So – you’re the Vice President for Research…

….A world of sometimes minimal power and even less cash but amazing opportunity to make a difference

Mark R. McLellan,
Vice President for Research &
Dean of the School of Graduate Studies
Me

- Cornell University - 18 years
  - Department Chair (4 years)
  - NE Food Venture Center
- Texas A&M - 6 years
  - Research Institute Director
  - Built $10M Natl Center for E-Beam Research
- University of Florida - 6 years
  - Dean for Research (IFAS)
  - Move $ from 50M to 115M in 5 years
- Utah State University - 7 years
  - VPR & Dean of Graduate Studies
  - Landed state funding ($2.5M recurring for graduate students)
  - Faculty Fellows
  - TEDxUSU and USU Ignite

- Portland State University - Aug 2018
  - Urban focused public
  - Integrating Res Admin, Grad and Strategic Partnerships
  - New president, New Provost, New VPR, New Engineering Dean - ALL outside hires
  - President want to double research

Possible Findings:
- McLellan has a 6-7 year itch
- McLellan can't keep a job
- McLellan likes different bosses 😊
- McLellan likely has seen a few things...
- Many are far better than me and likely better than each of us so let’s use each other to build our success.
Sponsored Programs/Projects

- Faculty (How are we doing?)
- Chairs (Dept Heads)
- Deans
- Pre-Award (proposal submission)
  - Deadlines
  - Limited submission (process)
- Post-Award
  - Reports
  - Closeout
  - Do you manage SPA?
- Contracts vs. Grants
  - Contract negotiation
- Subcontracts
- F&A (true vs effective)
- Your system for tracking
- Representing the faculty
- Training
- Public Access to Data?
  - Your policy? Procedures?
- Who is your SPO director?
- What happens when the DOJ comes knocking...
- Who pays the fine?
- Story: **Subs & Purchasing**
Research Development

- How?
- Strategic Plan?
  - Goals, Strategies, Programs
  - (See next slide)
- Funding Opportunities
- Centers & Institutes
- Proposal Development
- Grant experts for big proposals
- Grant writers vs PD specialists
- Grantsmanship Training - Faculty
- Grantsmanship Training - Grads

- Grant Polishing Institutes/boot-camps
- Washington DC – Agency immersion
- Carnegie Mellon Story Board
  - Grant Manager
- Story: Texas A&M Grantsmanship Gamble
Have a plan!

Goal: Grow and strengthen USU's research portfolio.

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<td>Increase proposal quality.</td>
<td>Central and embedded proposal development specialists</td>
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<td>Agriculture, Education Engineering</td>
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<td>Proposal Writing Institute</td>
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<td>Grant-writing workshops</td>
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<td>IGERT workshop</td>
<td>Arts/Humanities WS</td>
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<td>Funding Finder email newsletter</td>
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<td>Online limited submission process</td>
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<td>New Faculty Research Orientation</td>
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<td>New Faculty Research Training Series</td>
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<td>Faculty trip to visit DC agencies</td>
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<td>DMP Data Management Tool</td>
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<td>Training for Research Faculty (TRF X5)</td>
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<td>Strategically fund research initiatives.</td>
<td>30% F&amp;A returned to generating units + $378K in dean's strategic funding</td>
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<td>Startup funds for new faculty</td>
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<td>Biannual seed grants program</td>
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<td>Annual Equipment matching fund</td>
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Core and/or Shared-Use Facilities

- Animals
- Labs
- Instruments
- Technologies
- Contract Services
- Expert consultation
- Scientific Development
- Clinics and Clinical Services
  - HIPPA Compliant?
  - External Services (Rates?)
  - Maintenance Costs?
- F&A
- University Classes?
- Fee Structures?
- Recover costs?
- Encourage use?
  - Club membership?
- Story: An idea to take a 1st step
Centers and Institutes

- Wow - big variation
  - Sometimes big and organized
  - Other times: - Prof Tom’s favorite stuff...
- Institutes generally have centers
- Outside of depts vs inside
- Outside college vs inside
- How will people play together?
- Access...
- Leadership
- Reporting to ...
- Story: **Building clocks versus** ...
Economic Development

- Partnerships, Partnerships, Partnerships
- Private sector engagement
- Single point of contact
- Exposure & Opportunity
- Public-Private Partnerships
- Workforce Development
- Technology Transfer
- Technology Commercialization
- Corporate Relations
- Finding Solutions
- Metrics???

Story: Backroom of Emril’s Restaurant (New Orleans)
Research Compliance (Yuck!)  
(...keeping the boss & yourself out of jail)

- Hire dedicated experts!
- Individual Conflict of Interest
- Institutional Conflict of Interest
  - Human Subjects (AAHRPP)
- Human Research Participant Protection (IRB) - HHS
- Research Integrity (misconduct)
- Research Ethics
- Export Controls
  - Fundamental Research Exclusion?
- Controlled un-Classified Information
- Classified Information (501C3 ?)
- Data Security and Privacy
- Clinical Research
- Biosafety - keeping records
- HR Story
- Hazardous Materials Management
- Radiation Safety
- Animal Care and Use
- Environmental Health and Safety
  - policy vs policing
- HAVE A SOLID POLICY
- HAVE DETAILED PROCEDUREs
- FOLLOW Both religiously!!!!
- Story: IRB employee ...
Research Operations/ Business Operations

- Staff
- HR
- budgets and finance
- research admin space
- Logistics & Events planning
  - Project Mngt Team
- Communications
- Your Executive Team
- Your Directors
- Your Staff

- Diversify your thinking !!!
  - Consider a Faculty Fellow
- Explore collaborative decision making
- Empowers your folks
- “It’s ok to be wrong!”

Story: 30 on Thursdays
Research Communications … today (not yesterday ;-))

- Know your audience
- Communicate to your audience
- Segregate your channels
- Aim your message
- Use the tools
  - Print
  - Web
  - Facebook
  - Twitter
  - Instagram
  - SnapChat
- Test your Message (A or B)
- Story: It’s 2011, you just started and “You want to do what???”
Government Relations

- If you **do** own it – you definitely need to work with it!
- If you **don’t** own it – you likely pay for it 😊 & you still must work with it!

**State Relations**
- Addressing research issues
- Higher Ed Appropriations
- Ie. Sub contracts to private entities

**Federal Relations**
- Addressing research issues
- Appropriations language
- APLU - COR
- DC Consultants (Lobbyist)

**Story:** Funding but only for STEM thank you very much ...
Undergraduate Research

- Resources to fund the undergrad hands-on experience
- Resources to fund Undergrad travel to technical meetings
- Connections!!! Bringing faculty and Undergrads together
- Research Week – Presentation experience with full review
- National: Council on Undergraduate Research (CUR)
- Create FROSTING experiences!!!
- USU ignite --- amazing experience

- Story: People make a difference & embracing the creative & classic
School of Graduate Studies …

- You can do it!
- You should do it!
  - (maybe 5 in the USA)
- A world-class research program DEPENDS upon a strong graduate program
- A world-class graduate training program depends upon a strong research program
- Research Assistantships, Startups, Retention, Linking faculty Programs

- The four biggies...
  - Mentoring
  - Recruitment
  - Management
  - Funding

- Story: Building graduate tuition into grants.
Postdoctoral Fellow Training and Mentoring

- Individual faculty, research groups, and laboratories
- training, mentoring, and professional development
- postdoc office?
- tracking “postdoctoral appointees and other non-faculty research staff with doctorates” for the purposes of the Carnegie Classifications (http://carnegieclassifications.iu.edu/methodology/basic.php).
- National Postdoc Association
- Short term Employees
  - Retirement payments?

Story: Research Development leads to Post Doc Support
Internal Funding

- Seed grants to fund initial funding
- Equipment funding
- Use Associate VPR decision body
- Matching Funds
- Bridging Funds
- Special College Initiatives
- Startups
- Retention
- Special Requests – PowWow
- Faculty Incentives and Rewards
- Faculty Awards
- Bottom line – “there is never enough”

Story: “I had far more money as a dean ...”
Research Data and Analytics

- research performance
- annual research expenditures
- annual new awards
- Partner:
  - Institutional Research and Reporting
  - Contract Services (for the rich 😊)
- Bottomline - need to tell your story

- Story: Talk to the Faculty...
Relationships...

- We already talked about your staff
- The president (Aspirations?)
- Other Vice Presidents (B&F)
- The provost (Goals?)
- Deans
  - Faculty Hires
- Dept Heads (Chairs)
- Faculty
  - Represent them
  - Teach them
  - Hold them accountable
- Federal Delegation
  - What does that grant mean?
- Federal Lobbist
- Sponsors
- Community
  - Kiwanis Club etc.
- State Higher Ed Appropriations
- Story: Breakfast of Champions