



Finding the Best Model for Your Institution

RESEARCH DEVELOPMENT

RD VS. RA

- ✗ Research Development
 - + Proposal content and coordination
- ✗ Research Administration
 - + Proposal guidelines, budgets, compliance

TYPES OF RD PROGRAMS

- ✗ Centralized
 - + Stand alone
- ✗ Unit-based
 - + Housed within schools/colleges
- ✗ Sponsored programs function
 - + Extension/function of pre-award services

CONSIDERATIONS

✕ **Return on Investment**

+ Institutional support

- ✕ Funding to start and grow
 - ★ "It takes money to make money"
 - ★ % of F&A from successful proposals?



+ Staffing

- ✕ Full-time commitment or additional role
- ✕ Background/expertise – PhD, Assoc. Dean, Administrative/Professional, etc.
- ✕ What positions are needed now?
- ✕ What is your vision for staffing growth?

MORE CONSIDERATIONS

+ Services Offered

- ✕ Consider institutional priorities and strengths
- ✕ Client interests and expectations
- ✕ Resources (databases, staff roles, libraries, etc.)
- ✕ Where do you "draw the line"?

+ Metrics for Success

- ✕ How do you measure success?
- ✕ Who do you report it to and how?
- ✕ What does it mean to you?
- ✕ What does it mean to those you report to?



Research Development Model

PURDUE UNIVERSITY

PURDUE'S MODEL

- ✧ Centralized program reports to the Office of the Vice President for Research
- ✧ Administrative/Professional positions
- ✧ Close ties to Sponsored Program Services, Associate Deans for Research, Director for Launching Centers, Graduate School, and other relevant programs/people
- ✧ Static funding (administration willing to invest in people and resources to accommodate growth with success)
- ✧ Proposal coordination for "multi-million \$\$ projects" that are interdisciplinary and/or multi-institutional
- ✧ Very limited post-award support (mostly SPS)

PURDUE'S RD STAFF

- ✧ Director
- ✧ Asst. Director
- ✧ Project Coordinator
- ✧ Proposal Coordinators (aka Grant Writers)
 - ✧ 3 FT
 - ✧ 1 PT
 - ✧ 1 Contract
- ✧ Administrative Asst.
- ✧ Secretary



Research Development Model

WASHINGTON UNIVERSITY IN ST. LOUIS

WASHINGTON UNIVERSITY'S MODEL

- ✦ Sponsored Projects Model
- ✦ Called *Strategic Application Support Services (SASS)*
- ✦ Static funding
- ✦ Easy to move proposal "out the door" because part of sponsored research office
- ✦ Assistance with \$2M+ and interdisciplinary or applications with "strategic value"
- ✦ No post-award support except for renewal applications
- ✦ Some departments have own RD people - creating network to synergize efforts

WASHINGTON UNIVERSITY'S SASS STAFF

- ✦ 3 full-time positions with some split appointments
 - + Asst. Vice Chancellor for Research Services and Executive Director, Office of Sponsored Research Services - 25%
 - + Grant Analyst - 50%
 - + Grant Analyst - 25%
 - + SASS Manager (PhD)- 100%
 - + SASS Grant Writer - 100%

What should you offer?

SERVICES AND RESOURCES

GENERAL SERVICES



Resource Library

- Successful proposals
- Related references
- Web-based information



Funding Opportunities

- External
- Internal/Seed
- Notifications (e-mail, newsletters, etc.)



Limited Submission Competitions

- Committee coordination
- Communication with Sponsored Programs and others



Events

- Informational workshops – CAREERS, GAANN, etc.
- Grantsmanship workshops
- New faculty orientation

PROJECT-RELATED SERVICES



Planning Sessions

- Brainstorming for major funding opportunities
- Collaboration/teambuilding meetings



Proposal Coordination (and Grant Writing)

- Timelines
- Cohesive/Transitional writing
- Compliance with RFP rules



Small Proposal Consulting

- Review proposal and recommend ways to strengthen
- Suggest possible strategic partnerships



Large Center Proposals

- Planning and coordinating in advance
- Maintain objectivity and transparency of processes
- Take organizational burden off PI so he/she can focus on the science

More on...

LARGE CENTER PROPOSALS

LARGE CENTER PROPOSALS

THE VISION:



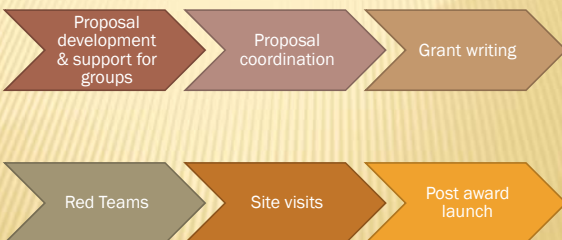
LARGE CENTER PROPOSALS

THE REALITY:

Work hard before
Work hard during
Work hard after



LARGE CENTER PROPOSALS



PROPOSAL DEVELOPMENT AND SUPPORT

- ✦ Be proactive – don't wait until the RFP is released to start building your team and strategy
- ✦ Review previous RFP, past awardees, and successful proposals
- ✦ Speak with the Program Manager
- ✦ Coordinate networking sessions for those interested in pursuing
- ✦ Pull in necessary resource people early – education/training, evaluation, etc.
- ✦ Discuss institutional commitment to this center (cost-share, facilities & equipment, people, time, etc.)

PROPOSAL COORDINATION

- ✦ Study RFP carefully for any new or unexpected criteria or limitations
- ✦ Coordinate limited submission competition if needed
- ✦ If coordination/writing assistance will be given:
 - + Develop a timeline for participants
 - + Keep participants moving and on-track
 - + Communicate frequently with PI(s) & partners
 - + Remember your job is to guide but you can't control

GRANT WRITING

- ✦ Coordinate “pieces” of the proposal from various authors into one cohesive document – transitional writing
- ✦ Work with authors to strengthen/clarify writing
- ✦ Make sure all critiqued areas are addressed (not just the science)
- ✦ Identify areas where proposal needs work
- ✦ Ensure “rules” for formatting are met (i.e. – single space, 12 pt. font, etc.)

RED TEAMS

- ✗ Assemble non-conflicted group of peers to review and offer feedback for improvement
- ✗ Preferably use those with previous experience with the competition, with the agency, and/or with expertise specific to the issues addressed in the proposal (science, education, minority inclusion, etc.)
- ✗ Determine best time to use your red team: before submission, before a site visit, or both
- ✗ Give adequate time to review proposal & RFP
- ✗ Coordinate meeting(s) for discussion & feedback

SITE VISITS

***Everybody
Remain Calm!***

RD's Role:

Take organizational burden off PI so he/she can concentrate on the science

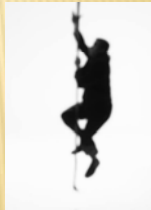


SITE VISITS

- ✗ Communicate with PI early and often
- ✗ Develop timeline showing what PI/team should do and when as well as what you will do and when
- ✗ Handle logistics and equipment needs
- ✗ Organize Red Team
- ✗ Pull in key administrative people (President, Chancellor, Provost, VPR, facilities managers, business office, etc.)
- ✗ Presentation design/coordination and handouts

POST AWARD LAUNCH

- ✖ Congratulations (but don't take the bow)!
- ✖ RD role typically done at this point but don't leave them hanging...
- ✖ Facilitate communications and connections when needed
- ✖ Help ensure a smooth transition to those who can make the dream happen
- ✖ Interim center director role?



SUMMARY

- ✖ Consider the investment of money vs. what you hope to accomplish
- ✖ Consider the structure
- ✖ Consider the people necessary to do the job
- ✖ Consider your metrics for success
