most of these techniques require little more than efficient use of existing institutional resources.

Table 1. Ten Strategies to Stimulate Proposal Development

1. Home-grown Workshops	6. Mentor Matchmaking
2. Visits by Grant Program Officers	7. Research Forums
3. Awards Newsletters	8. Online Tutorials
4. Collections of Successful Proposals	9. Getting on Review Panels
5. Departmental Retreats	10. Coaching and Editing



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References from page 2 President's Corner:

- ¹<http://www.aaas.org/spp/rd/fy2012/total12c.pdf?elq=b5096b3132a24f7682b95b61ac00e8af>
- ²<http://nexus.od.nih.gov/all/2012/01/13/2011-success-rates-applications-and-investigators/>
- ³http://royalsociety.org/uploadedFiles/Royal_Society_Content/Influencing_Policy/Reports/2011-03-28-Knowledge-networks-nations.pdf
- ⁴<http://igfagr.org/index.php/belmont-forum>
- ⁵<http://igfagr.org/>
- ⁶http://www.aaas.org/news/releases/2012/media/0105wsf_aaas_panel/wsf_panel_leshner_slides.pdf
- ⁷<http://www.euussciencetechnology.eu/>
- ⁸http://cordis.europa.eu/fp7/home_en.html
- ⁹http://books.nap.edu/catalog.php?record_id=13192

Kudos to Holly!

Reprinted from the Association for Women in Science Fall 2011 Newsletter.

Talking the Talk, Walking the Walk

By Faye Farmer

To say Holly Falk-Krzesinski is motivated fails to fully capture the depth of her experience and her commitment to herself and others. When she was not content in her post-doctoral research position, she decided to create a position for herself. When she was unable to find resources to support her new position, she created a professional organization.



Falk-Krzesinski, Ph.D., is currently a Research Assistant Professor and Director of Team Support and Development at Northwestern University where she has single-handedly established several key programs as well as a national professional organization. Her successful career is a result of regular evaluation of her desires, circumstances, and skills, and a willingness to embrace new opportunities. As a member of AWIS, she has regularly relied on the network

and voice it provides and has actively worked to support the organization. Her story serves as a model for women in science who are trying to find the job that reflects best their passion and those who are interested in spurring others to do the same.

At key intersections of her career, Falk-Krzesinski has been able to clearly delineate what skills she has, those she needs, what she wants to achieve, and what she needs to get there. Her early career was influenced through her work at Abbott Laboratories as an undergraduate student, and her exposure to both academic and industrial scientific environments as she completed a Bachelor's Degree at University of Illinois at Chicago. After much discussion with a colleague, Falk-Krzesinski decided that she wanted something different than what a bench science job would provide. She wanted to be involved in scientific strategy and leadership, while encouraging others to pursue their desires. Recognizing that she would need graduate training to accomplish those goals, she enrolled in a doctoral program in microbiology and immunology at Loyola University Chicago, Stritch School of Medicine.

After graduating with her Ph.D. and working to complete a post-doctoral fellowship at the University of Illinois at Chicago's medical school, Falk-Krzesinski found herself at yet another critical juncture in her professional life. She completed the same exercise she had done prior to graduate school: evaluating her skills, needs, and goals. She describes her journey in the

2004 AWIS Magazine, seeing it as highly translatable to other women in science (1). Guided by her interests and supported by her qualifications, she was hired as Assistant Chairperson of the Biochemistry, Molecular Biology, and Cell Biology (now Molecular Biosciences) Department at Northwestern University. As an administrative faculty member, she was required to think broadly about strategy, bring scientists together to form new research initiatives, gain access to resources and equipment, and pursue large, federally sponsored funding opportunities.

Five years later, in addition to her original position, she was overseeing one of Northwestern's life sciences graduate programs. She had found a successful niche managing research and developing research training grants across scientific disciplines and honed her skills as a listener; Falk-Krzesinski was constantly asking her faculty and students what resources they needed to be successful. The discussions regularly returned to creating opportunities through institutional infrastructure that would support and incentivize faculty to pursue large, strategic initiatives. Falk-Krzesinski pitched the idea for forming Northwestern University's Office of Research Development (ORD) to a receptive, recently hired Vice President of Research, C. Bradley Moore (now at University of California, Berkeley). She became ORD's founding Director. The mission of this office is to amplify cooperative and collaborative faculty-led research and the collective research enterprise activities within Northwestern and with inter-institutional partners, and to expand Northwestern's capacity to pursue major multi- and interdisciplinary research initiatives that garner national and international recognition. Once again, Falk-Krzesinski recognized that she needed to further augment her management skills, so she completed a professional certificate in nonprofit management from Northwestern's Kellogg School of Management.

Always looking for opportunities to leverage existing knowledge and experience, Falk-Krzesinski performed Google searches to identify similar positions to hers at other academic institutions. By December of 2008, she had spoken to 32 colleagues, each for an hour or more, about the emerging



At key intersections of her career, Falk-Krzesinski has been able to clearly delineate what skills she needs, what she wants to achieve, and what she needs to get there.

Kudos to Holly!

Reprinted from the Association for Women in Science Fall 2011 Newsletter

field of research development (2, 3). While individual conversations were enlightening, it was not a sustainable approach to developing a community. A listserv was created, followed by a conference at the University of Maryland in June 2009. Seeing a place where she could use her education and skills to develop a professional organization, Falk-Krzesinski found herself listening again. This time, she initiated a conversation with Neena Schwartz, Ph.D., someone with experience that Falk-Krzesinski, herself, did not have. Schwartz is Professor Emerita at Northwestern University, author of *A Lab of My Own* (4), and one of the founding members and first co-president of AWIS. Falk-Krzesinski was motivated by Schwartz's experience with a small group of women who filed an injunction against the National Institutes of Health for the discriminatory practices of holding review panels that did not actively include women (one of AWIS' first actions as an organization). The message that motivated Falk-Krzesinski: a small group can catalyze significant change.

Seizing an opportunity again, Falk-Krzesinski became a founding member of the National Organization of Research Development Professionals (NORDP). The organization, established in 2008 as part of a grassroots movement to build a peer community of Research Development professionals, is now over 328 members strong, with members from 171 institutions in 8 countries around the world. The organization has an active listserv, has recognized 501(c)(3) nonprofit status, and has planned its fourth annual national conference in Washington, DC. Falk-Krzesinski is past president of the organization and now serves as membership chair and co-chair of the enhancing collaboration working group.

Once again, she is poised to start developing her next initiative one that combines her passion (science) and her skill set (science, management, and collaboration). She is creating two interdisciplinary, team science training resources (5), including a graduate-level Team Science course and TeamScience.net, an online learning tool. She is also currently developing a workshop series focused on leadership and team science, and she chairs the Annual International Science of Team Science (SciTS) Conference slated for April 2012, through which she is developing a strong, interdisciplinary community of practice for SciTS.

Falk-Krzesinski credits her AWIS mentors (Schwartz and Brenda Russell, Ph.D., at University of Illinois, Chicago) for the guidance they provided during critical transitions in her career. She also recognizes that her husband and daughter have kept her focused and determined through all of the challenges inherent in her career choices. Falk-Krzesinski is acutely aware that she is creating a legacy that includes women in science, research development professionals, those who participate in team science, and perhaps most importantly, her daughter. This keeps her motivated. ■



Honors

Received the inaugural Distinguished Service Award (2007) AWIS Chicago Chapter, in recognition of service for the advancement of women in science in the Chicago area and beyond.

Received the inaugural National Organization of Research Development Professionals Service Award (2011) – renamed the Holly Falk-Krzesinski Service Award.

Publications

Falk-Krzesinski, H.J., Contractor, N., Fiore, S.M., Hall, K.L., Kane, C., Keyton, J., Klein, J.T., Spring, B., Stokols, D., and Trochim, W. (2011). Mapping a Research Agenda for the Science of Team Science. *Research Evaluation*, 20, 143-156.

Falk-Krzesinski, H.J., Börner, K., Contractor, N., Cummings, J., Fiore, S.M., Hall, K.L., Keyton, J., Spring, B., Stokols, D., Trochim, W., and Uzzi, B. (2010). Advancing the Science of Team Science. *Clinical and Translational*, 3(5), 263-266.

Börner, K., Contractor, N., Falk-Krzesinski, H.J., Fiore, S.M., Hall, K.L., Keyton, J., Spring, B., Stokols, D., Trochim, W., and Uzzi, B. (2010). A Multi-Level Systems Perspective for the Science of Team Science. *Science Translational Medicine*, 2(49):cm24.

Contact

Holly Falk-Krzesinski encourages AWIS members to contact her directly. She can be reached at h-falk@northwestern.edu.

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Worldwide Map of all NORDP Members





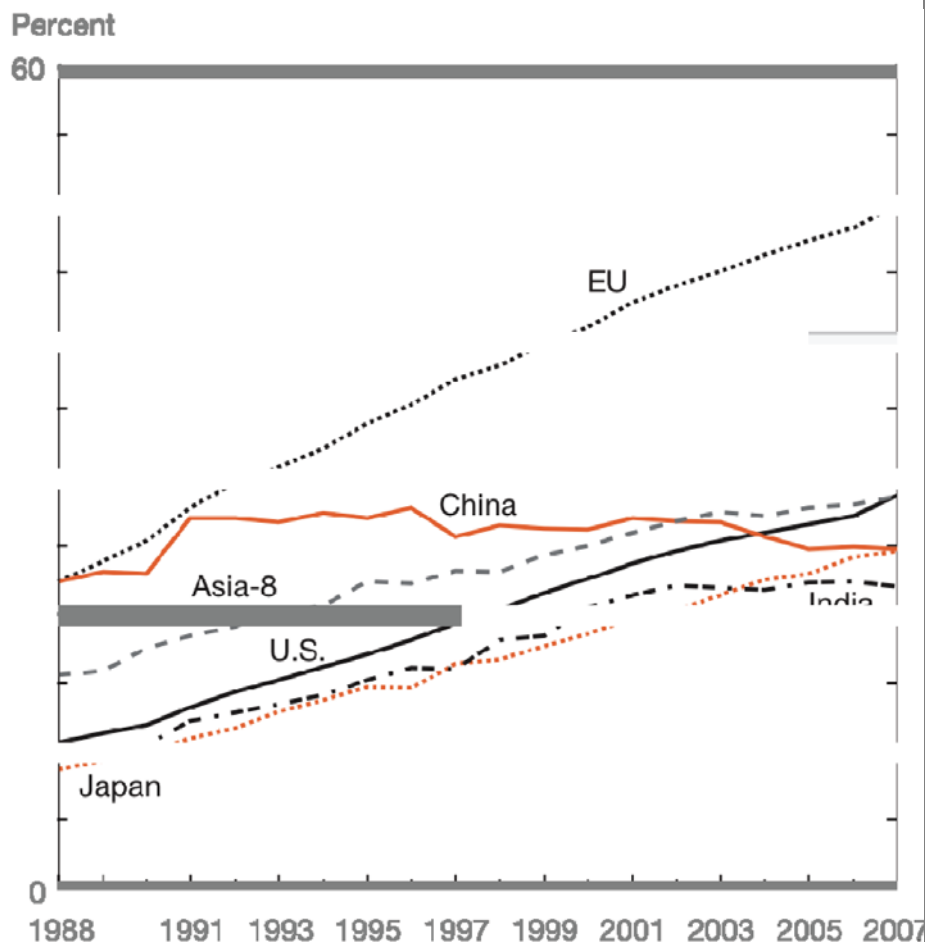
NORDP Board member Dr. John Carfora co-chairs International Workshop at the National Academies

On July 26-27th 2010, Dr. John M. Carfora, NORDP Board member and Associate Vice President for Research Advancement and Compliance at Loyola Marymount along with co-chair Celia Merzbacher, Vice President, Innovative Partnerships, Semiconductor Research Corporation co-chaired a workshop on international research collaboration. The workshop was supported by the Government-University-Industry Research Roundtable (GUIRR) and was held at the National Academy of Sciences. This workshop brought together subject matter experts – from universities, industry, government, and professional organizations in the US and other nations – to (1) explore and discuss international research collaborations; (2) publish a record of proceedings and a meaningful primer book for distribution to interested persons in the various sectors; (3) develop web-based resources on international collaborations, and (4) convene future conferences and workshops in the areas of international research collaborations.

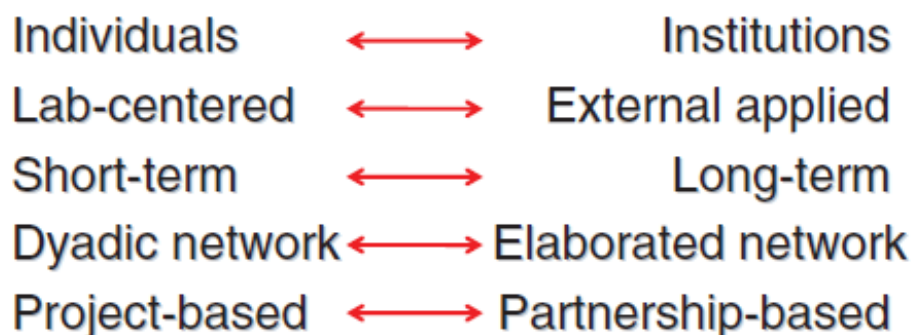
The workshop publication is now available at the National Academies Press under the title of *Examining Core Elements of International Research Collaboration*, see http://www.nap.edu/catalog.php?record_id=13192.

You can read more about this high-profile, global gathering at:

http://sites.nationalacademies.org/PGA/guiirr/PGA_o58064.



International co-authorship of Science & Engineering articles, by region/country from 1988 to 2007. Note that the EU far surpassed the other regions with respect to co-authorship, while China actually declined 2001 to 2007. From *Examining Core Elements of International Research Collaboration*.



Cultural Differences and Nuances in the different forms of collaboration from *Examining Core Elements of International Research Collaboration*.



Images from John Carfora's Workshop



Attendees at the National Academies workshop. From left to right: Dr. John Carfora co-chair I-Group The National Academies, Associate VP Research Advancement and Compliance, Loyola Marymount University; Dr. Susan Sauer Sloan, Director GUIRR, Nat'l Academies; Kathleen Flanagan, VP for Communications and Government Relations, Loyola Marymount University.



Attendees at the National Academies workshop. From left to right: Dr. Christopher Williams, UN-HABITAT; Dr. Riall Nolan, Professor and Associate Provost and Dean of International Programs (retired), Purdue; Dr. Tembeka Mpako-Ntusi, Director of Research, Cape Peninsula University of Technology, Cape Town, South Africa; Mr. Elias Wondimu, Exiled Journalist, Author, & Publisher; and Dr. John Carfora (co-chair I-Group The National Academies, Associate VP Research Advancement and Compliance, Loyola Marymount University; Dr. Susan Sauer Sloan, Director GUIRR, Nat'l Academies; Kathleen Flanagan, VP for Communications and Government Relations, Loyola Marymount University.

Research Development Articles

Research Development is an exciting, evolving field. Below are some of the latest publications in this realm. Here are some of our faves from 2011 (NORDP members were a co-author in the ones in bold):

Andras, P. (2011). Research: metrics, quality, and management implications. *Research Evaluation* 20, 90-106.

Bear, J.B., and Woolley, A.W. (2011). The role of gender in team collaboration and performance. *Interdisciplinary Science Reviews* 36, 146-153.

Bozeman, B., and Boardman, C. (2011). Academic Faculty Working in University Research Centers: Neither Capitalism's Slaves nor Teaching Fugitives. *The Journal of Higher Education*.

Christensen, C., and Eyring, H. (2011). The Innovative University: Changing the DNA of Higher Education from the Inside Out (Jossey-Bass).

Chubin, D.E., Derrick, E., Feller, I., and Phartiyal, P. (2011). AAAS Review of the NSF Science and Technology Centers Integrative Partnerships (STC) Program, 2000-2009: Executive Summary (Washington, DC), pp. 17.

Cummings, J., and Kiesler, S. (2011). Organization theory and new ways of working in science. Paper presented at: Science and Innovation Policy, 2011 Atlanta.

Donovan, C. (2011). State of the art in assessing research impact: introduction to a special issue. *Research Evaluation* 20, 175-179.

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Fuhrmann, C.N., Halme, D.G., O'Sullivan, P.S., and Lindstaedt, B. (2011). Improving Graduate Education to Support a Branching Career Pipeline: Recommendations Based on a Survey of Doctoral Students in the Basic Biomedical Sciences. *CBE-Life Sciences Education* 10, 239-249.

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Larson, E.L., Cohen, B., Gebbie, K., Clock, S., and Saiman, L. (2011). Interdisciplinary research training in a school of nursing. *Nurs Outlook* 59, 29-36.

Martinez, L.S., Rubin, C.L., Russell, B., Leslie, L.K., and Brugge, D. (2011). Community conceptualizations of health: implications for transdisciplinary team science. *Clin Transl Sci* 4, 163-167.

Osbeck, L.M. (2011). Science as psychology : sense-making and

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Philbin, S.P. (2011). An investigation of the development and management of university research institutes. *Journal of Research Administration* 42.

Phillips, L.J. (2011). Analysing the dialogic turn in the communication of research-based knowledge: An exploration of the tensions in collaborative research. *Public Understanding of Science* 20, 80-100.

Salazar, M., Lant, T., and Kane, A. (2011). To join or not to join: an investigation of individual facilitators and inhibitors of medical faculty participation in interdisciplinary research teams. *Clin Transl Sci* 4, 274-278.

Schmitt, C., and Buchinal, M.R. (2011). Data management practices for collaborative research. *Frontiers in Psychiatry* 2.

Shuffler, M.L., DiazGrados, D., and Salas, E. (2011). There's a Science for That: Team Development Interventions in Organizations. *Current Directions in Psychological Science* 20, 365-372.

Stone, D. (2011). The experience of the tacit in multi- and interdisciplinary collaboration. *Phenomenology and the Cognitive Sciences*, 1-20.

Wagner, C.S., Roessner, J.D., Bobb, K., Klein, J.T., Boyack, K.W., Keyton, J., Rafols, I., and Borner, K. (2011). Approaches to understanding and measuring

It is not yet empirically clear exactly how and when collaborative efforts actually enhance the scientific enterprise; there are significant expenditures, and working collectively poses important challenges that more solitary science avoids.

Mapping a research agenda for the science of team science (2011)

interdisciplinary scientific research (IDR): A review of the literature. *Journal of Informetrics* 5, 14-26.

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Upcoming NORDP News Topics:

International Collaborations
RD & Federal Relations
RD & Industry Collaborations

Deadlines:

April 1st, 2012
August 1st, 2012



We hope to see you at NORDP 2012 in Washington, DC May 21st!

Upcoming Conferences

3rd Annual International Science of Team Science (SciTS) Conference April 16th—19th, 2012 Chicago, IL <http://scienceofteam-science.northwestern.edu/annual-scits-conference>

NORDP 2012 May 21st—23rd in Washington, DC <http://www.nordp.org/conferences/index.php>

EARMA European Association of Research Managers Association July 11th, 2012 in Dublin <http://www.earma.org/page/earma-ac-2012-dublin>

7th Annual Interdisciplinary Network for Group Research (INGroup) Conference July 12th—14th, 2012 Chicago, IL <http://www.ingroup.net/conference.html>

34th Annual Association for Integrative Studies (AIS) Conference October 11th—14th, 2011 Rochester, Michigan <http://www.oakland.edu/2012AIS>

From more information see:

<http://www.nordp.org/conferences>

Research Development Jobs Sampler

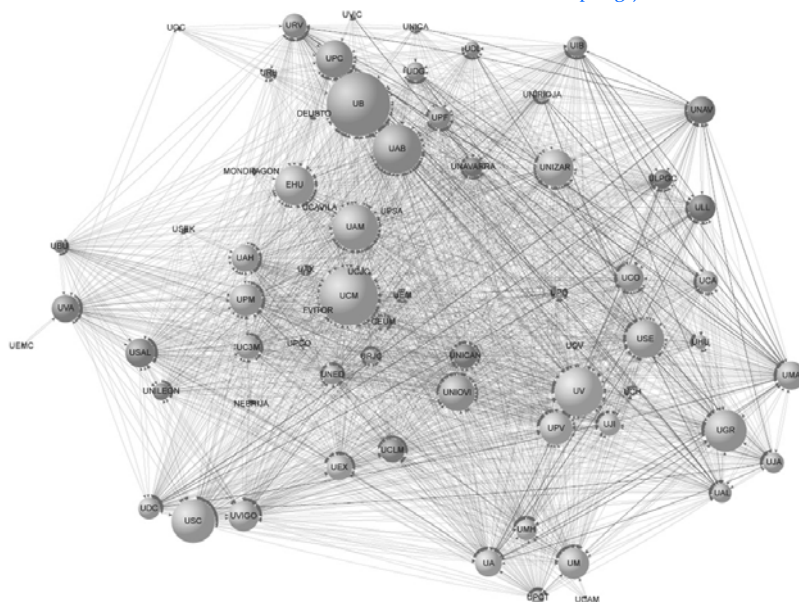
Director, Research Development, UCSF

Assistant Director for Research Development, Texas A&M

Research Communications and Grant Development Specialist, U of Illinois Urbana-Champaign

Assistant Director of Research Development, Harvard

For jobs like these and many more, visit www.nordp.org/jobs



Inter-University Research Collaboration Network, Spain 2000-2004.