Bringing NORDP Home: Building a Community of Research Development Professionals

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Institutional Context

- 7,701 Faculty
- 2.8M square feet of lab space for research and training

Research Dollars (FY 2016)

- $1.39B Research Expenditures
- 5,255 Research Submissions: $4.3B
- 2,070 Research Awards: $1B
Institutional Context

DRDA → Department of Research Development & Administration

ORSP → Office of Research & Sponsored Projects

RAAC = Research Administration Advisory Council
Institutional Context

U-M Medical School

- 20 Clinical Departments
- Nine Basic Science Departments
- 37 Interdisciplinary Centers & Institutes
- Nine Interdisciplinary Programs
- Six Units
Enable and Enhance Clinical & Translational Research

Fund
- Grant development support (Research Development Core)
- Pilot grant funding

Connect
- Communities Engagement
- Study Participant Recruitment

Educate
- Support through K and T awards
- Master’s and Certificate Programs
- > 100 workshops and seminars

Support
- Clinical Research Unit
- Clinical Trials Office
- Biostatistics
- Database Development
- Study Monitoring
- Regulatory Support
- Informatics Tools
UMMS Office of Research
Maintaining investigator-focused infrastructure, facilitating and diversifying avenues for funding, streamlining research processes

- Research Development Support
- Grant Review & Analysis
- Biomedical Research Core Facilities (12 cores)
- Biorepository
- Data Office for Clinical & Translational Research
- Calendar Review & Analysis
- IRBMED
- Innovation & Business Development
- Unit for Laboratory Animal Medicine
Mobilizing RD Professionals at U-M

It all began with a dinner at the 2014 NORDP conference......
Building an RD Community

Research Development Group Goals

• Share best practices and resources; inspire big ideas; identify strategic and collaborative opportunities towards:
  ➢ Increasing the quantity and quality of proposals submitted by faculty
  ➢ Fostering faculty research and career success
  ➢ Promoting interdisciplinary collaboration
  ➢ Bringing exposure to RD resources and efforts
Building an RD Community

Research Development Core Team

- Sixteen members, representing 12 schools/units
- Bimonthly meetings:
  - Share school/unit updates and project developments
  - Discuss campus-wide activities and gaps
  - Plan conferences/workshops for the larger RD community at U-M
RD Core Team

Medical School 41%

School of Public Health 4.7%

Kinesiology

Pharmacy

Nursing

School of Public Health 4.7%

Business

Public Policy

Social Work

Lit, Science & Arts 12.9%

Grad School

Law

Music, Theatre & Dance

Education

Architecture & Urban Planning

Art & Design

Information

Natural Resource & Env

Engineering 18.2%

Institute for Social Research 8.5%

UMOR/ORSP 2.7%

U-M Dearborn
Mobilizing RD Professionals at U-M

Engaging and empowering an even broader community of RD professionals and administrators across U-M
Mini-NORDP Conference

“Research Development at UM: Laying the Groundwork for Faculty Success”

• Free half-day conference, June 2016
• Audience: RD professionals, research administration & leadership
• Goals:
  o introduce campus to RD as an emerging field and potential career path;
  o provide examples of RD in practice;
  o inspire creative problem-solving;
  o networking with likeminded professionals
A True Grassroots Effort

Co-hosted by 10 RD Core Team schools/units

Internal communication channels: in-person presentations, newsletters, twitter, facebook, listservs, webpages

With the exception of one faculty speaker, all presenters were RD Core Team members
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>8:00 am</td>
<td>Registration, Breakfast, Networking</td>
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<tr>
<td>8:30 am</td>
<td>What is Research Development?</td>
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<tr>
<td>9:00 am</td>
<td>Models for Mentoring</td>
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<tr>
<td>9:45 am</td>
<td>Faculty Perspective/Impact</td>
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<tr>
<td>10:00 am</td>
<td>Networking Break</td>
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<tr>
<td>10:15 am</td>
<td>Proposal Review Strategies</td>
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<tr>
<td>10:55 am</td>
<td>Multidisciplinary Collaboration</td>
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<td>11:20 am</td>
<td>Wrap Up: Growing the RD Community</td>
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<tr>
<td>11:35 am</td>
<td>Q&amp;A</td>
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Mini-NORDP Conference Outcomes & Evaluation

- 52 attendees from 33 U-M schools/departments/units
  - Diversity in composition of attendees: Directors of Research Administration, Grant & Contracts Specialists, Research Process Coordinators, Project Managers, Informationists, Chief Dept Administrators, etc.

- 40+ attendees expressed interest in joining our RD email list
- To date, we have more than 100 ‘interested individuals’ on our RD email list

Are you interested in joining the U-M Research Development Group email list? If so, please leave your name and email address below.
Mini-NORDP Conference Outcomes & Evaluation

- 34 attendees completed evaluations

I have a better understanding of what Research Development means

I learned about career options in Research Development

I learned about Research Development resources that I will share with faculty I support

I would like to see future conferences about Research Development offered at U-M
Evaluation Comments

This was very useful. I'm glad to see UM people who are involved in this. Please do more of these.

I thought this conference was incredibly informative and inspiring. I hope to bring more Research Development into my department and seek out more professional development and career opportunities in research development.

High quality presentations! Valuable content. I think the content will leave participants with ideas about whom to contact for help. The content also provides models for participants to emulate (i.e., creating mentoring programs). Great conference! Next year I think it would be great to have a panel with library representatives about ways we partner/support in Research Development.

It was great to hear all the different resources for faculty.

I'm interested in trying to find ways to use discussion here today to my school to improve outcomes.

Will take notes from conference to Chief for discussion @ faculty meeting.

I would like to see a comprehensive inventory of who is providing which RD support or other resources at UM.

Mini-conference was well organized and informational.
Mobilizing RD Professionals at U-M

Maintaining momentum and revisiting mini-NORDP conference evaluation comments
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Resources and Services for Research Success: Funding, Data Planning and Public Access

• Free two-hour library resources workshop and networking event, Dec 2016
• Audience: RD professionals and research administrators
• Panelists: librarians and informationists
• Goals:
  o educate about resources available for finding funding, developing data management plans and ensuring publication compliance;
  o provide opportunity for small group networking;
  o discuss challenges in RD and ideas for overcoming them;
Library Resources Workshop Outcomes and Evaluation

• 38 attendees from 25 different schools/units

I learned about Research Development resources that I will share with faculty I support

I found the networking portion of the workshop valuable

I would like to see future workshops about Research Development offered at U-M
I would like to have learned more about the roles of research development professionals, like how you work with faculty. I am fairly new and unfamiliar with the field.

We should consider ways to assist faculty with how to appropriately use funds following award.

It would be helpful to develop pre-award best practices.

Is there anyone actively scanning the funding universe; who are they and how do we use them as resources?

Need a better means of communication and sharing of information and templates.

Need more time for networking.

Options for us to connect as a larger group beyond in-person meetings is desirable (eg, video conferencing, etc).
Research Development Listserv

- Moderated listserv created in February 2017
- Includes RD Core Team and more than 100 U-M staff who have expressed interest in RD activities and communication
- Goal: facilitate discussion about best practices, resources, or events; post information and literature about the field; and announce relevant opportunities and activities
On the Horizon

I would like to see a comprehensive inventory of who is providing which RD support or other resources at UM.

Comment from the 2016 Mini-NORDP conference and a sentiment shared by many

Considerations

- Who will lead collection and compilation of resources?
- Where will the information live?
- Who will update the information?
- Could we engage the larger RD group in this effort?
- How could we effectively use this resource in faculty onboarding?
Strategies to Mobilize RD Activities

The 2016 Mini-NORDP Conference was a success – Let’s do it again!!!
Research Development at U-M

Proactive Strategies to Foster Faculty Success

David Stone serving as the keynote speaker

RD Core Team members organizing panels and recruiting ‘outside’ U-M staff and faculty speakers
Two tracks—beginner & advanced

7:30: breakfast & registration

8-9 am: Keynote David Stone, PhD

**Panel A**

9:10  Getting Started in RD
10:10 Onboarding New Faculty
11:10 Public Engagement for Broader Impacts

**Panel B**

Details of Data Management
Helping Faculty Communicate Large-Scale Proposals
Strategies to Mobilize RD Activities

Understanding the RD landscape: Collaboration and avoiding duplication of services
Example: MICHR & the U-M Medical School Office of Research

*Foundational Services*
Research Development Core (RDC)

Mission
To help you translate good ideas into funded science
Free pre-award services

Guidance
• Study design
• Specific Aims
• Hypotheses
• Biostatistics
• Resubmission strategy
• Career direction
• Collaborators
• Grant editing

Funding Sources
• NIH
• Other Fed Sponsors
• Foundation
• Industry
• Internal Funding
RDC Grant Consultation and Editing

**Investigators meet with:**
- Faculty with NIH study section experience
- Biostatisticians
- MICHR program experts/additional experts across U-M
- MICHR staff experienced in grant development

**When close to submission:**
- Grant editing to improve logic, flow and clarity of ideas; identify red flags; ensure adherence to guidelines; correct grammatical errors
UMMS Proposal Development Workshops and Services

• Workshops
  o Writing Winning Grant Proposals from the Reviewer’s Perspective (half day, 2-3 times/yr or “on demand”)
  o Understanding the New NIH Rigor & Reproducibility Standards (new, as needed)
  o Communications Series ("Don’t Blind Them with Science: Writing in Plain Language")
• One-on-one (proposal editing, finding funding)
• Large-scale proposal management
Example: MICHR & the U-M Medical School Office of Research Mentored/Large-Scale Grant Programs & Workshops
MICHR K Writing Workshop

- Three part series designed to assist K writers with preparing strong applications
- Focus on candidate background, career development plan and research strategy
- Blended learning: videos, in person presentations and small break out groups
- Receive feedback from faculty with NIH study section experience, grant experts, and peers
- Since 2009, > 200 participants
UMMS Mentored Research Academy

R01 Boot Camp

- Junior faculty mentoring program started in 2013 to help early investigators get first big NIH project grants
- Mentees split into teams of 3-4, coached by a senior faculty mentor (who has strong funding track records)
- Internal and external subject matter experts engaged for reviews
- Mentees get guidance on aims/methodology, proposal writing, choosing study sections, & NIH policies (e.g., how to contact POs, etc.)
- First 3 cohorts (127 mentees) have brought in $74.4M in new research funding that they attribute to the experience (32 new R01s, 47 pending)
**K Writing Workshop expansion**

Interest from Institute for Healthcare Policy & Innovation (IHPI) in creating a K Writing Workshop

- Why not just expand MICHR’s workshop?
- 2015 → added two new mentors and 10 K writers from IHPI

**R01 Boot Camp expansion**

Interest from other schools

Benefits of interdisciplinary networking/collaboration

- 2014-15 → added mentees from Nursing, IHPI
- 2016 → added mentees from Pharmacy, MCDB, Dentistry
- IHPI includes SPH, Kinesiology, UMSI
Example: U-M Library
Finding Funding Resources
U-M Library Portal

• Research Funding & Grants Guide: a central, campus-wide web portal for funding resources, grant-writing training and events, and more
• Research Funding Consultation: a personalized, expert funding and grant search consultation service for U-M research faculty & staff
• [link](funding.research.umich.edu)
Gaps and Challenges

University-Wide
- Correlating investment in RD with outcomes and impact
- Thinking “institutionally” rather than in silos
- Creating awareness of RD activities, particularly at the faculty and leadership levels

RD Community
- The broader collective:
  - Connecting on a consistent basis
  - Engaging in specific projects/activities
  - Ensuring workshops/conferences meet the needs of those with diverse roles/responsibilities
Lessons Learned

- Do not reinvent the wheel
  - What RD activities are occurring across your campus?
  - Leverage established programs/resources/tools
  - Identify channels to share your own work
- Small networks can still foster silos; think campus-wide
- There are likely a lot more people working in RD than you think!

Questions?

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