

NORDP News is a bi-annual publication of the National Organization of Research Development Professionals (NORDP)

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Join us in Portland, Oregon for the 6th Annual NORDP Research Development Conference

By Rachel Dresbeck, Ph.D., Director, Academic & Research Development & Communication, Oregon Health & Science University



A view of Portland, Oregon, home to the 6th Annual NORDP Conference. Photo: Kent Anderson.

As a research development professional, you face complicated questions every day—and you know that if you ask the NORDP list-serv, you'll get smart answers from experienced colleagues around the globe within moments of asking.

The annual NORDP Research Development Conference is like our list-serv, only better. You put names to faces. You network. You learn how to do your job better and more creatively. You get answers to questions you didn't even know you had.

The 6th NORDP Conference will be held May 19-21, 2014, at the Portland Marriott Downtown Waterfront. We have a full agenda, from two preconference workshops that explore topics in great depth (read more about them on page 5) to keynote talks that will be sure to inspire you to roundtables and panel presentations that will give you new insights into your work.

Don't miss the first night

A major feature of this year's conference is our welcome dinner with Mihaly Csikszentmihalyi, Ph.D., and Sally Rockey, Ph.D., on Monday, May 19 beginning at 6 p.m. Dr. Csikszentmihalyi is a leading researcher on positive psychology, motivation, and flow—a concept that he developed.

Dr. Rockey is the director of the Office of Extramural Research at the National Institutes of Health. We are thrilled to begin our conference with these two distinguished guests.

We are also thrilled to have Kelvin K. Droegemeier, Ph.D., speaking on Tuesday, May 20. Dr. Droegemeier is vice president for research at the University of Oklahoma, where he is also Regents' Professor of Meteorology, Weathernews Chair Emeritus in Applied Meteorology, and Roger and Sherry Teigen Presidential Professor. Dr. Droegemeier has led numerous NSF-funded Science & Technology Centers; he has served on the National Science Board since 2004 and was elected in 2012 for a two-year term as Vice-Chair. Dr. Droegemeier's research interests include thunderstorm dynamics and predictability, variational data assimilation, mesoscale dynamics, computational fluid dynamics, massively parallel computing, and aviation weather. He is also a national leader in the creation of partnerships among academia, government and industry—and a major advocate for the research development profession.

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“No one person within NORDP can do everything but everyone can contribute something to NORDP. We want all of our members to engage and participate within NORDP.”

President's Corner

By Alicia Knoedler, Ph.D., Associate Vice President for Research and Director of the Center for Research Program Development and Enrichment at The University of Oklahoma

Thank you, NORDP Colleagues!!! Thank you for all of your efforts everyday, not just to NORDP but to research development, your colleagues, friends and families. Thank you for the contributions that you make to those around you. I hope that you wake up every day looking forward to who you will interact with and the positive impact you will have on others. Monday, January 20, 2014 was Martin Luther King Jr. Day: “Life’s most persistent and urgent question is, ‘What are you doing for others?’”

NORDP’s Board of Directors held a retreat in the fall to discuss our activities for the year and some changes that are needed to continue to move NORDP forward and in positive directions. At this retreat, we discussed how each of the board members gives back to NORDP. NORDP is an organization of volunteers. The members who have put together this newsletter are volunteers; all of the board members are volunteers; individuals who work on committee activities are volunteers; your NORDP colleagues putting together the program for NORDP’s 6th Annual Research Development Conference are volunteers.

We rely heavily on these volunteers to create quality resources for research development professionals. And although I have not had the opportunity to ask every member who volunteers, I am very interested in how they are reinforced by giving back to NORDP. Of course, we are very grateful that they have chosen to give their valuable time to NORDP. But why do we volunteer our time to NORDP?

I am very fortunate to work in a very positive environment and I love going to work every day. I have very long, busy days, filled with meetings, trying to accomplish positive things with my colleagues at the University of Oklahoma and elsewhere. I am fulfilled by helping others, and I can’t think of a better way to spend my days than lending a listening ear, being able to solve a problem, advocating for a colleague or friend, or helping out in some other way. My most significant challenge is not having enough time to do the things I find most fulfilling. And I know I am not alone.

When I asked a few NORDP colleagues why they give back, they told me that volunteering for NORDP is an amazing opportunity to contribute to our profession and work with colleagues around the country. They enjoy giv-

ing back for the greater good – the professional development of us all. There is the expectation that benefitting from others who volunteer will provide examples and enable others to “pay it forward” – both to NORDP colleagues and faculty at our respective institutions. In describing the various ways one volunteers, it isn’t just volunteering as a contributor on a committee but also through mentoring, encouraging colleagues via the listserv, speaking with individuals, and finding ways to use our own gifts to the benefit of others.

No one person within NORDP can do everything but everyone can contribute something to NORDP. We want all of our members to engage and participate within NORDP. Perhaps you are having a hard time identifying how your gifts might be best utilized within NORDP? With over 500 members in NORDP, it is important that we hear from you. If you are looking for a simple way to get started, to define your role as an active member of NORDP, reach out via the listserv, ask a few colleagues, or just send an email to president@nordp.org and we can have a discussion.

If you are new to NORDP or haven’t visited the listserv or the website in a while, here is a quick recap of some recent activities.

- We have a very active NORDP Annual Research Development Conference Committee and they are working diligently to plan an exceptional conference. Thank you to Rachel Dresbeck for leading those efforts and we hope that you have seen multiple messages about registering for the conference.
- The External Engagement Committee has also been quite busy and this year introduced Engagement Scholarships for NORDP members to represent NORDP at relevant scholarly and professional meetings. They also led efforts to connect NORDP to The American Association for the Advancement of Science (AAAS) as an Affiliate Member and to the Association of Public and Land-Grant Universities (APLU) as an Organizational Member.

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Member Transitions & Announcements



NORDP members **A.G. Rud** (left), **Michael S. Trevisan** and **Laura Girardeau** of Washington State University recently published an article in the January 2014 special issue of the *Journal of Faculty Development* entitled, “Jumpstarting Junior Faculty Motivation and Performance with Focused Writing Retreats.” Although institutions value publications and grants in the tenure process, new professors receive little guidance in writing for these endeavors. Few studies have explored how public institutions on limited budgets can hold effective retreats. To meet this call, the team piloted an innovative, affordable retreat over the past two years to apprentice professors in the craft of writing. Their assessment of the retreat’s effectiveness for faculty motivation and productivity inform a set of recommendations for other institutions interested in designing similar retreats. For more information on the article and the retreats, go to <http://bit.ly/1iEj4Pm>.

Pollyanne Frantz, Ph.D., CPRA, Director of Grants Resources & Services at Appalachian State University in Boone, NC, is serving as principal investigator for the second year of a two-year Elsevier Foundation New Scholars Grant Program supporting the “Appalachian Women Scientists” initiative. Frantz also began serving a three-year term on the Research Administrators Certification Council’s Board of Directors in October 2013.

Deborah Ball Derrick, M.A., Grant Writer and Manager at the College of Information Science & Technology, University of Nebraska at Omaha, has joined the editorial board for the *Journal of Research Administration*, published by the Society of Research Administrators International.



Two NORDP members, **Barbara L. Endemaño Walker** (left), Director of Research Development for the Social Sciences, Humanities and Fine Arts, University of California, Santa Barbara, and **Susan Carter** (below left), Director of Research Development Services, University of California Merced, are collaborators on a New Scholars Program award from The Elsevier Foundation. Their program, Strengthening Team Science & Work Life Satisfaction in the UC System, will address disparities among early- to mid-career STEM women scientists across the 10 campuses of the UC system through a three-year series of retreats to build team science leadership capacity and increase team science participation among women and other underrepresented groups in the UC system. During the retreats, participants will learn about team science best practices, interdisciplinary collaborative proposal design, and team management techniques. Each retreat will feature workshops by experts on team science, collective intelligence, gender and science issues, and team leadership and dynamics. Research development professionals and writing faculty from the UC system will be on hand to lead teams and individuals through proposal design and writing sessions. Of particular importance, the retreats will also offer childcare.



See your name in the next issue! If you published an article related to research development, presented at a conference, or were promoted to a new position, send your news and a photo to news@nordp.org.

NORDP adds Pre-Conference Workshops for 2014

By Jaine Place, Director, Proposal Development Unit, North Carolina State University



From left: Dr. Holly Falk-Krzesinski, Dr. Jennifer Eardley, and Tina Edgerly Campbell will present pre-conference workshops at May's research development conference in Portland, Ore.

NORDP members who are looking for more intensive professional development will no doubt be happy to hear that two half-day pre-conference workshops will be offered on May 19, the opening day of this year's NORDP Annual Research Development Conference. In response to a NORDP member survey, the two workshop topics chosen for this year are: "Team Science: Fostering Collaborative, Large-Scale Research Proposals and Team Leadership" and "Managing Up: Effective Research Development Evaluation and Assessment." Both workshops will be interactive working sessions designed to provide intensive learning led by experts.

Team Science: Fostering Collaborative, Large-Scale Research Proposals and Team Leadership

Team Science will be presented by Dr. Holly Falk-Krzesinski, founding president of NORDP and currently Vice President for Global Academic & Research Relations at Elsevier, and Dr. Jennifer Eardley, Interim Director of the Division of Biomedical Sciences at the University of Illinois at Urbana-Champaign. Objectives for the workshop are to provide an overview of team science, describe specific strategies and tactics for team science leaders, and provide hands-on experience during small team experiences. Participants will use online team science resources that promote collaboration, communication, trust, and conflict management—a toolkit much needed by research development professionals who facilitate faculty teams putting together large-scale proposals.

Managing Up: Helping your Institution Launch Effective Research Development Goal Setting and Assessment Metrics

Managing Up will be presented by Tina Edgerly Campbell, MPH, Principal of the Campbell Consulting Group. This workshop is designed to identify options for effective evaluation and assessment based on a research development enterprise's size, level of institutional support, budget and time constraints. The primary learning objective for this workshop is to merge a research development office's expected outcomes with scientifically sound evaluation methods and metrics. NORDP members will learn how to interpret data, develop ongoing data collection protocols, and disseminate results to supervisors, senior leadership, clients and external audiences. "Developing reasonable expectations for a five-year plan is a tool and skill that deans, chairs, and faculty find indispensable," says presenter Tina Campbell, "and it will help define the new research development professional."

"The NORDP Effective Practices and Professional Development (EPPD) Committee developed the plan for these workshops in response to survey responses from previous years' NORDP conferences suggesting that some topics would be better presented in a longer format than typical breakout sessions allow," said Pollyanne Frantz, Chair of the EPPD Special Programs Working Group. "We are very fortunate to have members who are experts in these fields and willing to share what they have learned. They have been working hard to produce great professional development experiences for us."

The workshops, which will each charge a fee (\$149) in addition to the conference registration fee, will be limited to 50 participants each to maximize interaction and discussion. The 10 a.m. to 3p.m. sessions will include a networking lunch, extensive handouts, and online resources. Members are encouraged to register early for the 2014 conference since these workshops are expected to fill up quickly. Visit www.nordp.org/conferences for more information.

Session Recap from the 2013 NORDP Conference

By Sharon Franks, Director, Research Proposal Development Service, University of California, San Diego

Session: Preparing for Site Visits - The Agony and the Agony

Presenters: Meredith Murr, Randy Phelps, Barry Rowan, Sheryl Soucy-Lubell

Thinking about attending May's conference but haven't made a commitment yet? Check out this session recap from NORDP's 5th Annual Conference in Austin last spring for a taste of what's to come in Portland this May.

Great news! You've just learned that the team you worked so closely with to develop that humongous center proposal has been selected for a site visit (SV). Go ahead and celebrate. Then, waste no time in getting busy preparing for the SV. Whether or not the project gets funded may now hinge on how well the SV goes. And how well the SV goes depends to a large extent on the effort and resources that go into planning, preparation and practice. We have the presenters of this session to thank for providing a virtual roadmap for pulling off a successful site visit.

The presenters shared lessons learned as a result of their first-hand experiences with pre-award site visits associated with the NSF Science and Technology Center (STC) program. Perspectives included those of an NSF Staff Associate in the Office of Integrative Activities (Phelps), two senior research development professionals (Murr and Soucy-Lubell) at UC Santa Barbara (UCSB) and UC Davis (UCD), respectively, and a staff member at UCSB who played a key role in the logistical preparation for a site visit (Rowan). Both UCSB and UCD were lead institutions on separate STC proposals, and both were among the finalist-teams that hosted STC site visits in Fall 2012. Although neither proposal ultimately resulted in an NSF award, the success of both site visits was evident in glowing SV reports, as well as in feedback from participating faculty and administrators at the partner institutions.

NSF's Phelps provided an overview of the STC program, emphasizing that STCs are large-scale, long-term investments in research, education, and knowledge transfer. In terms of scope and size of investment – awards are cooperative agreements with typical funding levels of \$5 million per year for up to ten years – STCs can be likened to small businesses. Thus, it's hardly surprising that NSF is keenly interested in the appropriateness of the proposed budget and the capabilities of the Center's management team. Together with budget and management plans, cohesiveness of the proposal team is among the elements of proposed Centers that SV review teams scrutinize most thoroughly.

Phelps emphasized that the SV is key part of the proposal review process, not merely a series of lectures/presentations by the proposal team. The proposal team should prioritize providing informative responses to the review team's questions. The objective is to alleviate concerns. Care should be taken to avoid dismissing or responding defensively to any perceived weaknesses. These weaknesses include any that are first raised during the SV, as well as those that may have been identified during prior review stages.

Phelps' additional recommendations to proposal teams:

- Focus on **conveying a vision** for the future rather than on a retrospective of past work.
 - Demonstrate **integrative partnerships at the institutional level**. Participation in the SV of personnel and administrators from *all* partner institutions is a must. The whole (the proposed Center) must be seen as greater than the sum of the parts (the partner institutions).
 - Demonstrate strong management: Present succession plans, reporting structure, decision process for terminating and developing projects, and the role of the external advisory committee.
 - Follow instructions from NSF to the letter, and respect logistical constraints. Examples: Dining and lodging arrangements by the host institution should be made so that the per diem for SV review team members actually covers associated costs. Lodging arrangements should be made so that members of the SV review team and members of the proposal team do not mix or otherwise socialize after business hours.
- Murr, Rowan and Soucy-Lubell echoed Phelps' recommendations and offered additional, practical suggestions for orchestrating successful SVs. While some of the details are specific to STC SVs, many of the recommendations are applicable to SVs conducted by other agencies and for other programs. A sampling of their great advice follows:
- Practice and preparation can greatly enhance the perception of team cohesiveness. Multiple rehearsals can reveal opportunities for presenters to emphasize linkages among project elements. A mock SV (red team review) several weeks before the actual SV review is highly recommended. This mock SV should include a mock review team recruited well in advance. All proposal team members should participate in person.
 - Allocate 30% of the time specified for each presentation to answering questions from the review team. (NSF specifies time allocated for each presentation.)

- Institutional administrators who participate in the SV should be knowledgeable about the project and committed to its success. These administrators meet as a group, separately (i.e. without the key project personnel present), with the SV review team.

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Happy Horizon 2020: A Transatlantic New Year's Resolution

By Elli Tzatzanis-Stepanovic, Certified Senior Project Manager (IPMA), Expert for International Cooperation, Austrian Research Promotion Agency

“U.S. participation in research and innovation as well as coordination and support is explicitly sought in aeronautics, e-Health, global research infrastructures, marine and arctic research, polar research, cooperation on raw materials, research on cultural and science diplomacy, urban logistics solutions, maritime traffic management, and collaboration within the information and communication research and innovation domains.”

Help the researchers at your institution tap into nearly €80 billion of funding available from Horizon 2020, a new program from the European Union with opportunities for U.S. researchers and collaborators. This article will explain improvements to the program that will help facilitate international collaboration, as well as tips for how to obtain funding from Horizon 2020.

Horizon 2020, successor to the Seventh Framework Programme (FP7), launched on Jan. 1, 2014. It is one of the largest publicly-funded research programs in the world, uniting all the European Union's funding for research and innovation, from frontier research to close-to-market innovation. It supports Excellent Science, Industrial Leadership and Societal Challenges under more coherent and simpler participation guidelines.

According to U.S. researchers who participated in FP7, there were challenges with administrative burden and costs, legal issues, and lack of funding for U.S. partners. Horizon 2020 was designed to address these challenges and to facilitate participation for researchers and businesses. Simpler guidelines and a more straightforward application processes have been implemented in order to overcome the hurdles international participants faced with FP7. Changes include:

- Simpler program architecture making it easier for participants to identify where funding opportunities exist;
- A single set of participation rules covering eligibility, evaluation, intellectual property rights, etc., with exceptions only when justified by specific programmatic needs;
- Electronic signatures of grants and sped up administrative procedures;
- Simpler funding rules, with two standard funding rates—one funding rate per project and indirect costs covered by a single flat-rate;
- Fewer financial controls and audits needed, using a flat rate for indirect costs, a major source of error in the past.

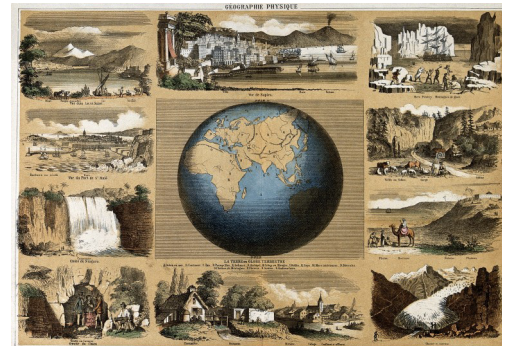


Image: Wellcome Library, London

Funding mechanisms within Horizon 2020

The European Research Council is part of the first pillar, Excellent Science, which aims to enhance the dynamic character, creativity and excellence of European research at the frontiers of knowledge. Through peer-reviewed competitions, the best researchers from anywhere in the world are supported to perform their research in Europe.

Marie- Skłodowska Curie Actions are European mobility grants available to researchers regardless of their nationality or field of research. In addition to generous research funding, scientists have the possibility to gain experience abroad and in the private sector, and to complete their training with competences or disciplines useful for their careers.

In FP7, one in five collaborative projects included an international partner in addition to participants from Member States or Associated Countries. Horizon 2020 is open to international participation from Third Countries*. Developing countries and countries from the Enlargement and Neighbourhood Region** are eligible for automatic funding, whereas organizations from industrialized and emerging economies can receive funding within a collaborative project if participation is deemed necessary or the Third Country is explicitly identified in the work program.

About 60 calls are currently open under Societal Challenges, the first deadlines being in March 2014. U.S. participation in research and innovation as well as coordination and support is explicitly sought in aeronautics, e-Health, global research infrastructures, marine and arctic research, polar research, cooperation on raw materials, research on cultural and science diplomacy, urban logistics solutions, maritime

traffic management, and collaboration within the information and communication research and innovation domains.

How to participate in Horizon 2020

The Participant Portal is the European Commission's online portal providing all necessary data, call information, as well as registration and proposal submission services for Horizon 2020.

Step 1: Find a suitable Call for Proposals

Search Calls by keywords and filters to see if calls are currently open for a specific area and profile.

Step 2: Find project partners or apply as an individual team or researcher

Finding project partners for collaborative projects is supported by various partner search services. Researchers and organizations can also post collaboration offers.

Step 3: Create an account on the portal

To fill in the required forms and submit them electronically to the Commission, first create an account on the Participant Portal.

Step 4: Register your organisation

In order to be able to participate in a project proposal, organizations need to be registered and have a 9-digit Participant Identification Code. Check first on the Organization Register page to see if your organisation is already registered.

Step 5: Submit your project proposal to the Commission

To submit a project proposal, go to the section Electronic Proposal Submission on a specific Topic page that belongs to a call. You need to be logged in with your Participant Portal account to start filling in standard forms for submission.

Visit the Horizon 2020 website to get started:

<http://ec.europa.eu/programmes/horizon2020> §

* A Third Country is a country that is not a member state of the European Union. The U.S., for example, is a Third Country.

** Neighbourhood Countries are neighboring countries to the European Union as identified in the European Neighbourhood Policy. Enlargement Countries are candidate countries and potential candidate countries for the European Union.

Horizon 2020 Research Funding 5 Tips for U.S. Researchers and Research Development Professionals

Calls in the 2014 budget are worth around €7.8 billion, with funding focused on Excellent Science accounting for around €3 billion, including €1.7 billion for grants from the European Research Council (ERC) for top scientists and €800 million for Marie Skłodowska-Curie fellowships for younger researchers. Funding for Societal Challenges is accounting for €2.8 billion for innovative projects addressing Horizon 2020's seven societal challenges, broadly, health; agriculture, maritime and bioeconomy; energy; transport; climate action, environment, resource efficiency and raw materials; reflective societies; and security.

Here are five tips for U.S. researchers (and the Research Development Professionals who support them):

1. Activate your European Network

Transatlantic contacts do exist in most cases and very often research teams in the U.S. know one or more researchers in Europe within the given scientific field. Activate your European network and find out which teams are planning to submit research proposals.

2. Find out which research topics are currently open and which international partners are sought

Visit the Horizon 2020 website (link below left) to find out which research topics are currently open and where U.S. partners are either explicitly sought or where your research fits in.

3. Get familiar with the Participant Portal

All information is available on the Participant Portal, open calls are listed and participation rules and work programmes can be downloaded.

4. Join a research consortium

Join a research consortium preparing a project proposal and become a project partner. In FP7, proposals with U.S. partners were very often more successful than their competing proposals without U.S. participation.

5. Get involved in proposal writing

Describe and provide your part of the research and become an active partner in proposal writing. Of course it sounds easier than it is, but completing a puzzle needs some time and some patience. Collaboration makes it easier as well! There would be no finished puzzles if the single steps to the whole picture were unpleasant and unsatisfactory. The reward can be secured wages for the collaborating researchers, fruitful teamwork and successful research results.

The 1-3-5 Year Strategic Funding Plan™

By Tina Edgerly Campbell, MPH and Christopher G. Campbell, MEd

Tina Edgerly

Campbell, MPH, has been invited to lead a pre-conference workshop at the 6th Annual NORDP Research Development Conference, entitled "Managing Up: Effective Evaluation and Assessment." During the session, Tina along with other experts in the field, will provide hands-on training and tools to develop an evaluation plan, identify metrics, and quantitatively and qualitatively capture what it is we as research development professionals do in order to justify funding and continued growth. Enrollees will have access to materials, optional reading assignments, tools, templates and other information and activities pre- and post-workshop via a secure website to extend the learning experience utilizing online learning tools. See page 4 for more info on the pre-conference workshops.

The key to the demand of your organization's most valuable asset, you, is to, how Andy Stanley puts it, "do what you do best and delegate the rest." Part of what makes research development professionals so valuable is that we have a certain arsenal of skills and services we can offer, and depending on how deep your bench is—that is, how many skills or services your faculty find critical—the more valuable you are to your faculty, and therefore, your institution. It also increases your marketability and demand.

The 1-3-5 Year Strategic Funding Plan™ is a strategic plan that outlines funding prospects and goals for a particular faculty member or team for year 1, year 3 and year 5, starting from any point of time. As the Director of Research Enhancement at The George Washington University, I conducted a number of studies, and out of 311 faculty surveyed in 2010, this was by far the most demanded service (88%), adjusting for those who knew what services were available (n=245). Anecdotally, we see this trend nationwide, and our unique role in RD allows us to help our faculty see the forest beyond the trees.

Target demographics include:

Individual Faculty: This plan helps them to fit their teaching and service responsibilities around specific goals that will (hopefully) allow them to conduct and publish their research, and gain the skills and experience needed for promotion and tenure.

Chairs: Chairs have a unique responsibility of both balancing their own research with the growth of their department, and the faculty within. This tool is especially beneficial for chairs when you are able to help identify interesting partnerships and provide a path for faculty growth. Additionally, chairs find this service to be especially helpful in recruiting new faculty. Faculty like to know that they have individual support for a long term plan or vision, and helping individual Chairs within your organization identify talent and help their faculty get funding makes this resource, and you, invaluable.

Deans/Research Deans: With even more responsibility than Chairs, one of the primary responsibility of Deans is fundraising. Many Deans feel pressure from development to raise funding for endowed chair positions, scholar-

ships and other funding needs. If you are able to help provide Deans and Research Deans with a plan that 1) identifies pockets of talent; 2) identifies new and in-demand collaborations and team science; 3) specific plans for "right now" funding; and 4) long term or "sustainable" funding, you will find yourself with an incredible tool that will help win the hearts of your faculty and also increase your extramural funding.

Other: This is also a valuable skill to offer to centers, institutes, existing or budding multi/trans/interdisciplinary teams competing for center-type funding, or even with the President or Provost's office—to assist with their institutional initiatives.

Set it up: Pre-Game

Decide on your approach. Who is your audience? Obtain CVs for the key faculty, organization's website, LinkedIn, and even search engines to see what is trending, their background, and how to leverage their skills, interests, and prior history. Consider the following variables to include in your 1-3-5 Strategic Funding Plan.™

- Appointment (Assistant, Associate, Full Professor)
- Tenure or non-tenure track
- Publication history (ideally 2-4 per year)
- Prior funding history type (federal, foundation, corporate?)
- Prior funding history amount (smaller grants, \$100K+, \$1M+ direct costs)
- Institutional/departmental requirement for indirect cost recovery

The Interview

Interview faculty and ask my favorite question: "What do you want to be known for when you retire?" This question is key, because it helps you understand what type of trajectory they will need. For example, a faculty member content to run her own lab will have a different trajectory than the faculty member who wants to have multiple centers that cure a disease. Accordingly, your prospective, recommended funding opportunities for years 1, 3 and 5 will be markedly different.

Year 1

Consider "right now" funding opportunities faculty are competitive for. Based on their funding

history and research trajectory, you might recommend:

Early Stage Investigator:

Apply for: intramural funding, NIH K99-R00, K01, R03 or R21, <\$300K NSF, CAREER, and smaller federal grants, early stage investigator foundation grants (such as Edward Mallinckrodt Jr Foundation, Rita Allen, several others), corporate funding like AT&T, ExxonMobile, etc.

Work on: collecting preliminary data, contact foundation, corporate relations, identify mentoring team, participate as co-investigator on a major award, limit committee and “service” work to focus on establishing research portfolio, identify timeline for transition from early funding to first R01, publications, develop an “idea bank” of research questions.

Mid Level:

Apply for: NIH R21, first or continuing R01, foundation grants focusing on transitions, funding from national professional associations.

Work on: PI grants with Co-Is from other disciplines, direct a graduate program, direct a Center or Institute, build energy around ideas for P01 type grants or NSF center grants, high impact publications, develop an “idea bank” of research questions.

Advanced Investigator:

Apply for: Continuing R01, P01, high-risk foundation grants like Simons or Keck, corporate funding such as 3M, Microsoft, Samsung.

Work on: Patents, solicit your VPR, Dean and Provost to kick in for funds to develop a team to seek center-type funding, which requires collaboration such as co-authorship, co-teaching, and/or co-funding, high impact peer review publications, develop an “idea bank” of research questions, mentor an ESI, develop a personal website, Twitter.

Year 3

Early Stage Investigator:

Apply for: intramural funding, transitions from mentored awards to independent awards, corporate and foundation prospects gathered from corporate and foundation relations, if ready, first R01, NSF awards between \$300-\$400K.

Work on: leverage preliminary data gathered, high impact co-authorship with someone outside your discipline.

Mid Level:

Apply for: NIH R21, first or continuing R01, foundation grants focusing on transitions, funding from national professional associations.

Work on: PI grants with Co-Is from other disciplines, direct a graduate program, direct a Center or Institute, build energy around ideas for P01 type grants or NSF center grants, develop a personal website, Twitter.

Advanced Investigator:

Apply for: Continuing R01, P01, high-risk foundation grants like Simons or Keck, corporate funding.

Work on: Finalize patents and copyrights, build international collaborations, write first center award, conduct needs assessment if necessary, develop partnership with business school for business plans (necessary for successful center and program awards), identify excellent evaluators.

Year 5

Early Stage Investigator:

Apply for: “New Investigator” R01, R21 for additional research ideas, foundation “transitions” awards, professional society awards, PI grants with Co-Is from other disciplines, direct a graduate program, direct a Center or Institute.

Work on: Transition fully as an independent investigator, align research funding plan with promotion/tenure goals, consider ideas and research product for patent.

Mid Level:

Apply for: Continuing R01, NSF funded researchers apply for NIH, NIH funded apply for NSF, seek smaller NSF center and collaborative awards.

Work on: Request funding from Chair, Dean, VPR for interdisciplinary center or institute for collaborative research, degree or certificate program, learn how to develop a business plan.

Advanced Investigator:

Apply for: Apply for P01 and center funding, high profile foundation funding, quick-hitting corporate funding (Lockheed Martin, Pfizer, Shell).

Work on: continuing R01s, mentor ESI, high impact publications with multiple disciplines, ERC/STC funding plans, collaborate with foundation relations on high impact and synergistic funding opportunities to bring together federal, foundation and corporate funding.

Diversity

Last, but most importantly, encourage your faculty to diversify their funding portfolios. Just as you would not put your retirement funds in the same stock, make sure your faculty are well diversified in institutional, federal, corporate and foundation funding. \$

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NORDP Conference: Now with more research development professionals

This year, conference attendees will have more ways than ever to participate. We expect more than 40 sessions that will cover many topics. You'll have the chance to learn about key trends in federal and private research funding, to explore large-scale proposal development by interdisciplinary teams, to learn how to implement strategic initiatives to foster institutional competitiveness. New this year is our "Idea Showcase"—NORDP's twist on a poster presentation—while we are also bringing back popular features from last year's conference, including networking dinners and roundtable sessions. The NORDP Idea Showcase was designed for individuals or small teams to present their own approaches to problems and solutions in research development, to showcase best practices, and to introduce innovative ideas. Presenters will use a poster or other medium to stimulate discussion and networking.

Traditional group presentation and roundtable sessions will be offered on a variety of topics, such as research development metrics, research development at emerging research institutions, researcher expertise systems, early-stage faculty training, large grant development, and working in a decentralized environment. We'll arrange morning walks along the lovely Willamette River and other informal networking sessions. You'll also have opportunities for networking with and demonstrations from our NORDP sponsors.

The conference chair this year is Rachel Dresbeck (Oregon Health & Science University), assisted by the hard work and creative thinking of the Program Committee, the Conference Core Committee, a super evaluation team, and numerous other NORDP volunteers.

Portland is known for its artisanal food, wine, beer, and coffee, its, eco-friendly culture, and its proximity to the beautiful Cascade Mountains and the Columbia River Gorge. If you've never visited the Pacific Northwest, now is the perfect time to schedule a trip!

View the most up-to-date conference schedule or register for the conference at <http://www.nordp.org/conferences>. Volunteer to help at the conference! Contact rdconf@nordp.org if you if you would like to volunteer. §

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- The Effective Practices and Professional Development (EPPD) Committee has offered a number of webinars to NORDP members. As a member of NORDP, you can access the materials and recordings of the webinars at <http://www.nordp.org/nordp-professional-development>. They also organize the NORDP Mentoring Program and new groups have been formed and notified for this year. Look for announcements regarding networking dinners connecting mentors and mentees at the NORDP Conference.

- The Membership Services Committee has undergone some changes and is now led by Dr. John Carfora. Members of this committee are focused on outreach to current NORDP members, outreach to potential members, membership engagement, and membership diversity. If you are interested in giving back to NORDP through connecting and supporting the membership in these ways, please contact John at John.Carfora@lmu.edu.

- Two other committees that are hard at work to support NORDP behind-the-scenes are the Communications Committee and Revenue Committee. We are always looking for NORDP members to volunteer on these committees and more information can be found at www.nordp.org/committees.

- A few other changes have occurred this year and additional details and contacts are forthcoming. Early in March, we are welcoming new administrative support after the departure of our long-standing administrator, Latonia Trimuel, in January 2014. However, the various NORDP emails will still function as they always have.

- We have also made some changes to NORDP's Bylaws and we will be announcing those changes and the opportunities these changes make available very soon.

- Finally, we will be updating some of our membership information and NORDP Numbers in the next month. Please log into your NORDP Profile online and include any changes and updates so that we can have the most accurate information available for 2014.

Please look for more announcements, invitations, and updates via NORDP's Web site and the listserv. We look forward to seeing all of you at the Conference in Portland in May!

NORDP is a richer, more vital organization through the diversity of its members, their perspectives, and their contributions. We all benefit from the giving nature of research development professionals and our organization is stronger because of this.

Alicia Knoedler, Ph.D.

President, National Organization of Research Development Professionals (NORDP)

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- Staff and funds are needed to execute a successful SV. Total costs of the SV preparation and hosting may be in the ballpark of \$40K; this figure does not include salaries of the research development team members. One or two full-time staff members are needed to handle the numerous, time-consuming administrative and logistical tasks associated with SV preparation.

- The proposal team should be prepared to answer this question: If the team were asked to reduce its budget by 30%, what would it cut? Phelps confirmed that all proposal teams were asked this during the STC SVs. Ensure that the financial expert responsible for the proposal budget is on hand during the SV, particularly during the night following the first full day of the SV, when the proposal team can expect to be working into the wee hours of the morning, developing responses to the review team's questions. These written responses are presented the morning of day two.

- Appearances count. Consider hiring a professional photographer to take advance photos of individual investigators and the full proposal team. These photos are used in the proposal teams' presentations, and the intent is that the images have a consistent look and feel so as to emphasize cohesiveness and coordination. Consider engaging a graphic artist to design a Center logo and professional looking slide templates. Phelps, however, cautioned: Take care to avoid giving the impression that the group is already functioning as a center without NSF support!

- A 12-inch Time Timer or similar device is an indispensable tool for keeping presenters on schedule.

Although the presenters did not say so, it is quite possible that the effort required to prepare for a successful SV is on par with that required to develop the proposal. Research development professionals can provide essential support during the critical SV phase of the review process. The slide deck from this presentation should be considered a must-read for everyone involved in SV preparation.

This article highlights just some of the many important points the presenters made. Much more information, including checklists and practice schedules, is contained in the slide deck posted at <http://www.nordp.org/2013-conference-materials>. §



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NORDP External Engagement Scholarships

Scholarships are available for NORDP members to represent NORDP at relevant scholarly and professional meetings during FY2014. Learn more at

<http://www.nordp.org/external-engagement-travel-scholarship>



Register or learn more at <http://www.nordp.org/annual-conference>



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