Welcome to the Tri-University Research Administration Conference.

Your session will begin shortly. While you wait, please review the following reminders:

**Zoom Troubleshooting**

**Issues with Audio**
Turn off headset/computer speakers and call in by phone for audio

**General Issues**
Log off and log back in using SSO

**Technical Support**
Call 480-965-9065 Ext 1.

**About this Session**

**Recording**
Today’s session is being recorded and will be made available for later viewing

**Closed Captioning**
The Closed Caption/Live Transcript feature has been enabled. You can show/hide the CC via your meetings controls located at the bottom of your screen.

**We’d Love Your Feedback!**

To help us plan next year’s Tri-University Research Administration Conference, we would love to get your feedback.

If you want to provide feedback for the presenters of today’s session, make sure to complete the survey you will receive via email at the end of the day.
Managing Large/Complex/Strategic Proposals (aka the big $$$)

Faye Farmer, Kim Patten, and Shana McClelland
Presenters

Faye Farmer  
*Executive Director*  
Research Development  
Arizona State University

Kim Patten  
*Assistant Vice President*  
Research Development  
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*Manager, Training & Development*  
Sponsored Projects & Contracting Services  
University of Arizona
This session is by no means comprehensive. Mastering these large, complex proposals can take years of training and experience. In this session we'll cover some of the basics and provide you with information for additional learning and growth opportunities.
Session Objectives

• Learn how each institution defines large/complex/strategic proposals and identifying features of each

• Understand the different roles and responsibilities involved in managing large/complex/strategic proposals

• Learn key contacts at each institution that support large/complex/strategic proposal development

• Become familiar with professional development and growth opportunities in this area
Question and Answer Instructions

• Please enter your questions into the chat feature.

• We will answer as many questions as we are able at the end of the presentation.

• We will email all attendees with the questions and answers for any questions we are unable to answer during the session after the conference.
Defining Large/Complex/Strategic Proposals
Large
- Centers/Center-like proposals
- Program Operations/Administration proposals
- High Dollar (sometimes over $10M, generally $20M or more)
- Long Range (10+ years)

Complex
- Multiple Partners (academic, industry, other government, FFRDCs/National labs)
- Multiple Projects/Multiple Investigators (often at multiple institutions)
- Work Breakdown Structure (WBS) requirements

Strategic
- Aligns with the priorities of the institution
- May be requested/given priority by senior leadership
If you’ve ever worked on a large/complex/strategic proposal before, please enter in the chat one word or phrase that you would use to describe the experience.
Narrative Arc

Roles and Responsibilities  Post-Submission  Professional Development

CONGRATULATIONS! YOU'VE SUBMITTED
DON'T STOP THERE!
Roles and Responsibilities
The Superhero PI

- Innovator
- Leader
- Strategic Thinker
- Collaborator
- History w/ Sponsored Research
- Ultimately: can make hard decisions
The Research Administrators

- Budget all the things!
- Help complete/obtain boiler-plate and technical components, signatures
- Navigate internal processes
- Ensure compliance with institutional, opportunity, and sponsor policies
- Help team to put all the pieces together in the correct places
The Research Development Professional

- Identify and match funding opportunities to researchers with specific expertise

- Provide objective, 10,000-foot level perspective to identify key players and stakeholders

- Establish and build relationships to facilitate development and growth of research collaborations

- Provide proposal management (w/ expertise in the technical narrative)

- Ensure progress, communication, continuous review and improvement of final product
The Program or Project Manager

- Planning, organizing, and directing the proposal process
- Timekeeper and Taskmaster
- Work with PI to assign roles and responsibilities
- Tracks and maintains current versions of documents
- Develops timelines and milestones
The Graphic Designer

- Informational tables, images and charts
- Logos and layouts
- Helps to inspire while informing through use of images, words and graphics
- Ties things together and makes them beautiful
Other Specialists as Needed

- Risk Management/Safety Professionals
- Research Compliance: Export Control, Human Subjects, Animal Care
- Human Resources/Hiring and Benefits Professionals
- Planning, Design & Construction
- Expert Reviewers (internal and external)
- Technical and/or Copy Editor
Depending on the resources your institution has available for any given project, you may not have all of these roles filled.

For instance, often, the Research Development Professional will perform much of the Program/Project Manager role.

You may be required to wear multiple hats!
Post Submission
Submission is only the beginning...

- Response to Reviewer Comments
- Site Visits
- Reverse Site Visits (sometimes both!)
- Budget Revisions/Negotiations
- External Communications
- Award!
Response to Reviewer Comments

- Approach the response methodically
- You may receive a set of questions – if that's the case respond as concisely as you can
  - Assign a lead for each response
  - Talk through the initial plan
  - Talk through the responses
  - Review the text (and get fresh eyes)
- You may receive the panel summary – if that's the case, breakdown the summary into logical components and group comments
  - Identify the major issues and the minor issues
  - Respond to the major issues first
  - You may be able to group the minor ones
- Be gracious!
Site Visits & Reverse Site Visits
The Announcement & Award

• If you've won an award for a large center, you will likely receive notification prior to official release (the information will be embargoed and is used to plan for the launch of the award)

• Leverage your College/University Marketing, Communications, and Events teams

• If you were deeply involved, you may get looped in, otherwise just watch and learn

• Celebrate!
Key Contacts at Your Institution
Arizona State University

https://researchadmin.asu.edu/

https://funding.asu.edu
The Office of Sponsored Projects (OSP) is the university’s centralized office responsible for authorizing extramural funding proposals submitted to sponsors, negotiating with sponsors, and accepting awards. It has the institutional responsibility for assuring the Arizona State Board of Regents (ABOR), the public, and the Federal government that the University has in-place systems and best practices for internal controls and fiscal accountability for sponsored project funds awarded to NAU.

Link:
https://in.nau.edu/osp/

Contact Info:
- Email: nau-osp@nau.edu
- Phone: (928) 523-4880
The Research Development Services (RDS) unit at the University of Arizona (UA) is an integral part of the suite of research services provided by Research, Innovation and Impact (RII). Our mission is to help UA researchers and scholars identify funding opportunities, form effective teams, and craft winning proposals, with the ultimate goal of increasing the quality and quantity of externally-funded research and scholarly activity at UA.

Link:
https://rgw.arizona.edu/development/rds-new-homepage

Contact Info:
• Email: ResDev@email.arizona.edu
• Phone: (520) 621-8585
Professional Development
Certificate
Programs

No expiration date, but if accredited, these must be maintained

• Participation
• Completion (some requirements, but no fail option if completed)
• Assessment based (curriculum with pass/fail)
• Apprenticeship (job training)
NCURA Research Development Certificate

**Requirements:** registration at annual conference

**Application:** none

**Method:** 6 of 11 sessions from certificate worksheet; remaining 5 are electives and can be from the certificate you are pursuing or from any other track; workshops do not apply

**Fees:** no additional fee

**Preparation Resources:** none

**Additional notes:** only available during the specific conference; cannot earn multiple certificates during the same conference

SRA International Research Development Certificate

**Requirements:** full SRA International membership

**Application:** none

**Method:** 2 half-day workshops*, 4 required sessions (1 from each core content area), and 3 elective sessions

**Fees:** workshops are in addition to conference registration and costs vary by format and length

**Preparation Resources:** none

**Additional notes:** 3 years to achieve certificate (workshops and sessions offered at annual and regional conferences); can complete requirements from multiple certificates concurrently

[https://www.srainternational.org/meetings/certificate-programs/research-development](https://www.srainternational.org/meetings/certificate-programs/research-development)
Strategic & Competitive Intelligence Professionals

Requirements: none
Application: none
Method: completion of course, pass/fail exam
Fees: $499 members/$599 non-members
Preparation Resources: Study guide (free download)
Additional notes: https://www.scip.org/page/Market-Competitive-Intelligence-Training
Certification of Strategic Doing™

Requirements: none
Application: none
Method: 2.5 day training workshop + 1 course + demonstration of skill
Fees: $495-589; recertify every 2 years
Preparation Resources: online events ($)
Additional notes:
https://strategicdoing.net/strategic-doing-in-your-organization/guidance/training-certification-strategic/

Strategy is really about answering two questions: Where are we going? and How will we get there? Many strategic plans don’t answer one or the other of those two questions – either they don’t have sense of the direction in which the organization is going, or there’s plenty of vague language but nothing about implementation on those visions.

The two questions are simple, but we’ve found they don’t give quite enough guidance for an organization to do things differently. To respond to that need, we’ve found that breaking each of the two questions in half – so that there are four questions – provides the needed structure:

- What could we do? What are all the possible opportunities before us, based on the resources that we currently have, that would help us move toward the future we’d like to see?
- What should we do? We can’t do everything – which opportunities, out of all the possibilities, should we pursue right now?
- What will we do? What commitments are we going to make to one another to start pursuing that opportunity that we’ve identified as the best one?
- What’s our 30/30? When are we going to get back together (usually about 30 days from now) to talk about what we’ve learned, to adjust our direction based on those lessons if needed, and to set our course for the next 30 days?

These Four questions form a loop in which groups plan, do, reflect on that doing, and then make their next plans.

The 10 Rules go a step further – they provide the skills that are underneath, guiding the conversation to help groups effectively answer the questions. Want to learn more? Join us at Strategic Doing 301: Leading Complex Collaborations – held throughout the year in multiple locations.
Univ. of Chicago Graham School Editing Certificate

Requirements: bachelor's degree
Application: required
Method: 5 multi-week classes (online or combination of online and in-person); 4 required and 1 elective; can be completed within one year
Fees: $1,150 per course (10% discount for ACES members)
Preparation Resources: none
Additional notes:
https://grahamschool.uchicago.edu/academic-programs/professional-development/editing/curriculum#edcourses
Certification Programs

Independent competency using assessment, based on a job/knowledge/practice analysis, representative of the population

- Job/knowledge analysis informs the test
- Recertification/maintenance
- Code of conduct or behavior
- Can be revoked
Requirements: Foundation 1-3 years experience; Practitioner 3-7 years experience; Professional 7+ years experience

Application: register for/book exam

Method: Foundation 1 hour exam, open book, multiple-choice, 75 questions, pass/fail; Practitioner assessment through essay questions (no time limit); Professional assessment of impact, presentation, leadership skills, and communication in an interview setting;

Fees: $400-850

Preparation Resources: Body of Knowledge, study guides, training ($)

Link: https://www.apmp.org/
Requirements: bachelor’s degree or equivalent + 2 years experience as manuscript editor in life sciences

Application: application form; resume; 3 letters from employers; transcripts; application fee

Method: certification exam

Fees: $65 application fee; $250 examination fee

Preparation Resources: Study guide (free download)

Link: https://www.bels.org
Grant Professional Certification

**Requirements:** two pathways dependent upon level of education; points-based assessment (120 points needed of 170 possible for both)

**Application:** eligibility packet

**Method:** multiple choice exam and writing exam

**Fees:** $639 members/$875 non-members

**Preparation Resources:** detail of required competencies and skills, literature review, past GPA study group materials ($), others

**Link:**

[https://www.grantcredential.org/](https://www.grantcredential.org/)
Certified™ Professional Facilitator

**Requirements:** 6 core competencies, multiple levels on experience, IAF membership

**Application:** 3 parts – candidate information, career resume, statement of qualifications/experience

**Method:** 2 stages – Stage 1 Assessment (application and documentation), Stage 2 Assessment (interviews and workshop facilitation and participation; online and face-to-face)

**Fees:** $2,500 certification fee

**Preparation Resources:** experience

**Link:** [https://www.iaf-world.org/site/pages/becoming-iaf-certified%E2%84%A2](https://www.iaf-world.org/site/pages/becoming-iaf-certified%E2%84%A2)
Certified Grants Management Specialist

**Requirements:** bachelor’s + 3 years experience (in last 10 years) or no degree + 5 years experience (in last 10 years)

**Application:** online application

**Method:** certification exam

**Fees:** $500 member/$674 non-member (includes 1-year membership to NGMA)

**Preparation Resources:** Body of Knowledge, study buddy social community, online practice test ($)

**Link:**
[https://www.ngma.org/cgms](https://www.ngma.org/cgms)
Requirements: bachelor’s + 3 years + 35 hours experience; associates + 5 years + 35 hours experience

Application: online application

Method: certification exam

Fees: $405 member/$555 non-member

Preparation Resources: Body of Knowledge, review sessions ($), online practice test

Link: https://www.pmi.org/certifications/process
Certified Pre-Award Research Administrator or Certified Research Administrator

Requirements: BOTH: bachelor’s + 3 years experience or associate’s + 5 years experience or no degree + 6 years experience;

Application: online application; 2 letters of reference

Method: certification exam

Fees: $395 exam fee

Preparation Resources: Body of Knowledge, review sessions ($), online practice test ($)

Link: https://cra-cert.org/
Words of Wisdom
(from those who have been there!)
Tao Te Ching - Lao Tzu - chapter 11

Thirty spokes share the wheel's hub;  
It is the center hole that makes it useful.  
Shape clay into a vessel;  
It is the space within that makes it useful.  
Cut doors and windows for a room;  
It is the holes which make it useful.  
Therefore profit comes from what is there;  
Usefulness from what is not there.

https://www.wussu.com/laotzu/laotzu11.html
Kim’s Top Tips for Success

• Give yourself enough time (and forgive yourself and be grateful to others when it's a quick turn-around proposal)

• Make sure you have strong go/no-go decision points (and be OK with saying "no-go"!)

• Ask for, and willingly accept/receive, help! Use all available institutional resources you can muster (you may even need to find external help)
Shana’s Top Tips for Success

• Read the solicitation. Then read it again! Highlight/bookmark important sections and language (must, will, should) and make sure someone on the team is covering each item!

• Communicate with your submission team (central sponsored projects office?) early and often. Let them know your plan, your timeline, and work with them to identify options for delays, errors, etc.

• After months of looking at the same project, it's easy to skim past little mistakes/errors. Get a fresh set of eyes once things are mostly buttoned down to help identify items for clean-up.

Details matter.
Questions?

- Faye Farmer, ASU, faye.farmer@asu.edu
- Kim Patten, UA, kjpatten@arizona.edu
- Shana McClelland, UA, shana@arizona.edu
Thank you for attending!

- Please don’t forget to complete the session survey to let us know how we did.
- You will receive a single Qualtrics survey this evening for all Day 2 sessions.
- The survey will be open until Sunday at 11:59pm and then will automatically close and record any partial responses.