Green Team

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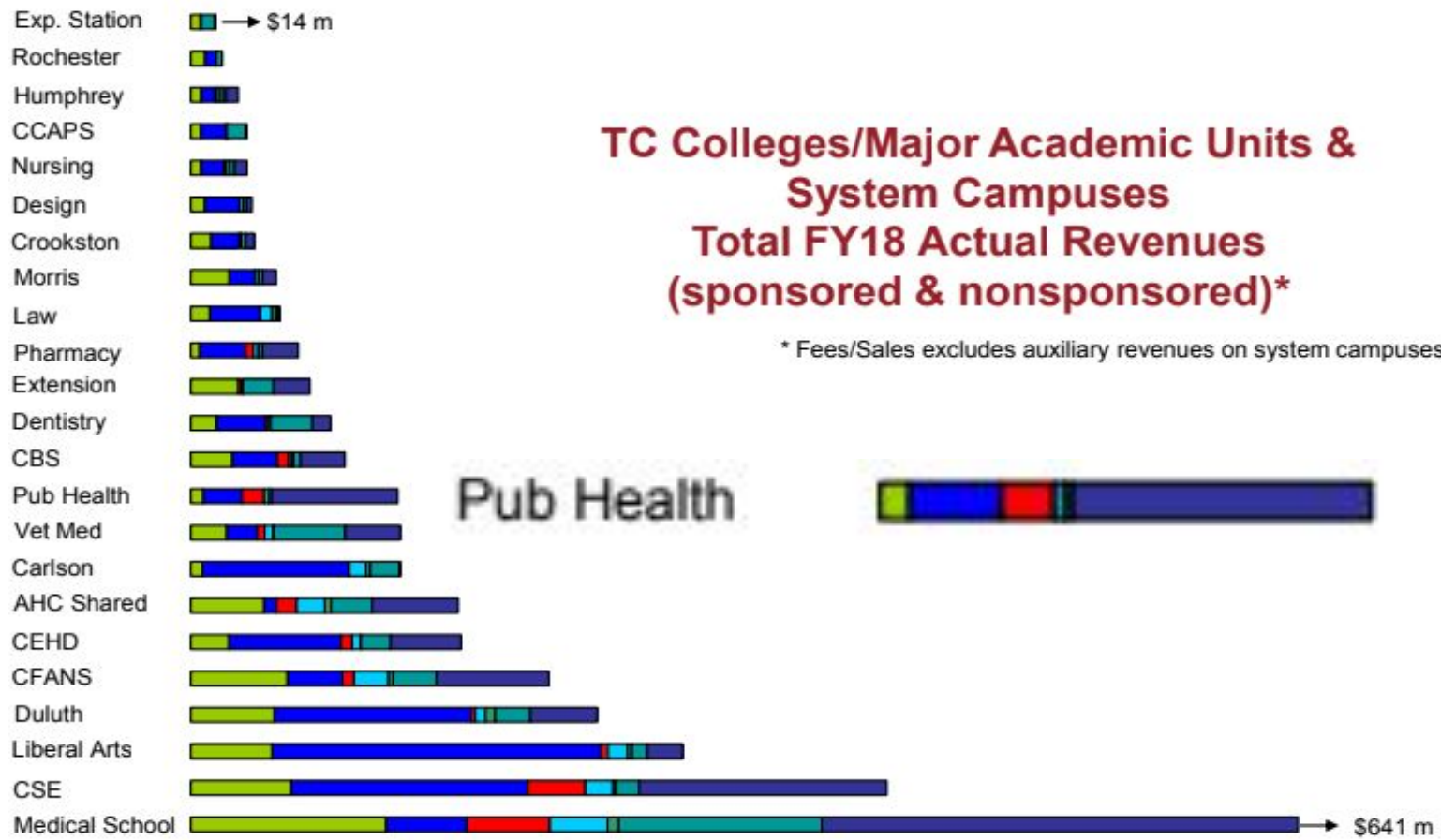
Green Team Goal

Determine how to:

Build Effective Practices & Culture
for
SPH Sponsored Research

Objectives

- Determine:

  - What are the most effective practices in SPH divisions for supporting sponsored research?

  - How can we build the best culture and practices within and across SPH to support sponsored research?

TC Colleges/Major Academic Units & System Campuses Total FY18 Actual Revenues (sponsored & nonsponsored)*

* Fees/Sales excludes auxiliary revenues on system campuses

Chart categories (top to bottom): Exp. Station ($14 m), Rochester, Humphrey, CCAPS, Nursing, Design, Crookston, Morris, Law, Pharmacy, Extension, Dentistry, CBS, Pub Health, Vet Med, Carlson, AHC Shared, CEHD, CFANS, Duluth, Liberal Arts, CSE, Medical School ($641 m)

Legend: State Appropriation, Tuition, ICR, Gifts, Endowments, Fees/Sales, Grants/Contracts

Current Processes

Biostatistics

Environmental Health Sciences

Epidemiology & Community Health

Health Policy & Management

Pre-Award Process

Faculty (PI)	Faculty (PI)	Grant Manager	SPA
Identifies: Funding opportunities Request for Proposals Program Announcements	Contact Grant Manager Create team Seek collaborators	Submit proposal to UMN SPA SPA provides final screening/review process	Submits proposal to funder

Post-Award Process

SPA/PI

Receive grant/contract award notifications

If project is sponsored:

Management

Pre-award staff may continue in post-award phase

OR

Post-award staff may take over

Project Begins

Based on proposal's objectives, budget, methods, etc.

PI works alongside Accountant or Grant Manager

Project Ends

Final financial close up

Division Specific Processes

Biostats
- Two person operation
  - One pre-award, one post-award
- Staff set individual deadlines & processes
  - All are different
- Traditionally, collaboration w/multiple depts

EnHS
- Two person operation
  - One pre-award, one post-award
  - Manage all paperwork, create budgets keep proposals moving forward & managed

EpiCH
- RSST
  - Set up initial info meeting with faculty to discuss process, support, & timeline
- Grant Toolkit/shared drive
- The Corner/Signage
- Grant brainstorming sessions
- New faculty onboarding, mentors
- Research pods

HPM
- Team grant management
- Online toolkit development
- Research committee
- Dedicated grant writer

Strengths

Biostats
- Trust
- Institutional knowledge

EnHS
- Management
  - Centralized, continuous
- Involved from the start
- Faculty trained to work within system

EpiCH
- Well-defined processes
- RSST staff
- Events to build culture
- Faculty mentoring
- Online tools & shared drive
- Transparency

HPM
- New hires
- Resource development
- Flexible administration staff

Challenges

Biostats
- Two-person operation, no back-up staff
- High staff burden & inefficient
- No succession plan
- Un-creative - could bringing more people into the process bring in more ideas, more money?

EnHS
- Making time to find grant opportunities & submit on time
- Know-how for finding available grants
- Work is siloed
- Momentum lost due to necessary revisions

EpiCH
- Time, "paralysis by perfection"
- Encourage faculty to ask for help, systems are in place to assist
- Develop staff to generate/assist grant ideas
- Physical location, we are all separate

HPM
- Time
  - Researching opportunities
  - Collaboration
- Work is siloed
- Relationship/mentoring needed
- Develop staff to generate/assist grant ideas

Recommendations Parallel SPH Values

- Upstream action saves lives

- Different perspectives makes us stronger, emphasize partnerships

- Future depends on education

- Bigger imaginations yield better results

- Effective, efficient processes are in place; strategize & grow these work flows to prevent challenges & stagnation later

- Make new partnerships for new ideas and perspectives on work, bring new people into the conversation

- Train staff to take on new & different roles, cross-train to build/expand work flows for pre- & post-award processes

- Be creative, think outside the box, how can we do our work better

Recommended Practices

- Develop
  - Well-defined processes per division needs
  - Staff skills to allow more people to assist with work
  - Online tools to meet needs of SPH & individual divisions
- Emphasize
  - Strong communication
  - Collaboration
- Mentor
  - Faculty
  - Staff

Recommended Culture

- Communicate
  - Transparency
- Collaborate
  - Team building across Divisions/University/community
- Celebrate
  - Highlight success
- Train
  - In-service trainings for finding grants, PIVOT, grant management techniques
- Mentor

Next steps for LEADS

1. Audit staff resources across school supporting grant application/ administration. Do ROI study on staff support vs. successful grant applications.

2. Study likely future state of funding for public health research. Equip faculty with tools/resources to submit quality proposals.

3. Interview junior faculty who have been successful to see why and how to replicate.

Next steps for LEADS

- SPH Leadership provides current status (e.g. 0-10 scale, low-mid-high) and identifies goals to LEADS group.
- Create/administer survey to all faculty/potential PI's & staff working on sponsored research projects, to gather their input about the barriers & success they encounter.
  - Evaluate and provide a report of findings.
- Engage SPH Leadership in conversations about current status and goals.

Thank you!

Green Team