



EMORY  
UNIVERSITY

Office of the Senior  
Vice President for Research



# Research Development Resources for the Research Administrator: *The EMERGE Resource Library & More*

Kimberly Eck, PhD, Vice President for Research Strategy, Emory University  
Japera Hemming, PhD, Project Director, NORDP Consultants Program

*May 05, 2026*



# Hello!



## **Kimberly Eck, MPH, PhD**

- MPH and PhD in epidemiology
- 17 years of experience in research development
- Vice President for Research Strategy at Emory U.
- Senior Director of the NORDP Consultants Program
- NORDP Fellow
- National Academy of Inventors, Honorary Member
- Former President of the NORDP
- Previous roles with SUNY System and University of Tennessee, Knoxville

## **Japera Hemming, PhD**

- Public Administration and Policy training
- 16 years serving the research enterprise (scientific personnel + support infrastructure)
- Expanding STEMM participation is my expertise
  - 14+ publications
  - Managed \$15M+ in awards
- Co-Editor of EMERGE
- Roles at Emory University, Morehouse School of Medicine, Georgia State University, and the University of Georgia

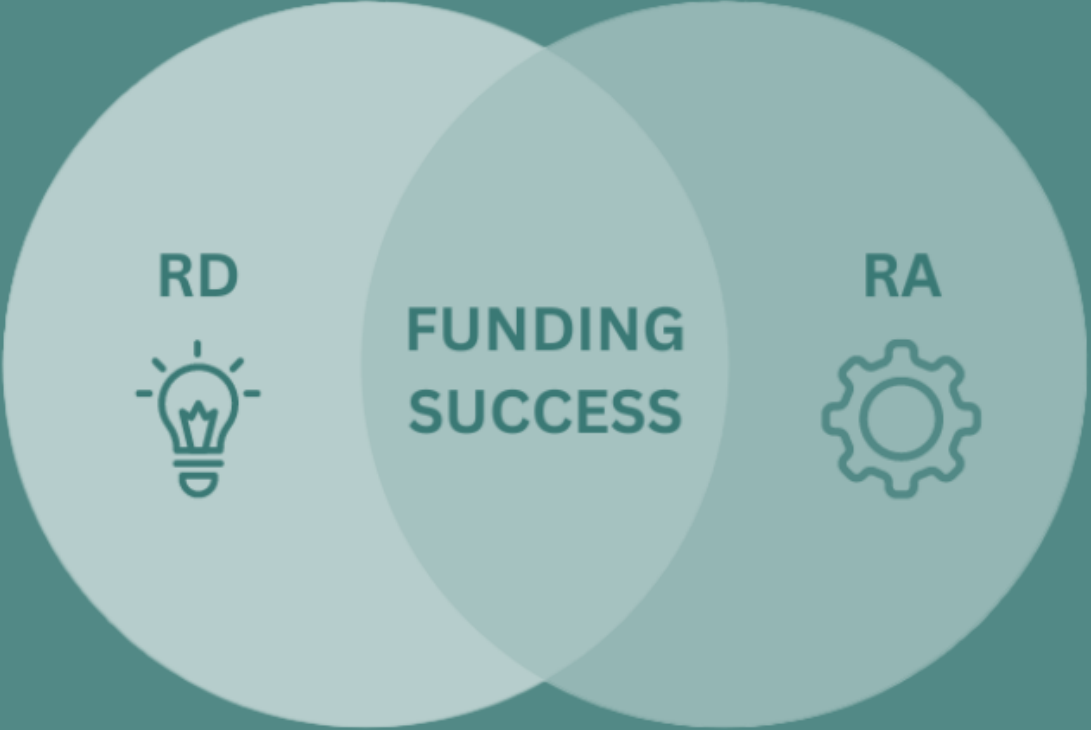


# Bridging Research Administration and Research Development

## Research Development vs. Research Administration What's the difference?

### Research Development

- People & idea focused
- Pre-pre-award
- Strategic, big picture vision
- Proposal development support
- Limited submissions
- Training & education



### Research Administration

- Policy & compliance focused
- Pre- & post-award
- Budgets & contracts
- Proposal submission process
- Award negotiation
- Authorized organizational representative

# RA + RD Reality in Some Cases...





# The NORDP Consultants Program

# The NORDP Consultants Program

Dedicated to expanding the national research ecosystem by providing research development services to minority-serving institutions (MSIs) and emerging research institutions (ERIs) at no cost to the institution.

**Strengthen** researchers' capacity

**Enhance** research enterprise infrastructure

**Inspire** institutional research cultures

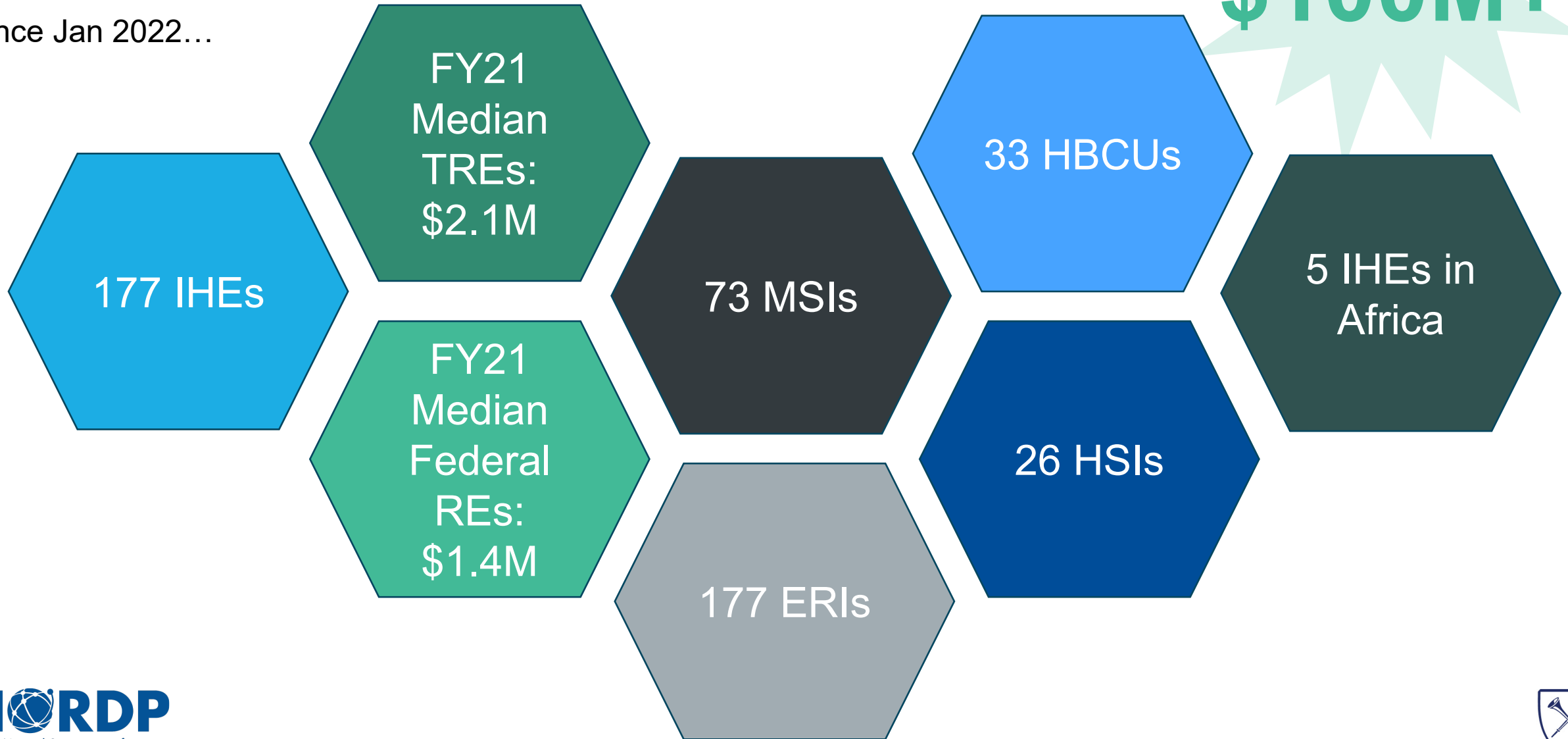
**Magnify** visibility and competitive reputation of MSIs and ERIs



# NORDP Consultants Program MSI & ERI Partners

**\$100M+**

Since Jan 2022...





# **The EMERGE Resource Library**

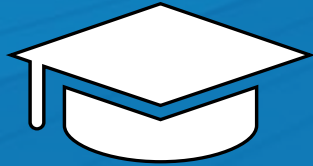
# About EMERGE



- The first national, peer-reviewed collection of plain language, collaboratively written research enterprise resources centering the voices and expertise of MSIs and ERIs.
- The library collects diverse, practical resources to advance research infrastructure and capacity.
- Topics identified based on information from applications submitted to participate in the Cohort model from potential partner ERIs
- Topics grouped and some initial prioritization with input from NORDP Consultants during sense-making session
- Editors: Japera Hemming and Kimberly Eck



# Equipping Minoritized and Emerging Research Institutions to Grow their Enterprises



Centering Students in the  
Research Enterprise



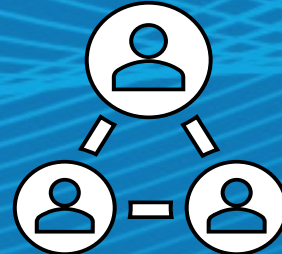
Preparing for Grant  
Opportunities



Grant-writing and Review



Supporting Personnel



Strengthening the Research  
Culture



Benchmarking and Building  
Research Policy

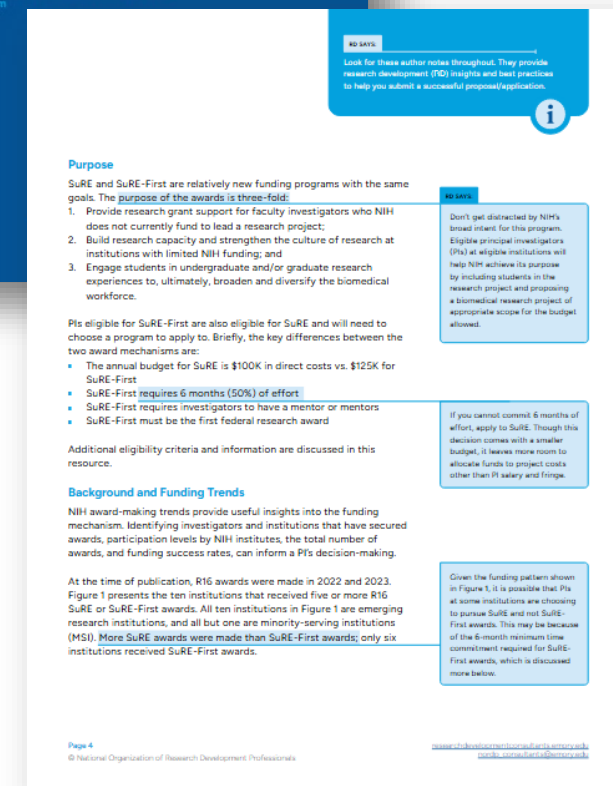
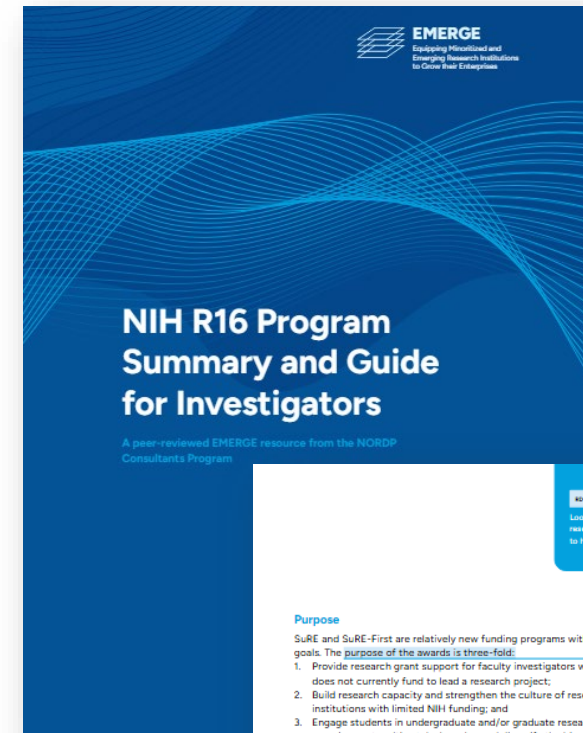
# EMERGE Publications

Now Available! Over 4,000 downloads!!

- [EMERGE Resource Guide: How to Use Funding Mechanism Knowledge Articles](#)
- [Finding Funding: Strategies and Tools for Your Search](#)
- [Is This the Right Fit? Evaluating Funding Opportunities for Your Research](#)
- [NIH R15 Program Summary and Guide for Investigators](#)
- [NIH R16 Program Summary and Guide for Investigators](#)
- [NSF CAREER Award: Strategies for Success](#)
- [Reaching Out: Best Practices for Contacting Program Officers](#)
- [Assessing the Impact of Research Development](#)

Coming Soon!

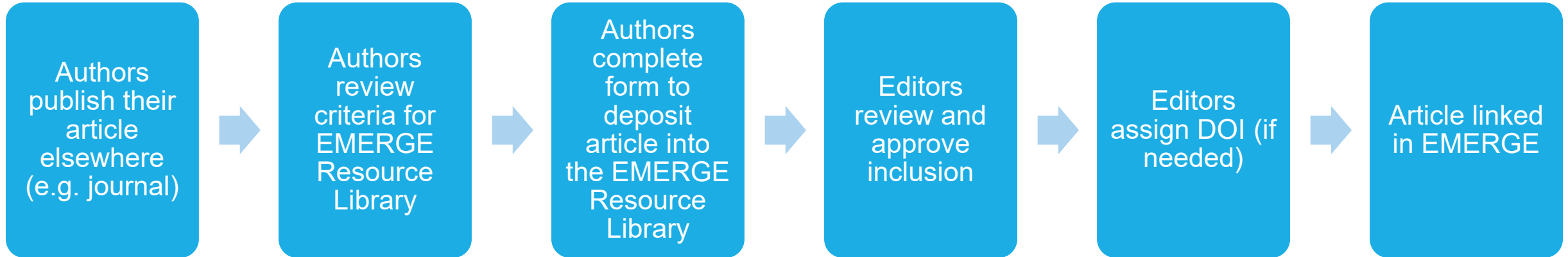
- Approaches to Institutional Transformation For The Emerging Research Enterprise
- Best Practices of Internal Grants and Seed Funds



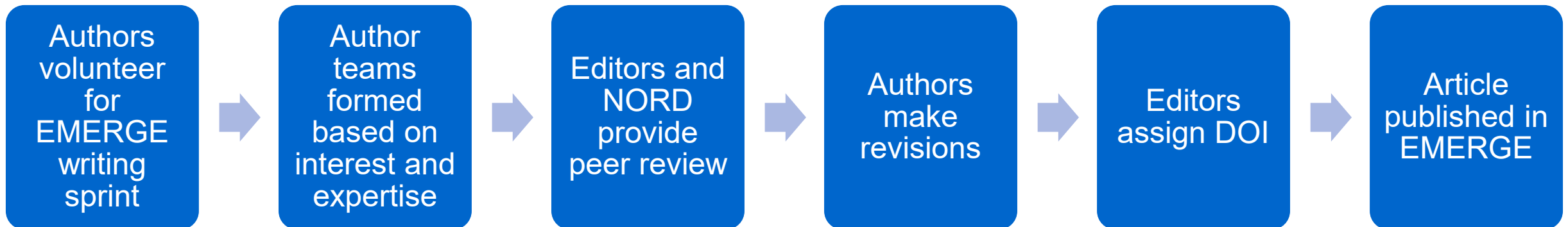
# EMERGE: Two Paths For Including Publications

Both are options for you!

## Publish in Elsewhere and Deposit



## EMERGE-Led Writing Sprint





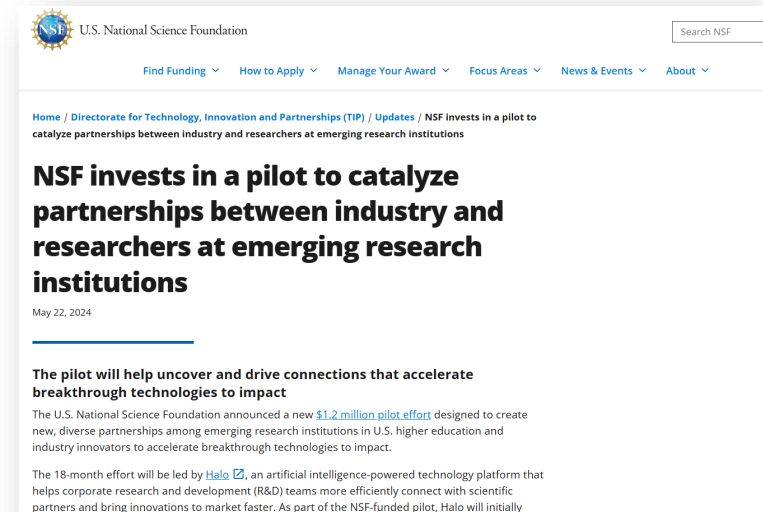
# **RD4RA Starter Pack: (Mostly) FREE Resources**

# Industry Funding Opps

- Halo is an AI-powered partnering platform.
- Meet new partners. Get funded. Bring your innovation to market.
- **Uncover new applications for your work:** Learn about new companies and entire industries that share your interests and are actively seeking your skills and expertise for short- and long-term engagements.
- **Build lasting relationships with industry:** Submitting a proposal is the beginning and not the end of the relationship. Join the sponsor's private network, identify shared interests and move science forward together.
- Researchers can get started by creating a profile on the platform

# HALO

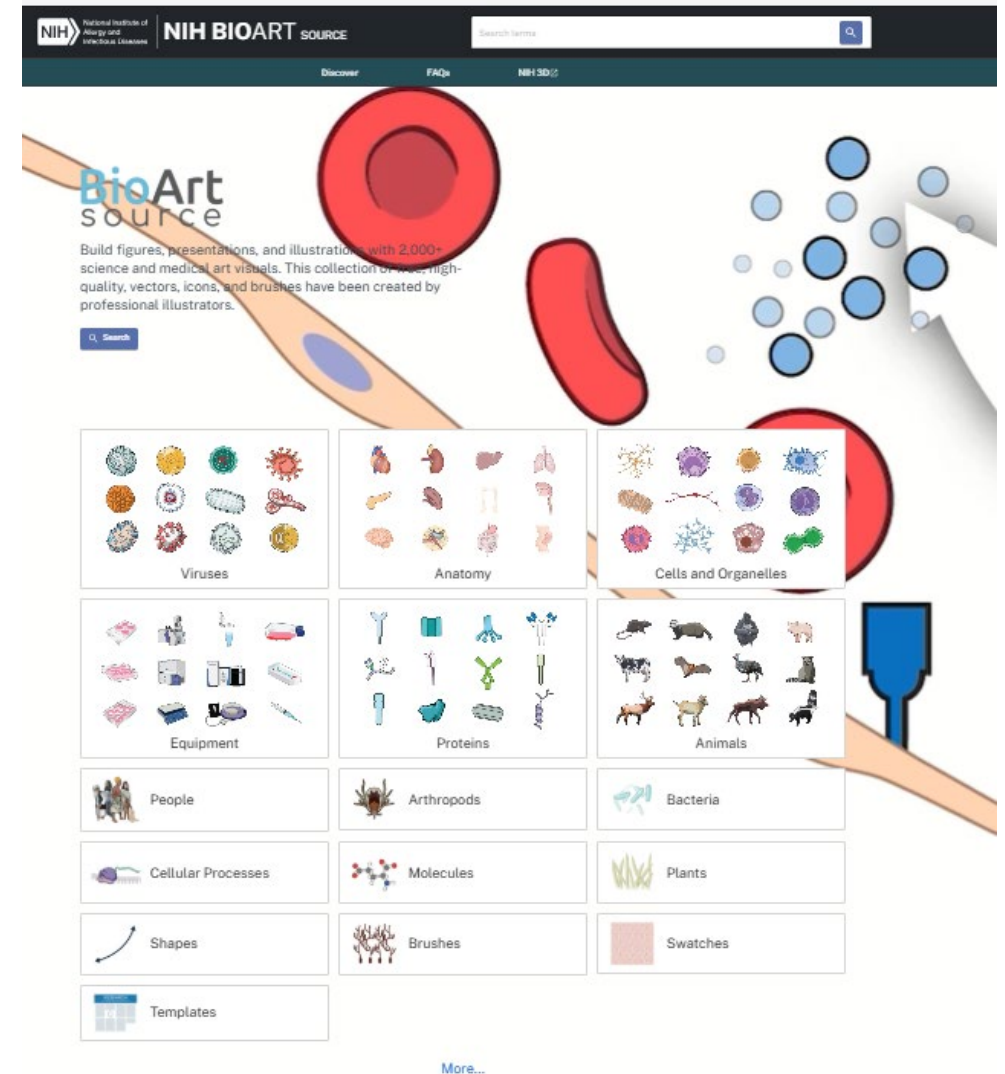
<https://www.halo.science/>



The screenshot shows a news article from the U.S. National Science Foundation website. The article title is "NSF invests in a pilot to catalyze partnerships between industry and researchers at emerging research institutions" dated May 22, 2024. The text describes a \$1.2 million pilot effort to create partnerships between industry and researchers at emerging research institutions. The pilot is led by Halo, an AI-powered technology platform that helps R&D teams connect with scientific partners.

# Proposal Illustrations

- Bio Art <https://bioart.niaid.nih.gov/>
- Build figures, presentations, and illustrations with 2,000+ science and medical art visuals. This collection of free, high-quality, vectors, icons, and brushes have been created by professional illustrators.
- Meticulous curation and collaboration process.
- NIH BioArt Source features illustrations created by professional medical illustrators in partnership with subject matter experts. This ensures the highest level of accuracy and quality in the visual representations.



# Proposal Library

- <https://www.ogrants.org/>
- Proposals represent hours of labor and contains details about research plans, collaborators, bibliographies, and past work.
- To make the funding process more transparent and to share the valuable contents of these proposals, an increasing number of researchers are sharing their grant proposals openly.
- An open repository of funding proposals will elevate their recognition as scholarly products, improve access for the public and other grant seekers, and bring transparency to this facet of the research process.
- 300+ entries

## Open Grants

**Home**

About

Submit a grant

Grants (all)

Grants by Funder

Grants by Program

Data and License

GitHub project

Funding from the Institute of  
Museum and Library Services  
and Moore Foundation

# NIH R16 Resource Center



## SuRE Resource Center

- SuRE R16 grants through the National Institutes of Health (NIH) support research capacity building at SuRE-eligible institutions to increase funding success and enrich the campus research environment.
- The [NIH SuRE program](#) provides research support to faculty investigators and helps qualifying institutions build research capacity to advance scientific discoveries and enrich the academic experience.
- \$50,000 OSP seed grant
- Biennial conference
- Webinars, bootcamps, and other resources

# Interviews With Former Program Officers

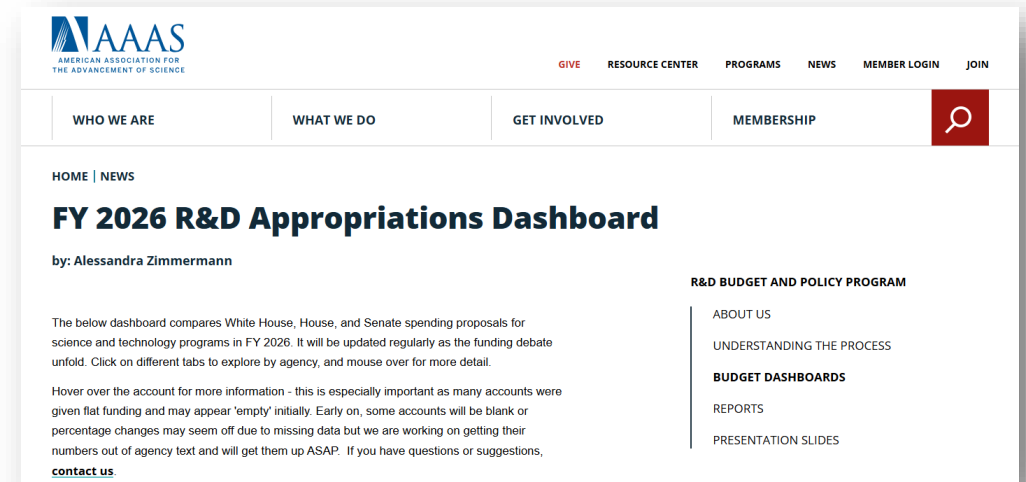
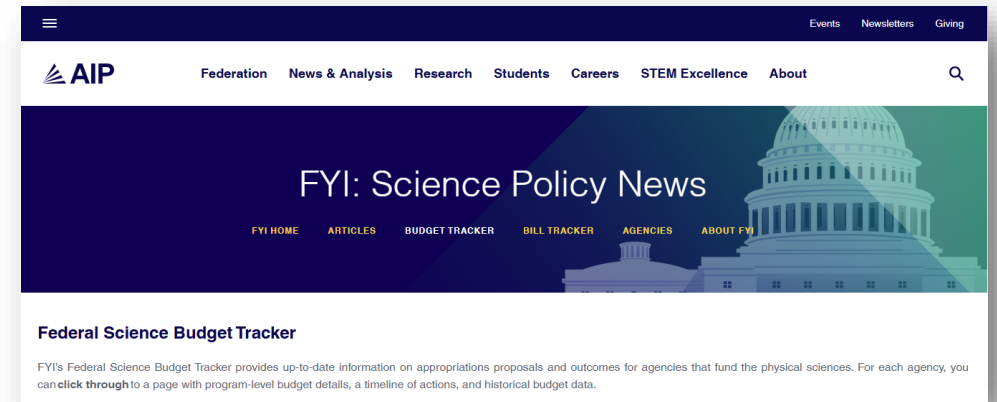
- Julia G. Barzyk, PhD
- Wise Investigator LLC
- [www.wiseinvestigator.com](http://www.wiseinvestigator.com)
- [julia@wiseinvestigator.com](mailto:julia@wiseinvestigator.com)

The screenshot shows a YouTube playlist page. The main video player area displays the playlist title 'Former Program Officer & Program Manager ...' and a 'Play all' button. To the right, a list of four videos is shown:

1. Don't wait to engage DARPA (Former DARPA Program Manager Interview, 37:20) | Don't Wait to Engage DARPA: A Former PM's Advice | Dr. Rohith Chandrasekar (Wise Investigator • 146 • 1mo ago)
2. What DARPA Funds (Former DARPA Program Manager Explains, 35:56) | DARPA Funding: What Program Managers Want, Common Mistakes, and How to Stand Out (Dr. Dev Palmer) (Wise Investigator • 489 • 2mo ago)
3. WHY PROPOSALS FAIL (Former NSF Program Director Explains, 34:57) | Why Good Ideas Still Get Declined at NSF (And How to Fix It) (Wise Investigator • 533 • 2mo ago)
4. A DECLINE = GOOD? (Former Army Program Manager Explains, 36:30) | How Funding Decisions Really Work (18-Year Program Manager Explains the Full Proposal Lifecycle) (Wise Investigator • 411 • 3mo ago)

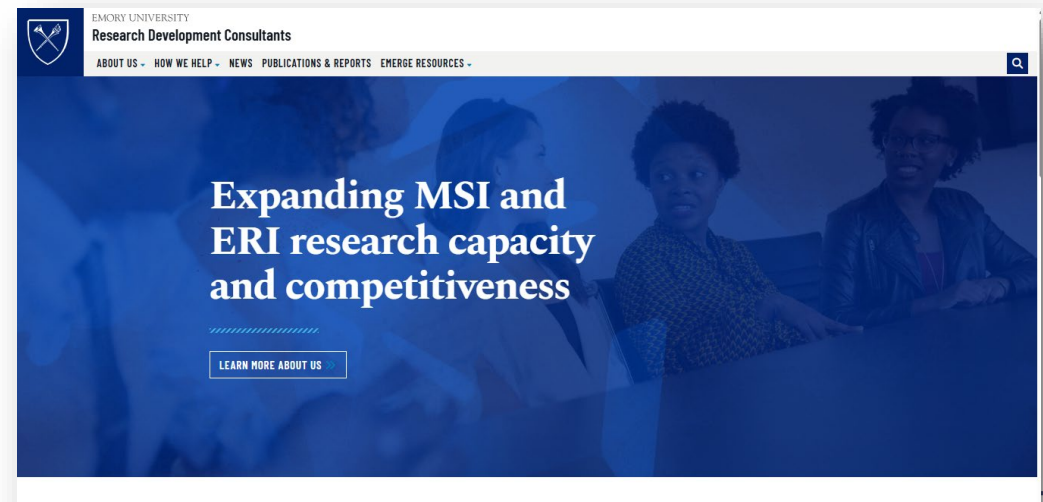
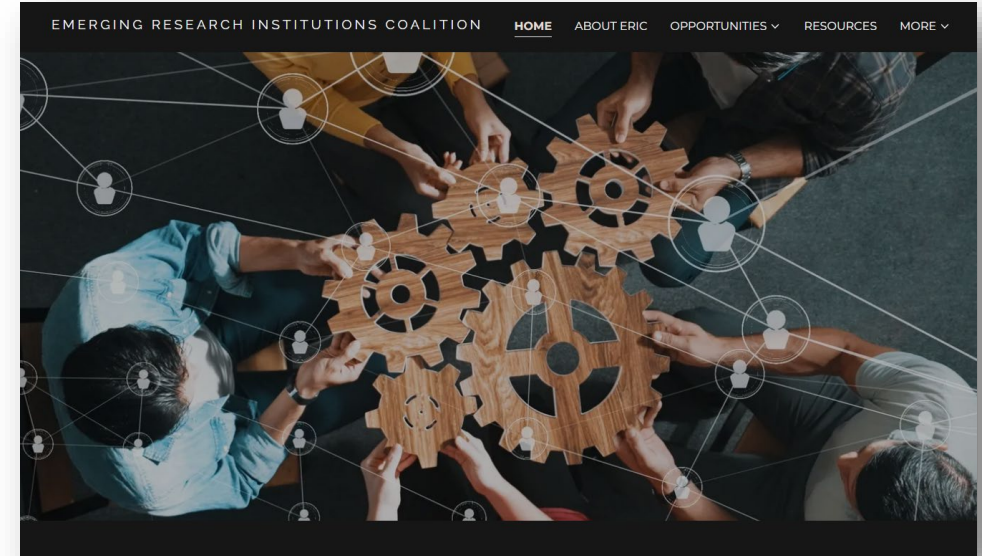
# Federal Budget Analyses & Policy News

- American Institute of Physics  
<https://www.aip.org/fyi/budget-tracker>
- American Association for the Advancement of Science (AAAS)  
<https://www.aaas.org/news/fy-2026-rd-appropriations-dashboard>



# Communities

- ERI Coalition <https://eri-coalition.org/>
- NORDP Consultants Program (monthly newsletter)
  - [Subscribe via mailchimp](#)
- NORDP PUI Group (\$) <https://nordp.org/page/committees>



# Other Peer Reviewed RD Publication Venues



NORDP: Research Development Review

[https://scholarscompass.vcu.edu/rdr\\_nordp/](https://scholarscompass.vcu.edu/rdr_nordp/)

SRAi: Journal of Research Administration

<https://www.srainternational.org/access-resources-publications/journal>

NCURA: Research Management Review

<https://www.ncura.edu/publications/researchmanagementreview.aspx>

## Research Management Review

Welcome to the Research Management Review (RMR) Online! As the scholarly journal for the National Council of University Research Administrators, the RMR is concerned with the broad range of issues affecting the administration of research and the changing research environment at the national and international levels. The RMR provides a forum for the dissemination of knowledge about the study and practice of the research administration profession.

If you have any questions concerning the writing and submission of RMR articles, or articles concerning the RMR, please contact the RMR Editor, [Aimee Roundtree](#).

## Call for Articles

The current call for articles invites manuscripts to be submitted. The next issue is **June 30, 2026**. See the [author instructions](#) for details.

## Vol 28, No 1 - Editor's Note

### Using Research Development to Enhance Research Capacity at Consultants Program Cohort 1

*Kimberly Eck*, Emory University; *Japera Hemming*, Emory University; *Coley*, University of San Francisco; *Marta Collier-Youngblood*, York College; *Samuel Darko*, St. Thomas University; *Tasha R. Inniss*, Spaulding School of Medicine; *Jacob Levin*, Levin Global Group; *Mike Marciniak*, Morehouse School of Medicine; *Shelia McClure*, Morehouse School of Medicine; *Erica Pitre*, Emory University; *Barbara L. E. Walker*, University of California, Santa Barbara; and *Trent Willbrand*

## New Issue Out Now: *Clinical Trials Special Edition*



# Case Study

Workforce and Network Development to Engage Research (WANDER)

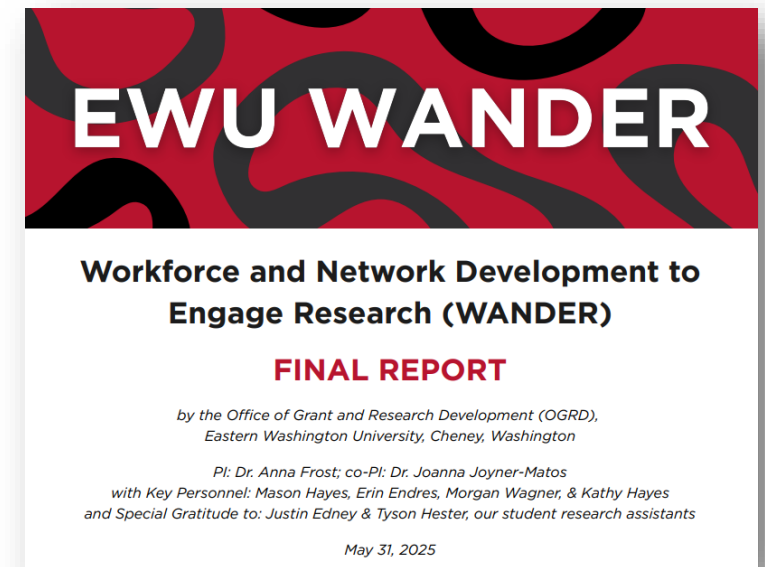
<https://in.ewu.edu/ogrd/wp-content/uploads/sites/63/2025/07/WANDER-Final-Report-2025.pdf>

**Objective 1** Build workforce capacity in OGRD.

**Objective 2** Conduct data collection/listening activities about PI attitudes toward grant-seeking, perceptions of OGRD, desires for increased OGRD support, and/or other institutional sponsored programs models.

**Objective 3** Develop internal networks with stakeholders in OGRD's primary ecosystem.

**Objective 4** Develop external networks with more successful sponsored programs at institutions of higher education in the Pacific Northwest

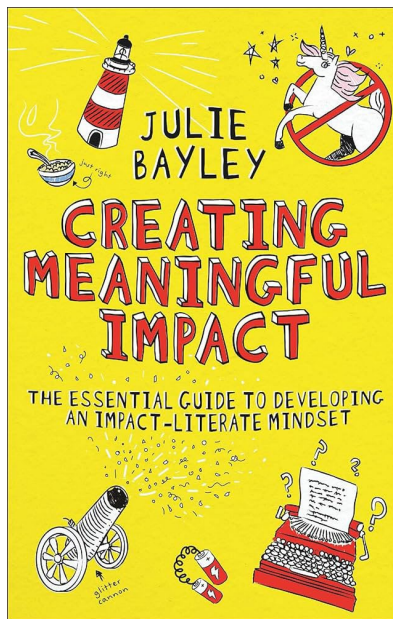


# ARIS & Research Impact Resources

## ARIS Broader Impacts Toolkit

<https://aris.marine.rutgers.edu/>

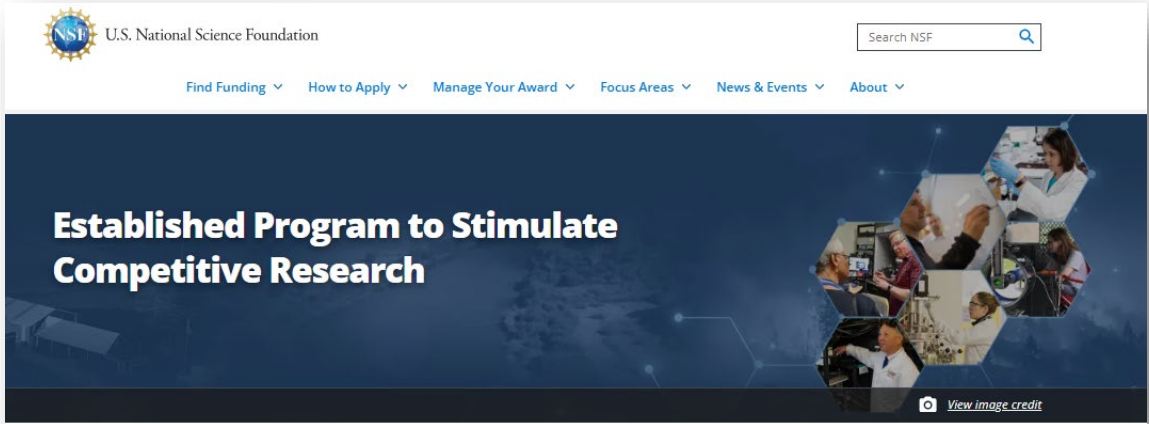
Julie Bayley, (\$) *Creating Meaningful Impact*



# Coming Soon!

- Kimberley Sudler, Delaware State University, Panoramic Institutional Assessments: A Playbook for Advancing Research Capacity
- Barbara Walker, UC Santa Barbara, Inclusive Collaboration Resources: Enhancing Research Support Infrastructure at Minority Serving Institutions (Tentatively: University of California Press)

# Suggestions On Where Else To Check



# Books (\$) Suggested By Members of NORDP

- Helen Sword, *Stylish Academic Writing*
- Helen Sword, *Air & Light & Space & Time*
- Leonard Cassuto, *Academic Writing as if Readers Matter*
- Kemi Doll, *Your Unapologetic Career*
- Julie Cwikla, *Good to Great Grant Writing: Secrets to Success*
- Lyle H. Sandler, *Universal Principles of Storytelling For Designers*
- Barbara L.E. Walker, Holly E. Unruh, *Funding Your Research in the Humanities and Social Sciences: A Practical Guide to Grant and Fellowship Proposals*
- Kara L. Hall, Amanda L. Vogel, Robert T. Croyle, *Strategies for Team Science Success*
- Raphael Brewster Folsom, *How to Get Grant Money in the Humanities and Social Sciences*
- Holly E. Unruh, Heather Haeger, John Banks, Winny Dong, *Designing and Implementing a Successful Undergraduate Research, Scholarship and Creative Activity Program*

# Let's Stay Connected!

nordp\_consultants@emory.edu



<https://researchdevelopmentconsultants.emory.edu>