NORDP2021 Schedule
(as of 4/16/21)

Pre-Conference Sessions | April 26 – 30

Live Roundtables

Please note that times are subject to change. Registrants will be mailed the final date/time and a link to join a week before the session. Registrants are limited to three pre- or post-conference roundtables total.

Tuesday, April 27th, 2021 | 2:00 PM-3:00 PM

New Approaches in Research Development Programs: A Proposal Development Academy to Improve Early-Career Faculty Development and Grant Readiness at the University of Idaho

Carly Cummings, University of Idaho and Kendra Mingo, University of Idaho

This roundtable session is meant to allow conference attendees to participate in a discussion and Q&A session as a follow up to the pre-recorded presentation titled, "New Approaches in Research Development Programs: A Proposal Development Academy to Improve Early-Career Faculty Development and Grant Readiness," delivered by Carly Cummings, Director of Research and Faculty Development, and Kendra Mingo, Senior Proposal Development Specialist, at the University of Idaho. During the Roundtable, Dr. Cummings and Ms. Mingo will be available to answer questions about their semester-long grant readiness course called "Proposal Development Academy: What you need to know before you write."

Guiding Principles for Engaging Virtual Meetings

Katherine Duggan, Brown University; Betsy Stubblefield Loucks, Brown University; and Brittany Pailthorpe, Brown University

Tired of online meetings? People checking out after signing on? How can we make the "now normal" online environment engaging and--dare we say it--energizing? The goal of this session will be to explore approaches to structuring and facilitating engaging virtual meetings using a range of free or low-cost online technologies. We will introduce virtual meeting best practices and available tools, then split into breakout groups to trade tips and explore these tools and approaches more deeply. At the end of this session, participants will sign off with a list of free or low cost tools to enhance virtual meetings.

Wednesday, April 28th, 2021 | 12:00 PM-1:00 PM

Collaboration with Universities Overseas: Opportunities For All

Stefania Suevo, Politecnico di Milano; Stefania Elisabeth Grotti, Politecnico di Milano; Nada Messaikeh, NYU Abu Dhabi; Osman Abbasi, NYU Abu Dhabi

The session will explore the university's international collaboration opportunities and will stimulate the discussion about possible collateral opportunities for the research managers in the field of career development and networking. The value of the collaboration with universities

overseas will be underlined as an opportunity to increase the development of new activities and exchanges, but mainly competencies for academics and staff involved.

Wednesday, April 28th, 2021 | 2:00 PM-3:00 PM

Growth Strategies at PUIs

Kristin Beck, Northern Michigan University; John Barfield, Tennessee State University; and Jennifer Glass, Eastern Michigan University

This session will cover the variety of ways predominantly undergraduate institutions (PUIs) plan, implement, and evaluate growth strategies for their sponsored programs/grant offices. The three presenters will describe in detail what each of their respective institutions have and are doing to support growth. In addition, survey data gathered from other PUIs in regards to growth strategies will also be addressed during this session.

Wednesday, April 28th, 2021 | 4:00 PM-5:00 PM

Roundtable on International RD: Sharing Best Practices, Challenges and Funding Strategies

Karen Eck, Old Dominion University; Melissa Li, University of Michigan Medical School; Rachel Dresbeck, Oregon Health and Sciences University; and Amy Huang, University of Michigan Medical School

Have you supported faculty or teams pursuing international research funding? Interested in learning more on how to support researchers interested in international collaboration? Join us as we discuss our experiences in pursuing international research opportunities and collaboration. We'll also discuss current funding opportunities from private and public sponsors, with the goal of creating a NORDP resource for recurring opportunities. Finally, we'll create a mailing list and NORDP circle for participants in the roundtable to facilitate ongoing conversations in the space of international research development.

Thursday, April 29th, 2021 | 2:00 PM-3:00 PM

Creating Cohorts to Advance University Research Initiatives

Jamie Burns, Arizona State University; Carrie Berger, Purdue University; and L.J. Hernandez, Arizona State University

Cohorts are a novel way to tackle your university or department's research agenda. The cohort approach has direct ties to RD strategic objectives as it provides a venue for capturing common interests among faculty, creating support networks for professional development, and streamlining communication. Presenters from Arizona State University and Purdue University will share different approaches each have taken when creating cohort programs aimed at advancing strategic research pursuits. Learn about a sampling of cohort efforts, along with the types of facilitation methods used.

Encouraging Diversity and Equity Through Research Development: Impact of Team Dynamics on Future Collaborations

Quyen Wickham, Arizona State University; Elizabeth Lathrop, University of Maryland, College Park; and Maureen Bonnefin, Washington State University

What tools and techniques can we leverage to encourage collaboration dynamics that respect diverse opinions and inclusive practices? What strategies have others successfully used to

promote engaging and equitable dialogue? As RD professionals facilitating team formation and interactions, we are placed in unique situations that present us with opportunities to engage in cultural change around topics of diversity. In this roundtable session, we invite you to participate in pre-mortem scenario planning - where top 'failure interactions' are identified, followed by a brainstorming session to generate potential 'solutions' that will promote the team dynamics along more inclusive and equitable paths.

Thursday, April 29th, 2021 | 4:00 PM-5:00 PM

How Research Development and Corporate Relations Can Work Together to Make the World a Better Place

Stavros Kalafatis, Texas A&M; Rachel Dresbeck, Oregon Health & Science University, Jeff Agnoli, The Ohio State University; Jason King, NACRO; Kent Studer, NACRO

Both Research Development and Corporate Relations are localized to their institutional environments, based on state incentives, faculty expertise, philanthropic base, corporate environment, etc., and thus both use a variety and diversity of approaches. Hear from a panel of NORDP and NACRO leaders about the strategies and best practices that are applicable to both fields, and how their offices work together to support institutional objectives.

Friday, April 30th, 2021 | 12:00 PM-1:00 PM

Virtual Road Trippin' Across the Northeast: Maintaining our NORDP Community

Edel Minogue, Brown University: Jeralyn Haraldsen, University of Vermont; Bethany Javidi, University of Connecticut: and Kate Duggan, Brown University

This panel will discuss the planning and execution of a series of Zoom mini conferences for the members of NORDP Northeast designed to keep our membership engaged during COVID-19 in lieu of being able to meet in person. We will discuss our considerations with respect to meeting format, content, and creative ways to make the meetings appealing when so much of our workday is happening via Zoom and other online platforms. Attendees will leave the session with a playbook and ideas for promoting inter-institutional engagement in their own regions.

Friday, April 30th, 2021 | 2:00 PM-3:00 PM

Delimiting Limited Submissions: Roundtable Discussion

Hayley Bohall, Arizona State University; Chetna Chianese, Syracuse University; and Chris Herring, Indiana University

Presenters from three institutions will share multiple case studies and analysis of best practices in the limited submission process, allowing insight into how we manage our own institution's unique processes. The panelists will share efforts they're working on that expand the reach of limited submissions and cover the full submission lifecycle.

Best Practices for Developing Large-Scale Collaborative Proposals to Federal Funding Agencies

Mary Sym, Princeton University and Jennifer Speed, Princeton University

Proposal development support provided by experienced RD staff is a powerful tool for increasing the quality and quantity of large-scale collaborative proposals (often involving 20-30 investigators and budgets in the $10M-$25M range), thereby improving the institution's success

rate and reducing overall faculty burden. Requiring a unique blend of left-brain/right-brain responsibilities, this type of proposal development has a variety of common stumbling blocks, which many RD professionals find challenging. This roundtable seeks to bring together proposal development staff to share their unique strategies for success, notable hurdles, and opportunities for inter-institutional collaboration and networking.

Friday, April 30th, 2021 | 3:00 PM-4:30 PM

Leading by Founding: How NORDP Came to Be

Did you know that NORDP, as an organization, was formed in 2010? NORDP laid the foundation for research development as a profession. This panel features early NORDP member-leaders who served on the very first NORDP Board of Directors (2010-2011). Join us to hear about how NORDP got started and learn a bit of NORDP history as they share their experiences as NORDP has continued to grow. Panelists include: *Holly Falk-Krzesinski, President 2010-11*, *Jaocb Levin, President 2011-12*, *Peggy Sundermeyer, Treasurer 2012-2016*, *Barbara Walker, Treasurer 2010-12*, *Susan Carter, Secretary 2010-12*, and *Alicia Knoedler, President 2013-14*

Pre-Recorded Sessions

Research Development Workshops for Faculty

Jessica Brassard, Michigan Technological University and Pete Larsen, Michigan Technological University
Explore the creation, implementation, and evolution of campus-wide, researcher-focused events. This roundtable will discuss event goals, planning strategies, lessons learned (both successes and failures), evaluation strategies, significant changes, and future plans. Attendees will learn from each other and share strategies and ideas related to on-campus, PI-focused research development events.

New Approaches in Research Development Programs: A Proposal Development Academy to Improve Early-Career Faculty Development and Grant Readiness

Carly Cummings, University of Idaho and Kendra Mingo, University of Idaho
To enhance the rate at which early career faculty members attain grant readiness, the University of Idaho's Office of Research and Faculty Development developed a semester-long course called "Proposal Development Academy: What you need to know before you write," centered on the concept of grant readiness. During our presentation, we will present the theoretical background for this academy, introducing the concept of grant readiness, and contrasting it with traditional proposal writing workshops. We will then describe the academy's overall structure, topics, and learning goals, present outcomes from a grant readiness assessment of the initial 13-person cohort, and review lessons learned.

Leveraging Expert External Reviewers to Increase Proposal Quality and Research Development Capacity

Matthew Dwyer, University of Nebraska-Lincoln: Kathy Partlow, University of Nebraska-Lincoln: Tisha Gilreath Mullen, University of Nebraska-Lincoln; and Nathan Meier, University of Nebraska-Lincoln
This session showcases how the University of Nebraska-Lincoln leverages expert external reviewers. The goal is to spark conversation around the intricacies and benefits of external review. Colleagues who join this session may expect to gain insights about review logistics, expert identification and recruitment, and a matrix of reviewer engagement types. Presenters will describe the motivation and rationale for external review. Designed as a catalyst for information exchange and ideation, this session will be

valuable for colleagues unfamiliar with expert review and those already engaged in this work who want to learn from others' experiences.

Rigor and Reproducibility in Proposal Development

Hollie Fuhrmann, University of Utah and Eli Iacob, University of Utah

Rigor and reproducible research is critical to the advancement of science. In recent years, there has been growing concern about the irreproducibility of research, especially in clinical trial research. In response, sponsors like the National Institutes of Health are implementing policies to enhance rigor and reproducibility in research. This session will: 1) introduce the importance of rigor and reproducibility in research; 2) review NIH's application instructions and review criteria for rigor and transparency; and 3) identify resources and best practices for developing rigorous and transparent research proposals.

UN's Sustainable Development Goals: Where Does your University Stand?

Linda Galloway, Elsevier

The United Nations' Sustainable Development Goals (SDGs) are a collection of global goals designed as a "blueprint to achieve a better and more sustainable future for all." The research community has responded by producing more research on sustainable development that is more connected and collaborative than ever. US institutions are well represented in the overall 2020 Impact Rankings as well as within individual SDG topics. Learn how Elsevier can help you track progress towards the SDGs via integrated analytics in SciVal. We will explore institutional impact, and drill down to help identify contributors, collaborators and leaders in sustainable development research.

Systematic Literature Review of Faculty Views on the Barriers and Facilitators to Grantsmanship

Rachel Goff-Albritton, Florida State University and Cola Phillip, Case Western Reserve University

RD professionals are tasked with helping faculty researchers succeed at grantsmanship. RD is a service-delivery system. When choosing appropriate services, practitioners should reach for client-centered, evidence-based practices. Therefore, we conducted a systematic literature review to reveal the perceptions of faculty on research support services related to grantsmanship. The specific objective was to understand what factors are perceived to be barriers or facilitators to grantsmanship by research faculty based on extant literature. Attendees of this presentation will learn the perceived barriers and facilitators to grantsmanship from faculty and the factors required to establish an effective grantsmanship support service at their institutions.

RD Office Annual Reports: Who, When, Where, Why, and How

Beth Hodges, Florida State University; Melanie Steiner-Sherwood, University of Texas, School of Medicine; and Faye Farmer, Arizona State University

As Research Development offices increase in number across institutions, there is interest in developing ways to effectively report on impact and activities. This presentation introduces some core attributes of research development that can be used to measure immediate and future impact, which can be tailored to the types and level of services offered. The presentation begins with discussion of a recently founded unit-level office and moves to more established, centralized offices. Using a question framework, the presentation examines the Who, When, Where, Why, and How of their journeys to design and deliver compelling annual reports.

Research Development Program Engagement: Success with the Fulbright Scholar Program
Kristen Kellems, Brigham Young University
At Brigham Young University, Research Development has engaged with the Fulbright Scholar Program by a) designating a research development professional as the Campus Scholar Representative, b) sending out a monthly newsletter to faculty and administrators about Fulbright Scholar opportunities and trainings, c) organizing and promoting a campus "Fulbright Day" in which Fulbright program officers speak to faculty and students in large groups and in one-on-one meetings, d) extensively edit Fulbright Scholar proposals. The goal of this presentation is to demonstrate how Research Development offices can engage with a specific program which can lead to an increase of proposals and awards.

Utilizing Subscription Databases for Maximum Impact
Kristen Kellems, Brigham Young University; Jaynie Mitchell, Brigham Young University; and Kaylie Winterton, Brigham Young University
Research Development offices often pay for subscription-based funding databases. It can be challenging to ensure that these databases are being utilized and that the information that they provide leads to external funding. This presentation will discuss some of the ways research development professionals can maximize the effectiveness of these type of databases.

Facilitating Proposal Development: A Storytelling Approach
Yulia Levites Strekalova, University of Florida
Research development professionals and proposal development specialists can provide an invaluable service to investigators as educated and interested audience that is removed from the immediate context of project science and planned activities. In this role, RD professionals can serve as coaches who ask focused questions to guide the development of the proposal argument. This short presentation will introduce an intuitive and powerful metaphor of proposal as a story with protagonists (heros), antagonists (villains) and the conflict between them. Participants will learn about active inquiry to guide the development of strong(er), narrative-based arguments for proposal significance and impact.

Impact of COVID-19 on Biomedical Research Funding: Pandemic Response and Some Lessons Learned
Anindita Mukherjee, Albert Einstein College of Medicine
COVID-19 created an unprecedented impact on biomedical-research world. Federal stimulus packages were released and major research-funding were re-directed to COVID-19 relevant field. Almost all Federal, State and private sponsors re-strategized their grant-funding resources to respond to the pandemic. This session will track the pandemic responses by major funding-agencies and summarize different phases of COVID-research-funding planned/released. It will also discuss institutional-reponse - some effective methods to increase awareness amongst investigators about COVID-relevant grants-funding mechanisms, and challenges faced by scientists. The overall goal is to summarize/discuss the lessons we've learned so far, and to reflect on future directions of biomedical/healthcare research-funding.

Role of Research Development (RD) in Mobilizing Institutional Resources for Early Stage Investigators (ESIs)
Anindita Mukherjee, Albert Einstein College of Medicine and Jessica Lynne Moon, Stanford University School of Medicine

The growth and sustainability of an academic/research institution depend on its next-generation researchers. Research Development (RD) professionals can play important role in enhancing support for the junior-investigators. This presentation will identify areas/resources to improve the career-development of ESIs conducting research on biomedical-sciences and will discuss various strategies to support the ESI workforce and pipeline. The overall goal is to strengthen institutional research-funding and identifying the key-roles RD-professionals can play in achieving it.

Strategies for Seeking Non-governmental Funding for Basic Science Research

Eleonora Palmaro, Elsevier and Gwynne Grasberger, Drexel University
Funding Institutional helps to better understand the private research funding landscape and funding opportunities—how to find them, and how to maximize your proposal's success.

Don't Sweat the Site Visit: Three Experiences, 12 Months, One Institution

Kathy Partlow, University of Nebraska-Lincoln; Tisha Gilreath Mullen, University of Nebraska-Lincoln; and Liz Lange, Liz Lange Consulting
The University of Nebraska-Lincoln supported three teams through in-person and virtual site visits in the span of a year. The three research development professionals who supported these teams will discuss the similarities and differences of their experiences, share tips and lessons learned, and facilitate a follow-up roundtable discussion on site visits. The discussion will be enlightening for both those who have and have not participated in site visits. Participants can expect to be entertained with stories of the unexpected and leave with valuable strategies for hosting site visits at their institutions.

Moving Educational Resources to the Virtual Platform: "Transforming Your PowerPoint Presentations into Videos with only a Microphone and Patience."

Lisa Preziosi, Memorial Sloan Kettering Cancer Center and David Widmer, Memorial Sloan Kettering Cancer Center
Among the many challenges COVID-19 has presented to the research community, is how to continue to educate staff without the ability to hold in-person presentations, tutorials, or classes. With the limits of resources, technology, and budgets, moving materials to the virtual platform can be challenging. This session describes how to use PowerPoint and a microphone to create modular videos that can be adapted for a variety of functions. Developing virtual education materials provides numerous benefits. This approach uses limited resources, while still creating a variety of online learning materials that can be used for a myriad of purposes.

Digital Commons, The Modern Institutional Repository: Magnify the Visibility & Impact of your Institution's Scholarship

Greg Seymour, Elsevier
Would you like to prove just how much all scholarship matters at your campus? Showcase Arts & Humanities scholarship with rich video and audio? Promote undergraduate research? Would you like to obtain clear impact metrics from dashboards tracking real-time readership about the research, productions, achievements, and people that matter most? Digital Commons helps Research Offices prove just how much research matters. Offering custom services to every corner of your institution, Digital Commons can magnify the visibility & impact of your institution's scholarship.

How We Got Here: Historical Antecedents of Research Development

Michael Spires, Oakland University
Over the last two centuries, research has become centered in the academy, and become increasingly more complex - asking larger, more complex questions and tackling bigger problems. Research development began developing alongside and in support of the research enterprise within the last half century. This presentation will trace the major developments that led to the establishment of research development as a profession and which have made it an increasingly important one over the last decade.

Intel for All: Generating Research Development Intel using Publicly Available Resources
Elizabeth Vandewater, The University of Texas at Austin and Stephanie Tomlinson, The University of Texas at Austin
Generating high quality research development (RD) intel is critical to institutional strategic planning and decision making. Yet, all too often, tools for creating such information are proprietary and expensive, and thus out of reach of many RD teams. We demonstrate an approach for generating high quality RD intel using publicly available data from the National Institutes of Health (NIH; NIH RePORTER Tool) and commonly used software (MS Excel) already familiar to most in higher education, using a case study of intel created to foster NIH Center grant applications at The University of Texas at Austin as an illustrative vehicle.

Affirming LGBTQ+ Identities in Human Participants Research
Nicole Walker, Minneapolis VA Health Care System
Despite recent policy advances directed at creating legal equality for LGBTQ+ identifying people, individuals within this population continue to face discrimination and health-related disparities. It is imperative that individuals in human participants research create inclusive and affirming environments for LGBTQ+ identifying people to improve the well-being of people within this population. This session will seek to educate researchers regarding the health-related disparities LGBTQ+ identifying people face, increase understanding of the influence these disparities have within human participants research, and suggest methods researchers can use to create more inclusive research administration environments for LGBTQ+ identifying individuals.

Logic Models: Making Sense of the Pieces, Purpose, and Intended Benefit for RD Professionals
Morgan Wills, Kansas State University and Allison Teeter, Kansas State University
Build your capacity to advance research development at their respective universities through effective logic model design and implementation. Multiple benefits, formats, and visual representations will be shared, as well as guidance on developing logic models in response to a variety of contexts (e.g., in response to a written document or a planning meeting with project team members), and the role of logic models in project planning and program evaluation. Finally, suggestions on how to leverage logic models to address the National Science Foundation and U.S. Department of Agriculture reviewer requirements will be provided.

Resubmission Assistance: Understanding Current Practices and Perspectives
Jeannie Wilson, Arizona State University; Sarah Polasky, Arizona State University; JulieAnna Carsen, Arizona State University; and Lillian Stover, Arizona State University
The impact of resubmission assistance on proposal success is relatively unknown. This study, funded by the NORD/InfoReady competition, used a combination of interview and survey methodologies to identify the availability of resubmission assistance services and, when relevant, the most common areas

of resubmission assistance. Data from various institutions included institutional and office-specific characteristics, information about the availability of and support for resubmission assistance, and areas in which Research Development professionals would like to offer services. The data may help RD offices and units compare and contrast their activities, services, and capacity with similar and different organizations.

Funding Diversification: Research Development Best Practices
Cam Clemence, McAllister & Quinn; Kellianne Lauer, McAllister & Quinn

Concurrent Educational Sessions | May 3-6

Day One | Monday, May 3rd, 2021

11:00 AM-12:00 PM | Opening Keynote

Strengthening the Symbiosis of Exploratory and Translational Research @ Speed & Scale
The Honorable Sethuraman Panchanathan, PhD, Director, National Science Foundation

For more than 70 years, the National Science Foundation has been powering discovery and innovation across the entire range of fundamental science and engineering research. As NSF's 15th Director, Dr. Sethuraman Panchanathan sees extraordinary opportunities ahead for the research community to build on that legacy. The framework for seeding bold, large-scale innovative research with meaningful societal impact is part of the DNA of NSF. By harnessing the tremendous STEM talent that exists in every community, bolstering partnerships, and supercharging the synergy between "curiosity-driven, discovery-based exploratory research" and "use-inspired, solutions-focused, innovation," NSF can unleash transformative breakthroughs into the future.

Sethuraman Panchanathan is a computer scientist and engineer and the 15th director of the U.S. National Science Foundation (NSF). NSF is an $8.5B independent federal agency and the only government agency charged with advancing all fields of scientific discovery, technological innovation, and STEM education.

Dr. Panchanathan has a distinguished career in science, technology, engineering, and education that spans more than three decades. He served as executive vice president of the Arizona State University Knowledge Enterprise, where he also founded the Center for Cognitive Ubiquitous Computing. Prior to becoming director of NSF, Panchanathan served on the National Science Board for six years and has also served on and chaired numerous high-level research and innovation organizations. He is a fellow of the National Academy of Inventors, the American Association for the Advancement of Science, the Association for Computing Machinery, and other prestigious science and engineering organizations. Dr. Panchanathan's scientific

contributions have advanced the areas of human-centered multimedia computing, haptic user interfaces, person-centered ubiquitous computing technologies for empowering individuals with a range of abilities.

12:00 PM-12:15 PM | Break

12:15 PM-1:45 PM | Concurrent Sessions 1

Gender in Research Development and Compensation Advocacy

Kay Tindle, Texas Tech University; Kimberly Eck, Emory University; and Stephanie Jones, Texas Tech University

This session will provide the results of a NORD/InfoReady-funded study on the gender differences among RD professionals in relation to salaries, education levels, job titles, career aspirations, perceptions of gender and power, and perceptions of opportunities for and barriers to advancement. Attendees will also learn of NORDP resources and tools that can be utilized for their own career advancement. The session will also include a short tutorial on how to use and interpret the results of the Salary Calculator and will end with an interactive discussion on ways to communicate the value of RD up the chain and across campus.

Things Their Mentor Never Told Them: Management and Entrepreneurship for PIs

M. S. AtKisson, AtKisson Training Group, LLC and Rachel Dresbeck, Oregon Health and Sciences University

When faculty start new positions, they need to lay the foundations for long-term success. But few PhD or post-doc programs prepare investigators for what is, essentially, starting a small business. Managing people, planning long-term for development of their research enterprise, or even how to think about the non-research elements necessary to support the establishment of a strong base—all are learned on the job. This session will provide new tools for framing the research-related skills needed for early-stage faculty to succeed, appropriate for a spectrum of RD professionals.

Horizon Europe: Opportunities for Transatlantic Partnerships and Careers

Mary Kavanagh, Delegation of the European Union to the USA; Claire Morel, Marie Sklodowska-Curie Actions at the European Commission; Martin Penny, European Research Council; Jackson Howard, EURAXESS North America; and Edel Minogue, Brown University

Opening with an overview on international collaboration, this panel session will introduce the newly initiated Horizon Europe program, Marie Skłodowska-Curie Actions and European Research Council, and how it can enhance scientific collaboration between Europe and the US. Euraxess North America, an initiative that supports researcher mobility and career development, will also be discussed. Expert panelists from the EU will present these opportunities and guide the audience through the options and practicalities of application. Participants will learn how best to prepare their faculty for these competitive submissions, including alignment of US-Europe research priorities, how to identify potential partners and allowable costs.

One Destination, Multiple Pathways: Approaches for Recruiting, Developing, and Retaining Top RD Talent

Barbara Endemaño Walker, University of California, Santa Barbara; Susan Carter, Santa Fe Institute; Nathan Meier, University of Nebraska-Lincoln, and Kim Patten, University of Arizona
The RD profession has seen a steady increase in job openings ranging from grant writers to directors to associate vice presidents. However, there is little understanding of how people enter the profession or the variety of sources of RD talent, whether from research administration, academic careers, or elsewhere. We will explore diverse paths into RD and recruitment and retention strategies at four distinct institutions. Facilitated conversation and structured assessment among attendees will develop better understanding of potential sources of RD talent and new ways to bring attention to the RD profession in various promising arenas to expand the RD pipeline.

How Can Your Institution Benefit from the Growth of Open Access Publishing?
Rebecca Hill, F1000Research (Taylor & Francis Group)
Join Becky Hill, Strategic Partnership Manager at F1000 (f1000research.com) and Taylor & Francis Group, for an interactive demonstration of the company's unique open research publishing platform—see how F1000 can help your institution benefit from the growth of open access publishing by raising your institution's research profile, maximizing impact and supporting your researchers by removing barriers to knowledge exchange.

In this session, you'll see why global funders like Wellcome Trust, the European Commission and the Gates Foundation use an F1000 platform to support grantees, whose research, data sets and other research outputs are available rapidly, openly and transparently to the worldwide scientific and scholarly community. Session also includes interactive Q&A.

1:45 PM-2:15 PM | Activity/Break

Mindfulness with Kelcey Stratton

Dr. Stratton is a clinical psychologist and the Program Manager for Resilience and Well-Being Services in the Michigan Medicine Office of Counseling and Workplace Resilience. In this role, she develops programs and strategies to enhance well-being for faculty and staff at Michigan Medicine. She has a particular interest in the areas of stress and resilience, trauma-informed care, mindfulness, and the use of narrative and reflective practices.

Prior to coming to University of Michigan, Dr. Stratton lived and worked in South Africa for several years, where she served as a mental health clinician and consultant to Peace Corps volunteers and medical providers in over 65 countries. She has also worked as a clinician and researcher in the VA health system, where she focused on post-traumatic stress concerns. She completed her undergraduate studies at the University of Oregon and her Ph.D. in clinical psychology at the New School for Social Research in New York City.

Pivot with What You've Got: Responding to Pandemic-related Challenges Using Existing RD Resources

Amy Carroll, Brown University and Anne Maglia, University of Massachusetts Lowell
In this talk, we will provide a comparison of our experiences leading the safe return of researchers to campus and developing seed-funding opportunities in response to COVID-19. On both campuses, RD teams co-opted existing resources---Google Suite at Brown and InfoReady Review at UML---to pivot quickly in response to pandemic-related challenges. We will present our lessons learned, including principles for developing rapid institution-wide responsiveness to urgent research opportunities, tips and skills for leadership during crisis situations, and pros and cons of two different systems for managing complex processes, multiple stakeholders, and various document types.

Approaches for Measuring the Effectiveness of Research Development

Wendi Jensen, University of Nebraska Medical Center; Bridget Hughes, University of Utah; Sara Myers, University of Nebraska at Omaha
How do we know if our research development work matters? We know that evaluation or reflective consideration can help us determine how to assign resources of time, dollars, and talent. Metrics can be used to show the value of the research development office and increase investment in research development activities. The Roundtable leader will convene panelists to help explain how they measure the efficacy of research development activities at their respective campuses. Come ready to share your evaluation of the efficacy of research development at your organization!

A Research Development Professional: Just What the Doctor Ordered

Heather McIntosh, University of Oklahoma School of Community Medicine; Krista Kezbers, University of Oklahoma School of Community Medicine; Elaine Lee, Boston University School of Medicine; and Jessica Moon, Stanford University School of Medicine
Clinical faculty face unique challenges when developing their research programs. What are those struggles and how can RDPs most effectively help them? In this interactive session, we will outline how clinical duties and pressure to generate revenue influence research priorities, as well as how RDPs can advocate with leadership to help balance the clinical and research duties of their faculty. In this session, participants will have opportunities to learn from and network with other RDPs who work with clinical faculty. Participants will leave with new tools as well as a resource guide they can modify to fit their institution.

Lightning Storm: Scientists Can Offer Unique Lenses as RD Professionals

Justin Flory, Arizona State University; Christine Blaumueller, University of Iowa; Robert Lawrence, Binghampton University; Andrea Stith, University of California, Santa Barbara; Sujatha Koduvayur, Worcester Polytechnic Institute; and Toyin Babarinde, MD Anderson Cancer Center
Research Development Professionals with scientific backgrounds can make unique contributions to proposal development, from ideation of the proposed research to the final submitted proposal. A series of lightning talks will travel along the proposal development road and provide tools and resources used by RD professionals with scientific training to shape the competitiveness of a proposal.

Promoting RD Resources to Faculty

Sharon Pound, University of Tennessee

Build it and they will come. Really? Does that ring true for centralized research development offices? If faculty don't know and/or appreciate the value of RD services, will they ever benefit from them? This session will explore what the University of Tennessee research development staff is doing to get the word out about the services they provide to strengthen proposals, connect collaborators, and empower faculty. From a virtual roadshow, to a series of articles and videos highlighting faculty testimonials, to a new approach that facilitates "handshakes" across campus, UT's RD staff is communicating its services proactively.

3:15 PM-3:30 PM | Break

3:30 PM-5:00 PM | Afternoon Plenary

Alternative Facts in the Academy: The Art of Pushing Back and Persuading when Data Aren't Enough – Sponsored by Elsevier

Mark Bayer, Bayer Strategic Consulting

For more than 200 years, evidence-based public policies, rooted in facts and sound science, have been a cornerstone of our democracy. Consequently, the marginalization of scientific expertise ultimately affects policymaking; it warps our laws and regulations, enables harmful activities dangerous to public health and well-being, and erodes confidence in our systems of government. The impacts extend to society from there.

How can Research Development professionals push back against the ongoing assault on science? According to Bayer there are ways to change minds when alternative "facts" and misinformation take root in our organizations.

Join Mark Bayer and leave armed to lay a foundation for cooperation; how to detect alternative facts and artfully dispel them; how to use the power of "gilt by association" to defuse difficult situations; and how to use Emotional Intelligence tools to reduce friction, align interests and increase effectiveness.

Former Chief of Staff in the U.S. Senate and House of Representatives during a 20-year career working in Congress, Mark designs and delivers interactive, true-to-life training that gives scientists and engineers proven, powerful tools for effectively navigating the policy environment in Washington, DC.

Mark teaches scientists, engineers, and entrepreneurs the same methodology he used in Congress to rapidly distill complex policies, craft strategies to advance high-profile initiatives, and concisely explain them to Members of Congress and journalists from leading media outlets, including *The New York Times*, *The Washington Post*, *USA Today*, *The Boston Globe*, CNN, MSNBC, PBS, AP, and many others.

6:00 PM-7:30 PM | 'The Gift'

Andrew Kircher Baranova, Natalie Gosnell, Janani Balasubramanian

'The Gift' is an accessible installation that animates contemporary astrophysics research to open up metaphorical space for grief, loss, renewal, and care. It is co-created by Janani Balasubramanian and Dr. Natalie Gosnell, with creative producer Andrew Kircher. The Gift consists of an all-ages book—with illustrations by Amy Myers—and an original musical score by Tina-Hanaé Miller. It is designed as a large-scale museum installation, a classroom teaching tool, and a private at-home experience. The work has been created with the generous support of The Public Theater, the Sundance Institute, the Guild of Future Architects, MAP Fund, Stanford University, Brooklyn College, Creativity & Innovation at Colorado College, The University of Colorado—Colorado Springs, The Tow Foundation, and the New York Community Trust.

In this presentation for NORDP, we will discuss how opportunities for open research were crucial to the development of the work and how institutions can make space for—and resource—such innovations in authentic and mutual art-science co-creation. We will also facilitate a Q&A, where participants reflect on how our co-creation process (and 'The Gift' itself) might impact their own research development practice.

Day Two |Tuesday, May 4th, 2021

11:00 AM-12:00 PM |Morning Plenary

Extramural Research in the Era of COVID-19: An NIH Perspective

Mike Lauer, MD, Deputy Director for Extramural Research, National Institute of Health

Michael Lauer, M.D., is the Deputy Director for Extramural Research at the National Institutes of Health (NIH), where he serves as the principal scientific leader and advisor to the Director of the NIH on all matters relating to the substance, quality, and effectiveness of the NIH extramural research program and administration. He received education and training at Rensselaer Polytechnic Institute, Albany Medical College, Harvard Medical School, Harvard School of Public Health, and the NHLBI's Framingham Heart Study. He spent 14 years at Cleveland Clinic as Professor of Medicine, Epidemiology, and Biostatistics. During his tenure at the Clinic, he led a federally funded internationally renowned clinical epidemiology program that applied big data from large-scale electronic health platforms to questions regarding the diagnosis and management of cardiovascular disease. From 2007 to 2015 he served as a Division Director at the National Heart, Lung, and Blood Institute (NHLBI), where promoted efforts to leverage big data infrastructure to enable high-efficiency population and clinical research and efforts to adopt a research funding culture that reflected data-driven policy. He has

received numerous awards including the NIH Equal Employment Opportunity Award of the Year and the Arthur S. Flemming Award for Exceptional Federal Service in recognition of his efforts to grow a culture of learning and accountability.

Dr. Lauer will address a number of topics of interest to the extramural Research Development community. These include short-, intermediate-, and long-term effects of the COVID-19 pandemic; evolving trends in extramural NIH-funded science; and the critical importance of integrity and trust as bedrock principles underlying the research enterprise.

12:00 PM-12:15 PM |Break

12:15 PM-1:45 PM | Concurrent Sessions 3

Building, Maintaining, and Sustaining Productive International Research Partnerships: Perspectives of Principal Investigators
Kim Patten, University of Arizona; John Tsapogas, Research Foundation of The City University of New York; Tisha Gilreath Mullen, University of Nebraska-Lincoln; Karen Eck, Old Dominion University; and Rachel Dresbeck, Oregon Health & Sciences University
Developed by the Strategic Alliance Committee's International Working Group this session features successful international research project Principal Investigators as they discuss what is needed to embark on an international collaboration. Joined by research development professionals, the panel will discuss the effort from ideation to implementation. This panel complements the, "Support for International Scientific Research at a Critical Time in History: The role of NSF, NIH, and the National Academies," session. Participants will have the opportunity to ask questions of the panelists in this introductory session. Panelists include: Charles Wood, Lewis Lehr University Professor, School of Biological Sciences, University of Nebraska-Lincoln, Anu Ramaswami, Professor of Civil and Environmental Engineering, the Princeton Institute for International and Regional Studies and the High Meadows Environmental Institute; and Cathy Whitlock, Regents Professor, Director, MSU Paleoecology Lab

Building a Culture of Research Communication through Targeted, Highly-Interactive Media Training Workshops
Molly McCue, University of Minnesota
The office of research in the University of Minnesota College of Veterinary Medicine is working to develop four highly interactive media training sessions for our researchers. Our overarching goals are to build a culture that proactively communicates research to various identified audiences and works proficiently with communications personnel, and to increase research dissemination by providing support throughout the research lifecycle. In this session, we will review these workshops, their content, communication tools used, and faculty feedback. Session attendees will leave with the information and tools necessary to replicate these workshops, or adapted versions of them, at their home institutions.

Leveraging and Building the RD Toolbox to Support Institutional DEIB Goals
Gretchen Kiser, University of California, San Francisco; Crystal Botham, Stanford University; Debra Kahrson, Stanford University; and Barbara Endemaño Walker, University of California, Santa Barbara

The RD professionals' toolbox, central to advancing the research enterprise, can also be used to advance institutional diversity, equity, inclusion, and belonging (DEIB). In this session, we will describe a few programs and practices employed by RD professionals to improve institutional DEIB. We hope these examples spark attendee creativity toward identifying their own novel approaches. Using a logic model exercise, developed by team diversity experts in UCSB's CREDITS Team Science Institute, we will explore a strategy to ideate new diversity-building programs and implementation details. Participants will then have the opportunity to share DEIB-supporting strategies – both established and newly ideated

Increasing External Faculty Recognitions: Critical Considerations from Essential Partners
Petrina Suiter, University of Nebraska-Lincoln and Nathan Meier, University of Nebraska-Lincoln
Receipt of external honorific awards are an important career benchmark for faculty and a key indicator of institutional success. For these reasons, efforts to help increase faculty recognitions represent a growing focus for many institutions and an opportunity space for research development (RD) professionals. This interactive session features University of Nebraska-Lincoln faculty, college- and departmental-level administrators, and RD professionals who actively pursue faculty external recognitions and celebrate their receipt. Panelists include: Dawn Braithwaite, Willa Cather Professor, Department of Communication Studies; Eileen Hebets, Charles Bessey Professor, School of Biological Sciences; Martha Mamo, John E. Weaver Professor and Head, Department of Agronomy and Horticulture; and Lily Wang, Professor, Durham School of Architectural Engineering and Construction, and Associate Dean for Faculty and Inclusion, College of Engineering. Panelist discussion, Q&A, and breakout conversations will help participants deepen their understanding about honorifics and develop ideas, gather advice, and access resources for enhancing faculty recognition efforts at their institutions.

Strategies for Creating Collaborations That Can Tackle Society's Grand Challenges
Heidi Becker, Dimensions
In this talk, we will share data-driven approaches to building research teams that are well-equipped to tackle society's Grand Challenges. Through the lens of Dimensions, a research intelligence database, and the topic of opioid addiction, participants will learn how to find and recruit experts to join research teams and grants; create networks of peer universities, industry partners, and funders innovating in niche topic areas. The strategies shared in this session can be applied in a diverse set of disciplinary and institutional contexts.

1:45 PM-2:15 PM | Activities or Break

Mindfulness with Kelcey Stratton

Dr. Stratton is a clinical psychologist and the Program Manager for Resilience and Well-Being Services in the Michigan Medicine Office of Counseling and Workplace Resilience. In this role, she develops programs and strategies to enhance well-being for faculty and staff at Michigan Medicine. She has a particular interest in the areas of stress and resilience, trauma-informed care, mindfulness, and the use of narrative and reflective practices.

Prior to coming to University of Michigan, Dr. Stratton lived and worked in South Africa for several years, where she served as a mental health clinician and consultant to Peace Corps volunteers and medical providers in over 65 countries. She has also worked as a clinician and researcher in the VA health system, where she focused on post-traumatic stress concerns. She completed her undergraduate studies at the University of Oregon and her Ph.D. in clinical psychology at the New School for Social Research in New York City.

Yoga Session with Kelsi Butler

Kelsi has nearly 15 years of experience as a yoga practitioner and earned her 200-hour Baptiste Yoga Instructor Certification in 2012. In 2018, Kelsi launched the Wilderness Yoga Company in Boone, North Carolina, offering guided hikes and outdoor yoga in the Western mountains of NC. Kelsi's teaching style is rooted in the elements - water, air, earth, and fire - and focuses on mind-body connection. Kelsi currently resides in Bellingham, Washington and enjoys mountain biking and hiking with her dog Fig in the PNW wilderness.

In this 30-minute session, we will focus on expansion and release. The practice will incorporate meditation with restorative floor movements to expand the side-body, open through the hips, and release emotional tension.

2:15 PM-3:45 PM | Concurrent Sessions 4

RD Strategies for Promoting Team Success in the Online Environment
Andrea Stith, University of California, Santa Barbara; Kim Baeten, Stanford University; Christine Erlien, Duke University School of Medicine; Sandra Holden, Stanford University School of Medicine; and Elizabeth Seckel, Stanford University School of Medicine
Strong teams emerge from clearly articulated shared interests, mutual trust, and joint commitment. Building effective, dynamic and nimble teams is essential to team success and the COVID-19 pandemic has disrupted many standard practices. 2020 has thus been a year for trying new things and adapting best-practices to the on-line environment. Anticipating that online interactions will remain a significant element of RD into the future, we reflect on what has been learned over the past year and what we will carry into our future work. This session will include interactive elements, with participants contributing effective strategies for supporting successful virtual teams.

The Importance of Government Relations Efforts for Research Development: A Panel Discussion
Michael Helms, Stanford University; Eric Dickey, Western Oregon University; Barbara Sasso, University of the Pacific; Susan Emerson, Oregon State University; and Katie Lindl, Lawrence Livermore National Laboratory
What's the deal with Government Relations? What do they even do? Does your institution have a Government Relations office? Does it want one? What's the connection with Research Development? If you've ever wondered, then this panel is for you! This panel will provide an opportunity to engage in a focused session with Government Relations personnel from a wide variety of institutions. Attendees will come away with information to bring back to their home institutions. Understanding the important, and often overlooked, connection between Government Relations and Research Development is vital to sustaining a resilient Research Development enterprise. The panelists for this session are: *Megan Arleth, Stanford University, Bill Bruner, Lawrence Livermore National Laboratory, Gina Daly, University of California, Berkeley, David McDonald, Western Oregon University, and Gabrielle Serra, Oregon State University.*

Meaningful Engagement (ME): Creating and Cultivating Your Professional Network
Vanity Campbell, University of California, Agriculture and Natural Resources, and Melinda Boehm, University of California, Merced
Engaging in strategic relationship-building is integral to successful collaboration, team-building, and professional growth. For the Research Development (RD) professional, there is a real and present need to have the skills and confidence to create and sustain collaborative relationships in our increasingly interdependent funding world. This session presents a holistic approach to cultivating a professional network that utilizes key communication tools to facilitate collaboration-building for both personal and professional development. Participants will explore the application of each tool in RD settings, and interview a seasoned RD professional who will demonstrate the "real-world" value of the approach.

Advocacy and Inclusion for Underrepresented Minorities and Females in University Research Centers
Camille Coley, American Museum of Natural History; Theresa Lant, Pace University; and Susan Day, Research Development Services
The session offers RD professionals a platform to exchange knowledge and to cultivate a community in the area of broadening the participation of underrepresented students and scholars in science, technology, engineering, math and medicine (STEMM). Investigators struggle to build teams, and to create pipeline and pathways that implement the principles of team science and take advantage of what we know about making teams work to recruit and retain underrepresented students and scholars. The goal of this session is to help RD professionals think strategically about research planning for broadening participation of underrepresented groups using the principles of team science.

3:45 PM-4:00 PM | Break

Lightning Storm: Practical Project Management Tips for Research Development Professionals

Sharon Pound, University of Tennessee; Anne Maglia, University of Massachusetts, Lowell; Samarpita Sengupta, University of Texas Southwestern Medical Center; Laura Miller, University of Pittsburgh; Maureen Bonnefin, Washington State University; and Jessica Moon, Stanford Aging and Ethnogeriatrics (SAGE) Center, Stanford University School of Medicine
A series of six lightning talks will present a fast-paced glimpse into project management (PM) for tips that can enhance research development initiatives. The topics include: PM basics; PM tools; evaluation and assessment plans; communications; stakeholders; and collaboration.

Scenario Planning: Building Resilience in Uncertain Times

Karen Walker, Arizona State University; Alba Clivati-McIntyre, The Ohio State University; and Jamie Burns, Arizona State University
The current confluence of political, health and economic crises has tested universities like never before. The university research ecosystem is now facing unprecedented challenges that will require a multifaceted response and an understanding of the forces driving these changes. Scenario planning is a technique which presents leadership with multiple plausible futures to explore, thereby raising awareness of key trends and reducing risks. This session will provide an overview of the technique and illustrate how RD professionals can utilize it through examples from a case study conducted by analysts at Arizona State University and The Ohio State University.

Institutional Engagement: Breaking Down the Silos to Optimize Corporate Engagement

Ellen Piccioli, Worcester Polytechnic Institute; Amy Gantt, Tufts University; Antje Harnisch, Worcester Polytechnic Institute; and Arlene Parquette, University of Massachusetts, Lowell
Welcome to our cross-university panel where you can learn and share best known methods on engaging companies – topics include, for example: how to best share company information internally among your university counter-parts in research support, advancement, sponsored projects, and corporate engagement? How to efficiently collect, quickly summarize, and share key data on your university's engagement with a given company? How do you optimize and prioritize going forward? Learn about dashboards and how this tool is used for both internal and external communications. Get different perspectives from multiple universities on the panel, as well as audience participants!

So You Want to Collaborate with a Canadian Institution, eh?

Mary Ann Pollmann-Mudryj, The University of Western Ontario and Mady Hymowitz, The University of Western Ontario
Are you involved in developing proposals that include collaborations with Canadian institutions? Are there things that research development professionals should know beforehand to help make the proposal and application development processes smoother? This session will provide a forum to share tips, experiences, and best practices to developing collaborative projects from the Canadian perspective. This session will also provide research development professionals with some information on the Canadian research environment – what are some of the key differences to keep in mind as you prepare the proposal and application for submission.

How Faculty Influencers Can Strategically Grow Your Campus Research Culture
Jaynie Mitchell, Brigham Young University; Kristen Kellems, Brigham Young University; Kaylie Winterton, Brigham Young University; and Aimee Kirlew, Brigham Young University
Don't tackle RD alone! Key faculty members can act as Influencers to build a culture of research development at any institution, large or small, public or private. Our engaging session will highlight how faculty across Brigham Young University work with our research development council to (1) encourage participation in interdisciplinary projects, (2) mentor new and early career faculty, and (3) contribute to a culture of excellence through on-going participation in RD sponsored events. Come and learn how to tap into the power of Faculty Influencers to energize the research culture at your institution.

6:30 PM-8:00 PM | Trivia Night with Tim Fulton

Trivia emcee Tim Fulton has been hosting trivia nights for organizations ranging from funeral home directors to contemporary art museums for over ten years. While you may not be able to match his knowledge of the Back to the Future trilogy, you're sure to have a good time. Tim has brought his talents to hosting fashion shows, officiating weddings, and producing nationally recognized podcasts. (This session is limited to the first 200 registrants)

Day Three | Wednesday, May 5th, 2021

11:00 AM-12:00 PM | Morning Plenary

How Research Development Professionals Can Be Change Agents for Promoting Anti-Racism within the Academy

Rob Sellers, PhD, Vice Provost for Equity and Inclusion and Chief Diversity Officer, University of Michigan

Research development professionals play a vital role within the academy. They work with the entire span of most of our institutions as well as are key facilitators in the scholarly production of our faculty and students. This presentation examines the role that they can play as agents of change in dismantling racism within academia. The presentation will begin with a brief overview of the concepts that undergird anti-racists efforts as well as provide an evidence-based rationale for why academia must engage in this work. The presenter will utilize his more than 30 years of personal experiences as a faculty member, department chair, and Chief Diversity Officer at Research 1 institutions to provide practical suggestions on how individual research development professionals can work within their roles to disrupt and dismantle various forms of racism (and other forms of systemic oppression) within their own offices and institutions. Finally, the presentation will conclude with a discussion of how the profession of research development and the National Organization of Research Development Professionals (NORDP) can leverage their influence to infuse anti-racism in the academy and beyond.

Dr. Robert Sellers is the Vice Provost for Equity & Inclusion and Chief Diversity Officer as well as the Charles D. Moody Collegiate Professor of Psychology and Professor of Education. He is

responsible for overseeing the University's five-year strategic plan for diversity, equity and inclusion, and serves as a principal adviser to the President as a member of the University's executive leadership team. Dr. Sellers works with the Provost on matters related to diversity at the University as well as a broad range of academic issues including the budget, faculty tenure and promotions, and student enrollment. He oversees operations of three central administrative units.

Dr. Sellers' primary research activities have focused on the role of race in the psychological lives of African Americans. He and his students have developed a conceptual and empirical model of African American racial identity. The model has been used by a number of researchers in the field to understand the heterogeneity in the significance and meaning that African Americans place on race in defining themselves. Dr. Sellers and his students have also investigated the processes by which African American parents transmit messages about race to their children. Finally, his research has examined the ways in which African Americans suffer from and often cope with experiences of racial discrimination. Over the years, he and his graduate students have published extensively on the topic. In addition to his research on the role of race in the lives of African Americans, Dr. Sellers has frequently published research examining the life experiences of student-athletes. He is also one of the founders of the Center for the Study of Black Youth in Context. The center conducts state-of-the-art, action-oriented research on the healthy development of African American youth as well as provides an important training ground for future researchers.

12:00 PM-12:15 PM | Break

12:15 PM-1:45 PM | NORDP Awards & Meet the Candidates

The NORDP Awards celebrate the outstanding accomplishments of 1) members making exemplary contributions to the organization, the profession, or the field and 2) external supporters of NORDP's mission and the work of its members. NORDP Awards are given to celebrate the distinctive achievements of individuals, collaborative groups or work teams, programs or projects, and organizations. Following the announcement of awardees, the candidates for NORDP's Board of Directors will be introduced and answer questions during a moderated forum.

1:45 PM-2:00 PM | Break

2:00 PM-3:30 PM | Concurrent Sessions 6

Lightning Talks

Institution Hop: Transitioning from an R2 to an R1

Daniel Arriaga, University of Texas at Austin

A personal account of a recent transition from an R2 to an R1 institution, including challenges associated therein, and lessons learned. The goal is to provide RD professionals with perspective on how transitioning between institutions can provide necessary vitality, career growth, and a renewed appreciation for the RD profession.

Grantsmanship on the Go: Create a New Resource for Time-Strapped Faculty

Katherine Duggan, Brown University

In response to faculty facing remote work-related constraints on their time and motivation for grant writing, Brown University's Office of Research Development developed "Grantsmanship on the Go" (GotG)--a list of activities that take an hour or less that can better position faculty for pursuing grants sometime in the future. The goal of this 5 minute Faculty Development lightning talk will be to showcase the GotG tool and empower others to launch similar resources at their institutions. At the conclusion of this talk, participants will walk away with a blueprint for producing a customized new resource for their own campus.

Growing Clinical and Translational Research at a Non-medical University

Wendy Hessler, University of Idaho

Encouraging faculty members at institutions without a medical center or a history of clinical and translational research funding to apply for NIH R01 equivalent research opportunities is a challenge. This presentation will provide three key ideas to increase faculty awareness of and success in applying for NIH funding opportunities. Following the informal best practices initiated at the University of Idaho—a mid-size, graduate-degree granting, land-grant university—other similar institutions could provide early career faculty members with the confidence, knowledge, and support needed to add NIH to their funding portfolio.

Aligning Stakeholders and Structures to Enable Research Transformation

Donna Llewellyn, Boise State University and William Hughes, Boise State University

Come hear how Boise State's ASSERT (Aligning Stakeholders and Structures to Enable Research Transformation) program has effectively built a community of scholars, across rank and discipline, to enable faculty to germinate and move transformative research ideas forward, and how this program fills a gap in the research development ecosystem on our campus. We will show how we recruit faculty and build a cohort in order to break down personal, cultural, and structural obstacles to scholarly risk taking.

How a Short Burst of Activity Can Lead to Research-Enriching Outcomes

Liza Scarborough, University of Texas at Austin

This session will describe the conceptualization, implementation, and outcomes of a hybrid planning grant/seed funding mechanism that supports short-term bursts of activity for teams of researchers. Called Pop-Up Institutes, these short-term bursts of activity have generated enough enthusiasm and buy-in from PIs to change the research landscape at a large, decentralized institution. Session participants will learn how a Pop-Up structure can overcome the typical programmatic barriers of time and resource constraints, as well as the key role RD professionals play in supporting Pop-Ups. We'll evaluate past Pop-Ups' management styles, personnel, research-related activities, and longer-term impact on the campus research ecosystem.

Stepping into the Void: From a Comprehensive University to a Research Intensive University

Evelina Sterling, Kennesaw State University

This talk will highlight the challenges and opportunities involved with bringing a comprehensive university (that has been mostly teaching-focused) to a research intensive status. Most new R2 universities did not originally set out to become research intensive. Consequently, the long-established institutional culture and legacy faculty often do not support a strong research environment. New and emerging R2s must intentionally focus on developing an effective infrastructure to support the new

research intensive goals and requirements. We will explore lessons learned, best practices, and common pitfalls to success that can help new and emerging R2s on their journey to becoming research intensive.

Research Development Professionals in Academic Medicine
Heather McIntosh, University of Oklahoma School of Community Medicine; Krista Kezbers, University of Oklahoma School of Community Medicine; Joanna Downer, Duke School of Medicine; and Katie Keough, State University of New York Upstate Medical University

Do you work in an academic medicine or affiliated medical center? If so, this session is for you! The Academic Medicine/Affiliated Medicine Centers (AMC) affinity group's goal is to provide resources and professional development opportunities for research development professionals (RDPs) working with biomedical scientists, clinician-researchers, and translational researchers in an academic medicine or affiliated medical center setting. We invite you to hear about the group, learn about the challenges and opportunities of working in AMCs, and network with other RDPs at AMCs.

Building Research Leadership Capacity: Opportunities, Issues, and Approaches
Nathan Meier, University of Nebraska-Lincoln: Jeff Agnoli, The Ohio State University; and M.S. (Peg) AtKisson, AtKisson Training Group, LLC

There is an emergent need for programming intentionally focused on developing research leaders—faculty with the confidence, skills, and experience required to shepherd large-scale, collaborative and team science projects. This interactive session explores ways research development professionals can support faculty and institutional capacities for research leadership. Presenters will survey where and how research leadership programming is approached. They also will detail three models for building research leadership capacity. One model is from a research development consultancy, and two are from Big Ten institutions (one with EPSCoR status). Participants will join breakout discussions and gain access to an online resource library.

Addressing Equity and Inclusion: Perspectives for Mentors and Mentees
Paula Carney, Loyola University Chicago: and Erica Severan-Webb, Xavier University

Do you find yourself formally or informally mentoring staff or faculty or are you a mentee yourself? Explore how equity and inclusion can be utilized across the work of research development (RD). Equity and inclusion offer challenges and opportunities to any relationship. Learning to identify, reflect upon, learn from, and engage with diverse perspectives is critical to forming and maintaining both an effective mentoring relationship as well as a vibrant learning environment. Using evidence-based strategies, participants will build upon competencies crucial to the success of the mentoring relationship and expand mentor training across the research enterprise.

Creating and Managing Expectations with Clients
Deborah Frank, Washington University in St. Louis; Laura Bauler, Western Michigan University School of Medicine; Melissa Li, University of Michigan Medical School; and Katie Lindl, Lawrence Livermore National Laboratory

As a research development (RD) professional, have you ever been frustrated by unreasonable demands from clients, impossibly tight deadlines that prevent you from doing your best work, or

even outright conflict with a client? In many cases, such problems occur because clients have expectations that do not necessarily align with those of the RD professional. This interactive workshop will provide participants with a roadmap and tools to manage client expectations throughout the service period so as to optimize outcomes for both the client and the RD professional.

Spur Innovation with Research Insights

Linda Galloway, Elsevier; Hansa Magee, Arizona State University; and Toyin Babarinde, MD Anderson Cancer Center
What sets a highly innovative university apart from the herd? Intelligent decision making is key; using the best available data and information to inform research priorities. Find out from presenters how the nation's most innovative institution, Arizona State University, uses high impact practices to guide investment in research areas. Learn how to use soft skills, along with highly structured research data, to provide leadership and operational support to assess impact and minimize risk. In a dynamic environment, knowing where to direct organizational resources can maximize innovative potential.

3:30 PM-3:45 PM | Break

3:45 PM-4:45 PM| Concurrent Sessions 7

Mentoring Lightning Storm

C. Scott Balderson, University of Utah and Tabitha Finch, University of Vermont
Lightning strikes for the third time! This mentoring-focused series of talks will showcase best practices for successful mentoring relationships. Topics will be geared toward multiple levels of expertise, and applicable to any mentoring relationship, inside or outside of NORDP. This fast-paced session, with time for questions and answers, is designed to share a lot of information, in a little bit of time, and encourage ah-ha moments.

Establishing RD Networks to Foster Cross-University RD Collaboration

Katie Pelland, University of Virginia; Rebecca Latimer, University of Virginia; Jessica Brassard, Michigan Technological University; and Jill Jividen, University of Michigan
Research development professionals exist in many distinct offices around the university with rare communication despite having similar needs and goals. In recent years, RD networks or communities of practice have emerged to foster cross-university RD connections and share knowledge between offices. In this session, panelists from University of Virginia, Michigan Technological University, and University of Michigan will discuss RD networks at their respective universities, including overall structure, goals, successes, and challenges. This session will spark ideas for how a RD network might function at your university or how to revitalize your existing RD network.

Approaches to Training Scientific Editors in RD Settings

Christine Blaumueller, The University of Iowa Carver College of Medicine; Danielle Matsushima, Columbia University Vagelos College of Physicians and Surgeons; and Elizabeth Festa, Rice University

Scientific editing has become a key component of many research development offices and graduate training programs, and it is crucial to ensure that the editing skills of their staff are excellent. During this presentation, a panel of trainers from three programs that offer on-the-job training or internships will outline their strategies for, and experiences in, developing successful editors. They will also share their training materials. The goal is to have a lively discussion with others who have attempted similar approaches. Lessons learned are expected to improve current practices, foster new programs, and encourage scientific editors just starting on this path.

Maximizing the Effectiveness of RD Professionals Supporting Single-project and Complex Grant Proposals in Normal Times and During Pandemics and Unexpected Situations

Jennifer Barr, University of Iowa; Mike Helms, Stanford University; Monica Vidal, Stanford University; and Martha Payne, Duke University

The contributions of research development (RD) professionals can greatly enhance single-project and complex grant proposals, yet there are often challenges encountered when working with faculty that prevent these benefits from being fully realized. The COVID-19 pandemic highlights challenges that can arise in assisting investigators during times of virtual meetings and increased stress. We will discuss strategies that RD professionals can employ to help faculty fully utilize RD expertise in proposal development in normal times and during long-term crises to improve the final product and enhance funding success.

Lightning Talks

Building an Office of Research and Faculty Development

Jose Alcaine, Virginia Commonwealth University

The presenter will share strategies for building an office of research and faculty development. Providing foundational research support, building faculty road maps, and creating and sustaining faculty development activities are all key elements of a successful operation. Continuous investment in resources and an open door policy also help in the fostering of relationships and the development of successful faculty. Pitfalls and limitations abound, nevertheless.

Early Career Grantsmanship Program across Two Universities: How You Can Improve or Start a Program at your Institution

Rachel Goff-Albritton, Florida State University and Jana LaRosa, Boise State University

Attendees will learn about the components of two similar exemplar programs for working with junior faculty from the Florida State University's and Boise State University's Offices of Research Development. These Early Career Grantsmanship Programs include assessing faculty research interests and current level of grantsmanship knowledge though in-person meetings and surveys, developing individualized goals, creating accountability mechanisms, and monitoring progress. Learn new ideas for refining a current program for junior faculty, if applicable, or how they can adapt and implement our components for an early-career grantsmanship program at their university.

Introducing the Research Impact Professional: How Broader Impacts and Research Impacts are Supported in a Research Development Office

Nancy Holmes, University of Idaho

Given the importance of the Broader Impacts merit review criterion during the evaluation of National Science Foundation proposals, it is increasingly important to support researchers as they seek to define and execute the broader impacts/research impacts of their work. In this session, we will present a new role/job title/hat for RD professionals, that of Research Impact Professional (RIP), as conceived by the NSF-supported initiative Advancing Research Impact in Society (ARIS). Participants will learn how and why our RD office created a niche for an RIP, and the products and outcomes resulting from our efforts.

Small is Beautiful: Reassessing the Benefits of Small Seed Grants

Bob McGarrett, The University of Texas at Austin

In a world of bigger is better, it is valuable to remind ourselves of the impact of small investments in our researchers' efforts. Many institutions provide seed grants ranging from a few thousand to hundreds of thousands of dollars, and it is easy to believe that bigger is always better. A closer look at ten years from one institution's 40-year history with small seed grants tells a different story. This talk will be beneficial to any institution offering seed grants, but would be most beneficial to those designing new seed grant programs or those with new research development structures.

Strengths-Based Strategy Development in Academic Partnerships

Elizabeth Stubblefield Loucks, Brown University

This presentation will explore the use of Appreciative Inquiry (AI) to build cross-disciplinary research teams. AI is a strengths-based, high engagement approach to strategy development and organizational change developed at Case Western University by David Cooperrider. Rather than delve into what isn't working, AI uses tools to "inquire" into a team's main strengths and past successes ("appreciations") in order to explore what could work. In this introduction to AI, participants will hear about two AI tools: (1) SOAR Analysis (Strengths, Opportunities, Aspirations and Results), and (2) The Reframe Tool: from "problem-solving" to "solution-building".

Make Technology Work for You: Tips and Tricks to Make Technology Your Biggest Time-Saver

Morgan Wills, Kansas State University

Get equiped with tips, tricks, skills, and knowledge to make technology your best friend and biggest time-saver. Leave ready to take on a new mindset on the mantra, "happen to technology, do not let technology happen to you."

7:00 PM-8:00 PM | Hosted Happy Hours

Day Four | Thursday, May 6th, 2021

11:00 AM-12:30 PM | Committee Round-Robin

NORDP depends heavily on committee volunteers. This round-robin presentation will explain the various NORDP committee activities underway and share how you can get involved.

12:30 PM-2:00 PM| Concurrent Sessions 8

RD in the time of COVID

Faye Farmer, Arizona State University; Jennifer Lyon Gardner, University of Texas at Austin; Jill Jividen, University of Michigan; Nicole Frank, University of Utah; and Gretta Roman, Pennsylvania State University; Sara Salmon, University of Utah

Are you the Research Development professional who is ready for anything? March 2020 taught us that we could use all the tools on our tool belt to accomplish the many, unending tasks at hand. Our ability to quickly connect with faculty and their research programs, understand sponsor funding, and strategize across institutional initiatives provided real-time proof that we are endlessly agile personnel. Learn more about RD in the time of COVID and how it can inform our ongoing daily work, as well as how we can respond to the next crisis.

Igniting Research through Faculty Incentives

Debra Reinhart, University of Central Florida and Joshua Roney, University of Central Florida

Over a dozen faculty incentive programs are provided at the University of Central Florida, including seed funding, mentoring, one-to-one support, post-doctoral funding and others. Efforts are data- and researcher-driven to meet needs across the University. The downstream impact resulted in a 40% increase of external research dollars over the past 4 years, improved research skills of early career PIs, a 33% success rate for NSF CAREER awards in the past year, reengagement of mid-career PIs, more Junior/Senior researcher team proposals, greater interdisciplinary collaboration, and better preparation for large grants. This presentation will provide an approach to implementing incentive programs.

Doing More with Less: Maximizing Exposure to Funding Opportunities with Efficient Communication Strategies

Eddie Neuwirth, Ex Libris, a ProQuest company; Meg Sparling, University of California, Davis; and Emily Brashear, Washington State University

Research development offices are continuously being tasked to do more with less resources. By forming simple communication strategies and leveraging tools of a funding discovery service, a small office or one-person department can scale their efforts to promote information proactively and efficiently about funding opportunities across institutions. Real-world examples from multiple institutions will provide ideas for how to deliver targeted communications to specific groups that maximize exposure to the most relevant funding opportunities for their research interests and, in turn, increase proposal activity. Discover how to broaden the scope and scale of your funding communications capabilities, while lessening your workload.

Post-Conference Sessions | May 10 - 15

Live Roundtables

Please note that times are subject to change. Registrants will be mailed the final date/time and a link to join a week before the session. Registrants are limited to three roundtables total; additional selections will be voided.

Conversation Roadblocks

Etta Ward, Indiana University - Purdue University Indianapolis; Anne Maglia, University of Massachusetts, Lowell

The Committee on Inclusive Excellence (CIE) continues to lead the charge to bring opportunities for dialogue to NORDP members that will move us beyond simply checking off boxes on a diversity plan or proclaiming that we are realizing our diversity mission goals. Until we all feel that we belong and are valued, we still have work to do toward becoming a more inclusive, welcoming, and actively anti-racist organization. Part of our commitment to action is helping our members enter and stay engaged in vulnerable dialogue, by identifying and ultimately overcoming roadblocks that keep us from participating in uncomfortable yet critical conversations that lead to meaningful actions for increased racial and social justice.

Monday, May 10th, 2021 | 2:00 PM-3:00 PM

Developing a Community of Practice for Seed Funding

Courtney Peebles, Joe R. & Teresa Lozano Long School of Medicine, University of Texas Health Science Center San Antonio; Kim Patten, University of Arizona; Laura Miller, University of Pittsburgh; Stephanie McCombs, Eastern Virginia Medical School; and M. Cynthia Logsdon, University of Louisville

Join a group of your peers who have either tackled the complexity of seed funding or are struggling with implementing programs and/or measuring their outcomes and impact. Come prepared to share your seed grant situation or questions regarding starting a seed funding program. The goal of this introductory roundtable is to continue the conversation through a NORDP circle dedicated to internal seed grants and their administration for the dissemination of best practices.

Making it Count: Tracking and Measuring Research Productivity for the Arts & Humanities

Sarah Workman, Syracuse University and Allison DeVries, Chapman University

This roundtable discussion will enable RD professionals who support artists and humanists to share practical tools and successful solutions to capturing and reporting the achievements of arts and humanities faculty. Additionally, we aim to provide a supportive space for generating new approaches, ideas, and best practices that serve both quantitative reporting needs and account for the societal impact and cultural shifts central to arts and humanities. Workman and DeVries will highlight tools, language, and strategies from their institutions, and facilitate a discussion and brainstorming session around this topic.

Monday, May 10th, 2021 | 4:00 PM-6:00 PM

Conversation Roadblocks

Etta Ward, Indiana University - Purdue University Indianapolis; Michael Preuss, Exquiri Consulting, LLC

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Tuesday, May 11th, 2021 | 2:00 PM-3:00 PM

Using Writing Groups as an Effective Vehicle for Faculty Grant-writing Success

Kelly Bolcavage, University of California, Merced and Melinda Boehm, University of California, Merced

Faculty grant-writing groups can be effectively delivered using various formats and models, dependent on the objectives and needs of participants, as well as career levels, disciplines, and personal preferences. We intend to collectively discuss why writing groups, no matter the format, can serve as an effective platform to help faculty clarify research goals and stay on task, providing protected time in a structured or semi-structured environment. Participants in this interactive Roundtable Discussion will learn from each other about how best to initiate or moderate such groups at their home institutions for their faculty's grant writing success.

Wednesday, May 12th, 2021 | 12:00 PM-1:00 PM

How Can the Growth of Open Science Contribute to Your Research Development Efforts?

NORDP welcomes F1000Research (Taylor & Francis Group) for an expert panel discussion led by NORDP President Dr. Kimberly Eck to answer, "How can the growth in open science contribute to your research development efforts?" Join this webinar for a lively, interactive discussion around open science, research development, innovation, collaboration, trends and emerging opportunities to increase research competitiveness.

Register here for this webinar.

Wednesday, May 12th, 2021 | 2:00 PM-3:00 PM

RD Professionals: A Key Strategic Liaison for the Office of Advancement Fundraising Efforts

Bridget Hughes, University of Utah; Nicole Frank, University of Utah; Sara Salmon, University of Utah; and Brian Davis, University of Utah

RD professionals commonly struggle to work effectively with institutional advancement fundraising staff because of competing interests or organizational barriers. But there are considerable opportunities to unlock when we work together because we have similar goals to increase institutional funding. At this roundtable we aim to foster a discussion about how RD Professionals can work productively with their colleagues in Advancement and will address the benefits and challenges of this relationship. Attendees will be encouraged to share their own experiences and learn from others to advance the role of RD professionals at their institutions.

Making Peer-to-Peer Review More Effective

Courtney Peebles, Joe R. and Teresa Lozano Long School of Medicine, University of Texas Health Science Center San Antonio; Samuel Rodriguez-Flecha, Washington State University; Andrea Stith, University of California, Santa Barbara; Crystal Botham, Stanford University School of Medicine; and Orit Rapaport, Stanford University School of Medicine

Led by a group of individuals representing a variety of institutions and types of programs, the goal of this roundtable is to discuss mechanisms for making peer-review processes more effective and how to incorporate this into existing programs. Participants should come prepared to discuss resources, tools, and metrics in use or that would be useful for making peer review processes more effective.

Thursday, May 13th, 2021 | 2:00 PM-3:00 PM

Defining, Measuring, and Communicating Internal Grant Success

Stephanie McCombs, Eastern Virginia Medical School

This session, which relates to a current NORD grant, will explore methods of evaluating internal grant outcomes and success. As institutions work to streamline budgets given current events, to avoid budget cuts, departments may now be required to clearly communicate the value and output of their use of institutional funds, including funds for internal grant mechanisms. How should internal grant outcomes be evaluated? What metrics are included? What constitutes success? How are these things even defined? Input is sought from participants about ways internal grants are assessed at their institutions and thoughts on different ways to view internal grant success.

Retirement Reflections: NORDP Connections

Jan Abramson, NORDP Emeritus Member; Kathy Cataneo, NORDP Emeritus Member; and Susan Emerson, Oregon State University

This roundtable session is designed for NORDP members who are thinking about, close to (or dreaming of) retirement, and what that might mean for the next chapter of our lives. Participants will share ways they would like to continue to engage with NORDP, and that information will be shared with NORDP leadership as a way to cultivate an emeritus program. Facilitators Kathy Cataneo and Jan Abramson have found ways to stay engaged with NORDP as emeritus members and will share options available to keep giving back to NORDP and the field of research development.

Thursday, May 13th, 2021 | 4:00 PM-6:00 PM

Conversation Roadblocks

Gretchen Kiser, University of California, San Francisco; Paul Tuttle, North Carolina Agricultural & Technical State University

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Friday, May 14th, 2021 | 2:00 PM-3:00 PM

Explore the Pillars of Research Development through Peer Mentoring Group Roundtables

Jennifer Glass, Eastern Michigan University and David, Memorial Sloan Kettering f
Join the Mentoring Committee in a Roundtable Round Robin that will provide an opportunity to explore the benefits of Peer Mentoring Groups focused on the following Research Development topics: 1) Career & Professional Development, 2) Enhancing Collaboration, 3) Communication, 4) Leadership & Management, 5) Proposal Development, and 6) Strategic Planning & Advancement. Divided into two 25-minute increments, the Round Robin will allow participants to explore two PMG topic areas in a focused discussion facilitated by current PMG members. Come share ideas, and build your network!

Creating and Disseminating Funding Opportunity Newsletters for Faculty
Vanessa Lopez, The University of Texas at Austin; Paige Belisle, Harvard University; and Olivia Hancock, Oregon Health & Science University
Funding opportunity newsletters effectively communicate deadlines and other information to researchers. Time is valuable, so what best practices can be used? How can you be sure your hard work impacts your audience? We will consider newsletters as a form of "marketing" for Research Development services, and a method for building and maintaining faculty connections. Ideas will be explored for funding newsletter development and topics examined will include quality, digital life, peer-to-peer proofreading, creating an online archive, and the importance of soliciting and incorporating feedback from faculty and leadership. Attendees will leave inspired to create an informative newsletter.