



SRA INTERNATIONAL
ANNUAL MEETING
CHICAGO 2024
OCTOBER 26-30

The Value Proposition of Research Project Management



Meet the Presenters



Nicole Carleton, EMBA, CRA, PMP

DIRECTOR,
PROGRAM MANAGEMENT OFFICE

UNIVERSITY OF COLORADO BOULDER
PMO@COLORADO.EDU



Erica Hall, MA, PMP

SENIOR PROJECT MANAGER,
RESEARCH & INNOVATION

UNIVERSITY OF NEVADA, RENO
HALLE@UNR.EDU



Nicole Quartiero, MS, CCRP, CRA

DIRECTOR,
RESEARCH PROJECT MANAGEMENT

UNIVERSITY OF NOTRE DAME
NQUARTIE@ND.EDU

Objectives

1 Describe the value of project management application to research administrators, principal investigators/faculty/research technical teams, and institutional leadership

2 Identify common research scenarios and research project management value responses to common stakeholder perspectives

What is a project?

A temporary endeavor undertaken to create a unique product, service or result.

What Is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

- PMBOK 7th Edition



What is the value of applying project management to research and/or in a research setting?

Enhancing Efficiency & Productivity

Improving Communication & Collaboration

Delivering On Time & Within Budget

Supporting Strategic Alignment

What Is Research Project Management?

Research Project Management is the application of core project management principles, tools, and methodologies **to the unique challenges of managing research projects.**

Research is inherently ambiguous, where **outcomes** may be **uncertain**, and **methods** may **evolve** as the project progresses.

What is the value of applying project management to research and/or in a research setting?

Best Practices and Advances in Program Management

Project Management for Research and Development

Guiding Innovation for Positive R&D Outcomes

Lory Mitchell Wingate

Project Management in Research Projects

D. Huljenić*, S. Dešić** and M. Matijašević***

* KATE-KOM, R&D Department, Zagreb, Croatia

** Ericsson Nikola Tesla, Research & Development Center, Zagreb, Croatia

*** University of Zagreb, Faculty of Electrical Engineering and Computing, Zagreb, Croatia

duljenic@kate-kom.com, sasa.desic@ericsson.com, maja.matijasevic@fer.hr

Abstract—Project Management (PM) is a set of activities which enables successful implementation of a project, where a project may be defined as involving a group of inter-related activities that are planned and then executed in a certain sequence to create a unique output (product or service) within a specific time frame. Research projects

frame and budget. More formally, project management is concerned with the “overall planning and co-ordination of a project from inception to completion aimed at meeting the client’s requirements and ensuring completion on time, within cost and to required quality standards” [2]. As shown later in this paper, research projects differ in

Lecture Notes in Management and Industrial Engineering

José Luis Ayuso Muñoz
José Luis Yagüe Blanco
Salvador F. Capuz-Rizo *Editors*

Project Management and Engineering Research

Issues in Informing Science and Information Technology

Volume 10, 2013

Project Management Principles Applied in Academic Research Projects

Pollyana Notargiacomo Mustaro & Rogério Rossi
Mackenzie Presbyterian University, São Paulo, SP, Brazil

pollyana.mustaro@mackenzie.br rossirogerio@hotmail.com

Abstract

The achievement of academic research involves a series of steps and activities that must be managed in order to avoid delays, development problems (due to unforeseen risks) and even monitoring (which involves the work of the Advisor). Aiming to contribute to project development for

Int. J. Project Organisation and Management, Vol. X, No. Y, xxx

1

Project management for academic research projects: balancing structure and flexibility

Hélène Riol* and Denis Thuillier

Department of Management and Technology,
Université du Québec à Montréal,
P.O. Box 8888, succursale Centre-ville,
Montréal, Québec H3C 3P8, Canada
E-mail: riol.helene@courrier.uqam.ca
E-mail: thuillier.denis@uqam.ca

*Corresponding author

Abstract: Academic research faces new methods of knowledge production that trigger a need for managing research by projects. However, the literature reports friction between management and research. In this study, we investigate whether and to what extent academic research projects can be managed using

Establishing Roles & Responsibilities

TECHNICAL R&R

Principal Investigator

- Proposal science and technical development & scoping
- Selection of team & assigning tasks/scope
- Work & direct project tasks and deliverables
- Technical & budgetary oversight
- Communicating technical updates to project manager
- Escalating project needs to project manager

**These lists include sample R&Rs; they are not exhaustive & are dependent on the specific project/program*

MANAGEMENT R&R

Project Manager (PMO)

- Proposal coordination & development support including budgeting, scoping and strategy development
- Scheduling, tracking, monitoring to ensure execution of deliverables, including awareness of dependent activities
- Ensuring compliance with terms & conditions, regulations, policies, etc.
- Risk mitigation & conflict resolution
- Assess financial status & project implication
- Center of communication & coordination, including facilitating team tag-ups, sponsor reviews, kick-offs, etc.
- Organizational point person
- Collaborator tracking (subs, consultants, vendors), communication and co-management

Principal Investigator

- Proposal direction & leadership
- Project personnel management
- Directing & monitoring technical progress

ADMINISTRATIVE R&R

Office of Contracts & Grants (OCG)

- Proposal budgeting, compliance & submission (Authorized Org. Rep.)
- Agreement negotiations & acceptance
- Sponsor award approvals

Research Financial Services (CCO)

- Financial approvals & reporting
- Invoicing & collections

Department Research Admins

- Financial actions & reconciliation
- Procurement
- Travel actions
- Hiring Requirements & HR Liaison

Office of Research Integrity (ORI), Principal Investigator, etc.

- Various approvals, requirements, etc.



PM Value to Administrators

Brain Power. Accessible thought partner with knowledge of regulation, best practices, support for complex scenarios

Anticipation is Key. Proactively manages compliance and risk and provides experience-based insight

Efficiency. Expands institutional and department capacity and enhances research efficiency

Project Team Coach. Leads facilitation of communication and collaboration amongst stakeholders

Purpose-Driven. Enables data-informed decision making and drives strategic planning

PM Value to Research Administration



**COMMUNICATION
& COLLABORATION**



**CAPACITY BUILDING
& EFFICIENCY**



**KNOWLEDGE &
BEST PRACTICES**



**COMPLIANCE & RISK
MANAGEMENT**



**STRATEGIC PLANNING
& DECISION MAKING**



**PROJECT & SERVICE
MANAGEMENT**



PM Value to Researchers

Time Is Valuable. Allows researchers to place more focus on the technical aspects of the project

Less Headaches. Navigates the changing needs of research projects while mitigating costly pitfalls

Job-Ready. Offers specialized expertise and skillsets unique to the University research landscape

Make a Good Impression. Stewards positive relationships with colleagues, collaborators and sponsors

Level Up. Provides a competitive edge to securing funding in the present and future

PM Value to Researchers



**CAPACITY BUILDING
& EFFICIENCY**



**STRATEGIC PARTNERSHIP
& ADVOCACY**



**COMPLIANCE & RISK
MANAGEMENT**



**COMMUNICATION &
LIASON**



**STRATEGIC PLANNING
& DECISION MAKING**



**SERVICE
ORIENTATION**



PM Value to Leadership

Minimize Risk. Proactively safeguards the institution against legal, financial and reputational risks

Be Strategic. Ensures research aligns with institution's overarching goals and provides data-driven insights

Increase Capacity. Streamlines processes and enhances efficiency of resource use to maximize outcomes

Create Opportunities. Encourages cross-disciplinary research and supports sustainable growth

Get Noticed. Attracts and retains top talent, provides a competitive edge in proposal stage, amplifies reach

PM Value to Leadership



**STRATEGIC ALIGNMENT &
IMPACT**



**RESOURCE OPTIMIZATION
& EFFICIENCY**



**COMPLIANCE & RISK
MANAGEMENT**



**COLLABORATION &
TALENT MANAGEMENT**



**DATA-DRIVEN
DECISION MAKING**



**SUSTAINABLE GROWTH
& COMPETIVENESS**

Considerations

Actively Listen

Meet People Where They Are

Tailor to the Individual and Project Needs

Speak Their Love Language

Demonstrate Empathy

Showcase Success Stories

Emphasize Long-Term Benefits

Prepare for Objections

Which group are you most worried about?

Drawing on either a prior experience, or knowledge of your organization, which group do you expect to encounter the most resistance from regarding Research Project Management?

(Research Administrators, Researchers, or Leadership)



Activity Prompts

Brainstorm (5 minutes):

What are the expected objections to Research Project Management?

What are the value proposition responses to the objections?

Activity Ground Rules

1. Be Respectful
2. Stay On Topic
3. Encourage Participation
4. Be Concise
5. Ask Questions
6. Build on Ideas
7. Stay Open-Minded
8. Focus on Takeaways
9. Maintain Confidentiality
10. Have Fun!

Activity Prompts

In pairs, role-play a scenario to include the objections and responses from the brainstorming conversation

Discuss within group what worked and didn't

Share takeaways with larger group

Activity Ground Rules

1. Be Respectful
2. Stay On Topic
3. Encourage Participation
4. Be Concise
5. Ask Questions
6. Build on Ideas
7. Stay Open-Minded
8. Focus on Takeaways
9. Maintain Confidentiality
10. Have Fun!

Self-Assessment



Progress, Not Perfection

"The university's **investment in creating the PMO was critical** to making this process as smooth as possible." Professor, Chemical & Biological Engineering (CUB)

"I would **recommend these services without reservation to any Principal Investigator.**" Professor, Economics (UNR)

"The RPM team is **an innovative support model** that enables the **rapid scaling** of knowledgeable administrative staff **in support highly technical and complex awards.**" Professor, Biology (UND)

"I am happy to say our **project manager has become invaluable.** She has become **integral to the positive outcome** of the project." Professor, Computer Science (UNR)

"...**the only reason we got it done was because your team** (PMO, Research Development). I have never worked with a more **professional and supportive group.** CU is **lucky to have them.**" Professor, Biosciences (CUB)

"My [RPM] is **brilliant.** She **anticipates my needs before** they are even **on my radar.**" Professor, Electrical Engineering (UND)

"**Our team relies on and values the support provided by the RPM group.**" Previous Provost (UND)

Connection, Community, Collaboration

LinkedIn Group: Research Project Management Community

