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W200: Research Development & Research Administration: A Guide to Collaboration

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1

A Little About Us

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Housekeeping

Announcements and reminders

Powerpoint available and let us know if you need anything specific from the presentation itself!

Feel free to interrupt with any/all questions

Roll call!

We want to get to know you all!

Quick poll
- How many of you work in research administration?
- How many of you work in research development?
- How many of you work in both?
- Any faculty here today?

Learning Objectives

Objective 1: Define the roles and services that differentiate research administration and research development and describe examples of organizational structures for these services

Objective 2: Evaluate the roles and tasks of each as they apply to the lifecycle of a project, as well as identify collaboration points between each role

Objective 3: Describe ways RA and RD professionals can work together towards collaborative project success

"Traditional" RA Roles & Tasks

- Work across sponsored projects (pre and post award), compliance, security, technology management, (and central and dept. levels to ensure systematic procedures, **regulatory** compliance, and "completeness"

- Serve as authorized institutional representatives (and departmental/unit based) to submit, negotiate, approve, process proposals and awards

- Fiscal and compliance management and reporting

- Administrative liaison to funders

- Budget creation assistance for pre/post award activities

- Departmental management

- "Other duties as assigned" – this is where RD could possibly come in for many of you!

"Traditional" RD Roles & Tasks

- Provide connections and coordination – not just internally!

- Strategic analysis and planning

- Support training and infrastructure development & capacity-building

- Positioning/funding identification

- Serve as consultants/team leaders/project managers

- Facilitate resources/provide education

- Proposal development - specific services to improve "quality and competitiveness"

- Provide grantsmanship education

- Bring some type of subject matter expertise (at non-central units)

- Research Development professionals build and implement strategic services and collaborative resources that span across disciplinary and administrative barriers within their organizations and beyond.

The Catalyst of RD Growth

- Competitive funding climate and pressure to increase funding across all levels and institutions

- Intersectionality of funding opportunities plus "siloed" institutions needed "gap bridgers" and expertise across disciplines

- Increase in risk mitigation measures for misuse and/or misconduct (added policies and diverted resources for "extra" support)

- High volume and standard practices for managing proposals and awards administratively streamlined processes thus making "extra" support too extra and necessitating standardized admin services.

- Additional supports became attractive to faculty recruitment and retention efforts

- Future growth pathways across multiple specialization areas

Why is RD Important Generally?

- For faculty – recruitment, satisfaction/retention (why does VPR or departments get my F&A?!)

- For research programs – continued funding/expanding to meet new demands; student engagement

- For faculty research portfolio – help with growth and collaboration; understand demands and expectations; career stage issues

- For an institution – competitive funding landscape!

- Shifting funder priorities; increase funding and impact –forecasting trends; goal alignment to set institutional priorities and new initiatives; providing a clear picture of current research environment from internal and external data

Administration   vs.   Development
Basic Differentiation

- Regulatory

- Task-driven

- Procedural

- Objective

- Ensure Compliance

- Standardized

- Required*

- *3-day+ rule

- Qualitative

- Process-driven

- Impact-oriented

- Subjective

- Responsive/Strategic

- Project-specific

- **Supplemental***

  by request/referral

Skills, knowledge, experience do we bring to the table in RD & RA?

- RA and RD aren't just differentiated by tasks/roles, they require distinct skills, knowledge, and personal qualities, too!
- Stephanie
- Nick

Models of RA/RD and blended Support

- Comprehensive central/shared services office via VPR or Provost, Advancement Office, etc.
  - Sometimes as part of general pre-award offices; sometimes standalone team supporting all RD activities; In-house or contracted consultants; or a "one-stop shop"
- Central or decentralized, unit-based proposal development support
  - Often services are based on a minimum project budget
  - Level of services may be more limited due to volume/capacity
- Scope-specific (i.e. strategic investments into institutional priority projects – theme, RFP, audience)
  - Ex: Expertise clusters; Grand Challenges; large centers, early CAREER, economic development
- Specialized RD services may be external to traditional sponsored projects offices
  - Foundation Relations, advancement, legislative affairs
  - Evaluation/Data Services via a service center or institute
  - An academic unit (communications for graphic design/editing; public affairs for SME/collab identification)
  - Library, the IRB, Technology Management / Tech Transfer Offices
- Research administration centrally (interspersed) as there is no RD centralized service model at all

Anything we're missing?

Structure Type Pros/Cons? Implications of Models?

Steph is central RD-specific
- Pros- centralized gives us the chance to see the portfolio of the entire campus and make LOTS of connections; privy to overall institutional priorities/divisional priorities; has a say in setting goals and what initiatives we launch to support goals; opportunity to be a voice for our colleagues across campus
- Cons – metrics are difficult – we may not always know the impact of our services; streamlining resources for efficiency is contingent on divisional willingness to comply (which is not always within control); constantly competing priorities

Nick is departmental hybrid RA with RD services
- Pros – RD work centralized at the unit gives me a unique perspective and "full-service support" for a faculty member's entire research portfolio; can give them a 3,000 vs. 30,000 view of their funding, their role, their research, etc.
- Cons: burnout & dilution; not trained in certain aspects and learned on the job; centralized research development isn't able to be utilized effectively by all faculty – hence falls to me

WHAT ABOUT ALL OF YOU?

Collaboration among RA & RD is essential to success!

Blending or stacking RA & RD creates opportunities!

- Strengthens projects by improving their competitiveness

- Professional growth for RAs & RDs (and faculty)

- Institutional capacity building for future

Let's discuss some examples using typical RD tasks:
- Strategic planning, goal setting
- Positioning
- Resource identification, development/organization, and facilitation
- Capacity building
- Project development
- Proposal preparation/management
- Advocacy and diplomacy
- Post-award support (limited)

How these differences translate to research/proposal work…a few examples

	RA	RD
Positioning for success:	maintain and interpret data on funded projects and proposals	source and leverage info on institutional capacities & stakeholders into specific projects
Project design:	ID and address legal, human subjects, budgetary or other considerations	assist with development of objectives and key performance measures related to the opportunity & funder priorities
Project development:	Review and approve required components for completeness, accuracy, and compliance	outline and prompt team for meeting content requirements, competitiveness & responsiveness to merit criteria

How these differences translate to research/proposal work…a few examples

	RA	RD
Strategic Planning & Goal Setting:	Overall research planning at a program/individual level; align w/ goals	curate/broken info on policy, team building at the institutional level, & related data into specific projects
Capacity building: *(how are we more competitive)*	Training & education on proposal submissions & how to fill out forms; understand "today"	Understand initiatives, programs & services; growing the field; understand "the field itself"
Resource identification:	Individual team members, efforts, timelines, and checklists	Inventory of institution wide capacity, experience, info, resources, successes, & boilerplates
Advocacy & diplomacy:	Understanding PI, program, & unit along with overall goals	Build cohesive systems for org/individual success that align; org outreach

How these differences translate to research/proposal work...a few examples

	RA	RD
Proposal Preparation & Management:	Solicitation review & planning	Solicitation analysis & selection
	Checklists & timelines	Facilitation of resources for components
Definition: *Turning idea into compelling, competitive and complete Proposal in response to an Identified solicitation or Notice of funding opportunity*	Preparation of proposal budget, justification, bio, etc	Preparation of proposal science pieces & framework
	Edit for admin accuracy	Edit for scientific accuracy
	Understand unit posture	Understand institutional posture
	Administrative review	Qualitative review

Blending and stacking creates challenges, too!

Collaboration among RA & RD requires clear delineation of duties responsibilities, and/or deliverables. How are we doing this?

- Defined roles (ex: <u>matrix from MSU</u>) (where are services documented? What is approval "chain?"

- Consistency in procedures at central and unit levels (instructions, forms)

- Mutual understanding of each other's function and priorities

- Communication among peers (working groups, etc.) to help focus on common goals and share ideas. (rising tide lifts all ships!)

- Frequent educational and training opportunities.

RESEARCH ROLES & RESPONSIBILITIES MATRIX

Research Administration Responsibilities	PI	Department Administrator	College	ORED	Office of Research Development	Office of Sponsored Projects	Office of Research Compliance & Security	Sponsored Programs Accounting	Prope Cont
Maintain and facilitate institutional resources for finding funding (Pivot, Fuller Grant Updates, etc.)		S	S	S	P				
Locate funding opportunities	P	S		S	R				
Register for GRC, Pivot, agency alerts, and other funding opportunity finders	P				S				
Review sponsor guidelines (RFP) for eligibility, budget requirements, submission method, deadline, etc.)	P	S			S	S			
Proposal Preparation									
Obtain and understand sponsor instructions for proposal preparation	P	S			S	S			
Create access to sponsor submission portal (Fastlane, Cayuse, other sponsor platform)	P	S			S	S			
Provide guidance to PI on proposal preparation		P			S	S			
Provide education and instruction to guide new and novice faculty and staff through the proposal preparation process (administrative and development steps)		P			P	S			
Provide solicitation analysis and outline(s) for strategic response inclusive of attention to required deliverables, capacity requirements, and review criteria	P	S			S				
Initiate OSP Service Request Portal (Samanage)	P	S			S				
Develop administrative pages of proposal	P	S			S				
Develop and revise technical narrative, bio sketches, current and pending	P	S			S				
Supply examples of required forms per agency, standardized language for common proposal elements, etc.					P				
Provide editorial support, grammar, formatting, and compliance with review criteria, and responsiveness to solicitation review		S	S		R				
Ensure required effort available, if awarded	P	S							
Identify subcontractors/collaborators	P	S			R				
Request and collect necessary subcontractor documents - Budget, Statement of Work (SOW), Commitment Form and Sole Source Justification	P	S			R				
Draft Budget	P	S			R	S			
Preliminary review of budget		P	S		R				
Revise Budget in partnership with PI	S	P							
Identify Cost Sharing in proposal and obtain cost share approval from Department	P	S	S	S					
Identify and obtain approvals needed for waived and reduced F&A	P	S	S	S					
Assist with upload of proposal documents into sponsor platform	P	S			R	S			
Complete Internal Approval Sheet (IAS) and obtain necessary approvals	S	P							
Notify OTM/MSU Foundation/other related entity, as needed related to corporate or other stakeholder engagement	P				R	S			
Regulatory Requirements/Compliance (Pre-Award)									
Provide Financial Conflict of Interest (FCOI) training prior to proposal submission if federally funded							P		
Completion of Public Health Service (PHS) Human Subjects form (if applicable)	P	S				S	S		
Review PI/co-PI Financial Disclosure Forms for conflicts of interest/FGTRP participation/Other							P		

Let's talk about it!

- How do you decide to reach out? (based on your org structure? Job description?)

- In what parts of this concept do you feel the roles are most "blurry?" How could that be remedied?

- What are the steps for further admin or developmental collaboration?

- Resourcefulness is key! How are you using the info and resources available to you to meet the RA and RD needs of your PIs?

Looking to learn more? Where do RDs source professional development?

- SRAI and national research-focused organizations with regional/local educational services.

- Grantsmanship and project management training organizations; graphic design and technical/persuasive writing skills never hurt!

- Direct from funding agencies (cannot stress this enough! – ARIS)

- Sector-specific organizations and professional society meetings (TechConnect, UIDP, ACS, AHA)

- Seek out cross-sectoral sources, other universities and their affiliates, industries, regional development services, anything to get you thinking!

- Public policy-related resources

- Attend any type of program you can at your institution to better learn about institutional capacities and resources.

- Three day intensive on RA/RD next Spring TBA

Thank you!!!