Research Development Strategies to Engage and Promote Faculty Flourishing

Approaches, Tools, and Takeaways
Research Development Strategies to Engage and Promote Faculty Flourishing

• This is a fundamental skill
• More challenging by changes in institutional leadership, resources, and other environmental conditions.

We will describe:

• Four strategies to engage faculty
• Approaches, tools, and takeaways
• Keeping in mind our individual campuses
About our Institutions

**PennState**

- Campus of a Large R1
- 5000 students
  - Roughly 2/3 undergraduate
  - 300 FT faculty – 70% are tenure/tenure-track
- Research
  - $3.4M annual awards
- Research Development
  - Research development/proposal submission on our campus
  - Supported by larger compliance and negotiation staff at University park for all of Penn State

**Center for Research Program Development and Enrichment**

- Public R1 University – EPSCoR/ IDEA State
- 31,678 students
  - 80% undergraduate
  - 1,587 FT faculty – 63.1% ranked (1,002)
  - 20.3% researchers (324)
- Research
  - $98.4M annual research expenditures (2017)
- Research Development
  - RD is centralized within the Office of the VPR
  - Strategic RD focus; manage limited submissions & major proposals
  - ORS is separate and aligned

**Valdosta State University**

- Public Comprehensive University – PUI
- 11,341 students
  - 8,778 undergraduate
  - 2,563 graduate
  - 419 FT faculty
- Research
  - $5.4M annual awards
  - CFR reporting to AVP for Institutional Research
- Research Development
  - Small Central Office
  - Housed within Sponsored Programs, collaborate with University Advancement
  - RD is not a separate unit

**Nonprofit Biomedical Research Institute**

- Accredited graduate school within institute (VAIGS, small)
  - 27 Ph.D. students
- Research
  - 360 Staff
  - 31 faculty
  - $27M annual new awards (2017)
  - $41M annual expenditures
- Research Development
  - Research development is not formalized. Office of Sponsored Research provides cradle-to-grave research administration services to faculty.
  - Separate Development, Business Development and OCSO offices.
Four very different institutions

Four very similar approaches
Discussion led us to understand that we were each taking very similar approaches to engage faculty and encourage faculty flourishing. Four distinct strategies were identified.

- Building relationships to enable outreach
- Targeting specific groups of faculty
- Re-engaging disconnected researchers
- Collaborating with others to engage and serve faculty
Meet our Panelist

Susannah Gal, Ph.D. – Associate Dean of Research and Outreach

Penn State University – Harrisburg campus

- Faculty in Biology- lots of different research projects and grants
- Program Officer at NSF 2 years
- Personal connections in business, arts, music and dance
Building Relationships to Enable Personal Outreach

Approach
• Building relationship with Office of Research

Strategy
• Met new faculty early (orientation)

Tools
• Collected grant opportunities and resources
• Created grant profile for each new faculty

Takeaways
• Listen to faculty
• Customize approach to them
Building Relationships to Enable Personal Outreach

Approach
• Building a relationship with Office of Research

Strategy
• Host interesting and useful workshops
  • Engaging Media
  • Writing for Success
  • What’s a grant review panel like?

Takeaways
• Give faculty something and they will see you as a partner
Penn State Harrisburg

Building Relationships to Enable Personal Outreach

Approach
• Shifting campus culture to one about research

Strategy
• Created ways to share and promote research
  • Submit your Research News button
  • Research Newsletters
For more information about the School of Public Affairs, call (717) 948-6189 or visit harrisburg.psu.edu/publicaffairs. We would like to extend a warm welcome to the following faculty who will join the School of Public Affairs in August.

**Dr. William E. Thompson**, assistant professor of criminal justice, was the principal investigator for a research project titled, "Detecting New Social Problems and Their Consequences for Community Policing: A Longitudinal Study in Northeastern Pennsylvania." The project was conducted from 1/17/17 to 3/16/18.

**Nicholas Eftimiades, M.S.,** assistant professor of criminal justice, was the principal investigator for a research project titled, "The Influence of Place-Based Policing on Neighborhood Crime Rates in Northeastern Pennsylvania." The project was conducted from 1/17/17 to 3/16/18.

**Ahlin, Charles J.,** assistant professor of criminal justice, and Maria João Lobo Antunes, assistant professor of political science, were the principal investigators for a research project titled, "Violent Crime and Political Participation in the United States: A Longitudinal Study." The project was conducted from 1/17/17 to 3/16/18.

**Dr. Bing Ran**, associate professor of public administration, together with doctoral candidate Joe Hafner and three master’s of public administration students (Francesca Angelea, Jessica Trindle, and Marie Oli), are currently conducting a research project titled, "An Economic Evaluation of the Pennsylvania State Forest System." Funded by the Center for Rural Pennsylvania, this project investigates Pennsylvania’s state forests as a complex socio-ecosystem with constant interactions between environmental resources, the users, and those that manage the system. Funding for the project is $49,943 and will be conducted from 1/17/17 to 3/16/18.

**Eileen M. Ahlin**, assistant professor of criminal justice, and Maria João Lobo Antunes, assistant professor of political science, were the principal investigators for a research project titled, "Violent Crime and Political Participation in the United States: A Longitudinal Study." The project was conducted from 1/17/17 to 3/16/18.

**GRANTS AND COMMUNITY ENGAGEMENT**

Eileen M. Ahlin, assistant professor of criminal justice, and Maria João Lobo Antunes, assistant professor in the Department of Sociology, Anthropology and Criminal Justice at Towson University were awarded the W.E.B. Du Bois Fellowship for their project, "Moving to Collective Efficacy: How Inner-city Mobility Impacts Minority and Immigrant Youth Victimization and Violence." Their research will study how the inner-city mobility of minority and immigrant youth affects engagement in violence and exposure to violence in the community. The total project support is $59,993 and will run from 1/17/17 to 12/31/18. http://news.psu.edu/story/433436/2016/10/24/academics/harrisburgs-eileen-ahlin-named-with-du-bi-fellow
Takeaways
• Listen to the faculty
• Customize approach to them
• Give faculty something and they will see you as a partner
• Specific examples from others in the handout
Meet our Panelist

Marilyn Korhonen, Ed.D. – Associate Director, Center for Research Program Development and Enhancement, Office of the Vice President for Research

University of Oklahoma – Norman, OK

• 30+ years of proposal development / writing
• 20 years consulting practice to education, public sector agencies, and corporations
• Support all researchers with focus on tenure-track faculty, sciences, and engineering
Targeting Specific Faculty or Groups of Faculty

**Approach** – New and Tenure-Track Faculty

**Strategy** – Expedite connections and start-up

**Tools** – Orientation Profiles, Meetings, Training

**Takeaways** – Enable their success
Targeting Specific Faculty or Groups of Faculty

**Approach** – Emerging and Promising Teams

**Strategy** – Support the leader, Engage with the members, help design the path, find resources

**Tools** – Lots & lots of meetings and conversations, funding & scholar databases, national partners

**Takeaways** – It takes a long time to build capacity in new teams. An external view can sometimes help advance ideas and work. This team has brought in several million $ and seems to be sustaining now.
Meet our Panelist

Kerry Morris, MBA – Director of Corporate & Foundation Relations

Valdosta State University – Valdosta, GA

• 12 years with Valdosta State
• Joined NORDP in 2016 (Strategic Alliance Committee, NACRO Liaison)
• Financial Planner and 18 years professional fundraising
• Voice-over artist & award winning cook
HORTON HEARS A WHO!

By Dr. Seuss
Re-engaging Disconnected Researchers

Approach
- Telling our story to Institutional partners & the community
- What are the stories that need to be told? Where are students gravitating?

Strategy
- Identify unfunded and previously funded faculty
- Identify key players to develop FUNDING STRATEGIES
- Identify key players to help develop the medium
- Offer to share the burden of proposal development

Tools
- Deans, Chairs, Directors, Funding Admin Systems
- Media across campus, CFR, Development, writing, editing, research & budget support

Takeaways
- Build relationships
- Listen to the stories and start sharing them
- Faculty begin to feel appreciated
- Someone is listening
- They begin to write again
Re-engaging & Funding Strategies

What does it look like?
Re-engaging & Funding Strategies

What does it look like?
Valdosta State University

Re-engaging Disconnected Researchers

Takeaways
• Build relationships
• Listen to the stories and start sharing them – online, newsletters, with potential donors or corporate partners
• Faculty begin to feel appreciated – someone is listening
• Faculty begin to write again
Meet our Panelist

Barb Wygant, MPA, CRA – Sponsored Research Analyst

Van Andel Research Institute – Grand Rapids, MI

• Broad and deep research admin. experience (proposals, post-award, contract negotiation, proposal development, PI, outreach director, program evaluation)

• 12 years – Western MI University; 5 years – Univ. of TN; 2 years VARI

• Volunteer at cat rescue and sanctuary that recently placed its 3,000th cat in an adoptive home.
Collaborating With Others to Engage and Serve Faculty

Approach
- Connect and mobilize cross-functional service team(s)
  - Example: Development / OSR / Office of Chief Scientific Officer

Strategy
- Identify key champions and nurture those relationships
  - Forecast obstacles
- Schedule regular meetings
- Share wins while dampening internal competition or turfs

Tools
- Meeting agendas planned with key contacts
- Useful information sharing to keep participants coming back and moving forward on action items

Takeaways
- “Serenity Prayer” – evaluate what you can influence and can’t
- Connect first with smaller group of key champions
Van Andel Research Institute

Collaborating With Others to Engage and Serve Faculty

Approach
• Strategic medium to long-term Research Development planning
• Provide useful reports, data, information and tools that are helpful to key stakeholders

Strategy
• Buy-in and confirmation of support from key people (boss, center directors, …)
  • A tale of two conferences

Tools
• Evaluation at early stages (for planning) and ongoing to track impact
• Prepare the reports you wish were available

Takeaways
• Don’t plan in a silo, obtain stakeholder input & support
• Determine useful measures, provide helpful tools and information
Takeaways
• Modified “Serenity Prayer”—May you evaluate what you
can’t change; have the enthusiasm, resiliency and courage
to foster advancement; and the wisdom to distinguish what
works
• Connect first with smaller group of key champions
• Don’t plan in a silo, obtain key stakeholder input & support
• Determine useful measures, share helpful tools and
information
Conclusions

• **Give** faculty useful resources customized for them

• **Identify** key players to help develop funding strategies to reengage disconnected faculty

• **Target** to accelerate the progress of a promising researcher or group of researchers

• **Connect** first with smaller group of key champions and obtain stakeholder support
Our takeaway

Similar strategies and approaches address the needs of our diverse institutions

- Public Comprehensive University – PUI
  - 11,341 students
  - Kerry Morris
  - kwmorris@Valdosta.edu

- Campus of a Large R1
  - 5000 students
  - Susannah Gal, Ph.D.
  - sjg5538@psu.edu

- Center for Research Program Development and Enrichment
  - Public R1 University – EPSCoR/ IDEA State
  - 31,678 students
  - Marilyn Korhonen
  - mkorhonen@ou.edu

- Nonprofit Biomedical Research Institute
  - Research
  - 360 Staff & 31 faculty
  - Barb Wygant
  - barbara.wygant@vai.org