

Enhancing Research Capacity and Infrastructure: A University Perspective

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Overview

- Understanding the university perspective
- Aligning unit perspective (and actions) with university perspective
- Leveraging university resources for building capacity & infrastructure

Understanding the university perspective

- Why research?
 - Mission of institution to build knowledge
- Why extramural grant funding?
 - Costs of research
 - Personnel and materials
 - Indirect costs (e.g., IRB)
 - Rankings based on extramural funding
 - Research expenditures & awards
 - Unit & individual rankings & awards

Understanding the university perspective

- Why federal funding?
 - Indirect cost recovery generally higher than other sources
 - Direct costs often greater
 - Longer-term funding more likely
 - Greater ability to build a line of inquiry with consistent funding

Understanding your university's perspective

- How important is extramural funding?
 - Is the focus on federal funding?
- Does importance of extramural research funding come from the highest levels?
- Is it built into the university strategic plan?
 - What are the specific initiatives?

Understanding your university's perspective

- Has the university invested resources in building research capacity?
- Does it have (or has it submitted) a Center for Translational Science Award (CTSA) proposal?
 - What are the key goals of the plan?

How does your unit fit into this perspective?

- What does the unit strategic plan say about extramural funding?
 - Is it explicitly stated?
- What expectations have been set for faculty?
 - How measured?
 - What rewards?

How does your unit fit into this perspective?

- What have been the research strengths of recent faculty hires?
 - Did they come with a desire to seek extramural funding?
- What unit resources have already been devoted to building research capacity?

The groundwork for developing research capacity

- Establish a strategic plan that includes research as an important component
 - Show importance of extramural RESEARCH funding
- Identify strengths
 - Do faculty have the potential for obtaining extramural funding – particularly federal funding?

The groundwork

- Identify what has been accomplished
 - What is the evidence that faculty are “poised” for the next step?
- Identify where you want to build *and why*
 - How does it fit with unit priorities?
 - How does it fit with university priorities?
 - How does it fit with university initiatives (e.g., CTSA; focus on public health, etc.)

The groundwork

- Identify specific needs for building & sustaining research capacity
 - Faculty development
 - Administrative resources
 - Core support
- Identify strategies for meeting needs
 - What will/can be done within the unit?
 - What is needed from the university?

The groundwork

- Establish measurable outcomes if the unit receives what is needed
 - Specify milestones with target dates (e.g., # of submitted proposals to federal funders, etc.)
- Demonstrate potential “return on investment”
 - Link to university priorities
- Continually monitor & report on progress

Potential areas of university support

- Direct financial support to meet goals (generally short-term)
 - Start-up packages for new hires with strong research agendas
 - 1st year supplemental support
 - Summer salary
 - Graduate assistant
 - Space
 - Pilot project funding

Potential areas of university support

- Faculty development activities
 - Specialized workshops
 - Travel to NIH/NSF
 - Consultant fees
- Staffing support
 - Cost-share for grants administrator

Strategies that contribute to leveraging resources & building capacity

- Give social work visibility in "research circles" on campus
 - Attend trainings
 - Attend research presentations
 - Identify and participate in research groups
 - Volunteer to serve on the IRB
- Do assertive outreach
 - Connect with other units
 - Potential collaborators
 - Consultants

Strategies

- Get to know university research resources
 - Electronic
 - Research Office staff and how they can assist faculty (e.g., Office of Sponsored Programs)
 - Grant programs
 - Trainings
- Get to know key university research officials

Strategies

- Request VP for Research to talk about research enterprise at a "research retreat"
- Schedule a research showcase
 - Invite faculty from potential collaborative units
 - Invite VP for Research
 - Focus on where you are going, not just where you are or have been
 - Link to university goals

Strategies

- Demonstrate that faculty take advantage of existing university resources
 - Grant writing workshops/training
 - Grant "writer"
 - IRB assistance
 - CTSA incubator
 - Office of Sponsored Programs
 - Technology transfer/intellectual property



Return on the investment

- What will be the ROI
 - For your unit?
 - For your faculty?
 - For the university?
 - For the community?



Most important message

- The driving force to build research capacity cannot be about meeting some university mandate .. it must be about helping your faculty conduct research
 - that excites them,
 - that can advance the knowledge base of the profession, and
 - that has the potential for making a difference.