

# **Further advancement of UK's Research Culture: UK Research Leadership Academy**

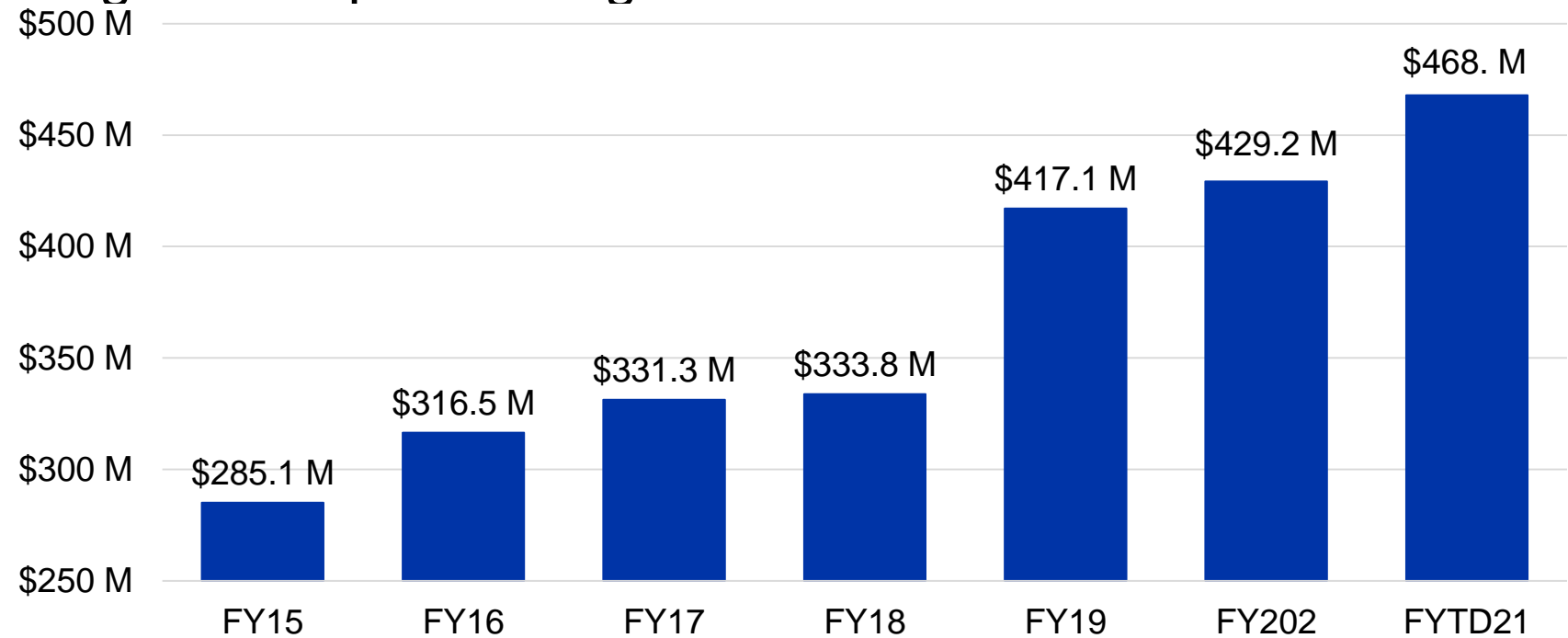
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# Why is the research culture important?

- R1 university, research makes a difference.....
- Research culture propagates extramural funding
  - fundamental measure of discovery and impact
- In 2014, UK grants and contracts were \$259M; we set our sites on a \$500M goal, which at that time was a long-term aspirational goal.

What helped us move faster toward this aspirational goal?

You! and a continual shift in or emphasis on our research culture



## UK Research Leadership Academy: Why?

**Strategic Planning:** As we continue to improve the research infrastructure and support research career development, what would further facilitate our advancement?

- Align research infrastructure with college research missions
- Develop future research leaders within the colleges
- Train for the next generation of ADRs, Asst/Assoc VPRs, VPRs
- Provide strategic and focused support for large programmatic grant proposals
- Support emerging themes in research and creative work

# UK Research Leadership Academy

## Three independent program tracks:

1. Research Leadership Career Development Program
2. Complex Programmatic Grant Development Program
3. Emerging Themes for Research and Creative Work Program
  - Separate application requirements for each track
  - Simultaneously applications for more than one track accepted
  - Application review, program review, evaluation, accountability

## **Goal 1: Foster the development of research leadership careers**

Action Item 1: Establish an Academy in Research Leadership Career Development.

Action Item 2: Support efforts of faculty and staff who have the potential to lead research projects, special activities and programs that align with their college's research priorities and/or lead to multidisciplinary cross-college research efforts.

## **Goal 2: Foster new complex programmatic research proposals and creative work**

Action Item 1: Develop programmatic grant proposals or other mechanisms that support multidisciplinary research and creative work.

*Complex programmatic grants incorporate aspects such as a vision for transformational research, a broad scope beyond basic research, partnerships, multidisciplinary approaches, educational efforts, coordination between multiple entities, team management, a sustainability plan, high institutional value, and a broad national impact.*

Action Item 2: Familiarize faculty with the research infrastructure and processes, and provide specialized individual assistance towards development and submission of a specific complex grant or creative work proposal.

Action Item 3: Provide best practice support for complex grant proposal preparation, submission, project management, and compliance.

## **Goal 3: Foster the development of emerging themes for research and creative work**

- Action Item 1: Develop, foster, and provide support for research and creative work, where collaboration across disciplines and unit boundaries deepens intellectual reach, enables the development of innovative solutions and activities, and enhances impact.
- Action Item 2: Promote the formation of a critical mass of innovators, who can “take the next step” toward national prominence as exemplified by significant long-term funding, innovative discovery and/or transformational impact.
- Action Item 3: Provide insights from research leaders on best practices to develop new centers/institutes/programs.
- Action Item 4: Provide structure, collaborative space or equipment, and seed support for new or emerging themes for research and creative work.
- Action Item 5: Use model structures (IRC, RPA, etc.) to facilitate cross-unit fertilization of research and creative work.
- Action Item 6: Develop a business plan for sustainability of the emerging themes.

## Goal 1: Research Leadership Career Development

Action Item 1: Establish an Academy in Research Leadership Career Development.

Action Item 2: Support efforts of faculty and staff who have the potential to lead research projects, special activities and programs that align with their college's research priorities and/or lead to multidisciplinary cross-college research efforts.

- Concept: mentoring future ADRs, AVPRs and other leaders
- Competitive application process and selection of 6 participants/year
  - Integral component - focus on Diversity, Equity, and Inclusion values and actions
- Program duration: 1 year
- Faculty and staff applicants will work with Dean/ADR to develop a detailed special project which will help to implement the college's research strategic plan and/or creative work
  - Plan for a specific tangible outcome or project
    - Examples: develop a research project (shared-use equipment grant), conference on a college research or creative activity theme, pilot grant or other special program, new graduate program track

# EVENTS & ACTIVITIES:

- Kick-off meeting where each participant describes their research project/goals, college alignment and future 5-year plans
- Regular meetings and workshops to assist with progress on specific career goals and implementation of project with specific tangible outcomes
- Numerous enrichment opportunities including:
  - Shadowing and/or interviewing research leaders
  - Participating and presenting in OVPR meetings: including the Research Advisory Group (RAG), ADR, RPA and/or Center Directors meetings
  - Participating in panel discussions with campus research leaders (Research Priority Area Leaders, COBRE PIs, EPSCoR PIs, training grant PIs, PPG Directors)
  - Attending Lunch & Learn series, including focused breakout sessions on discussion topic



## Other Focused Breakout Sessions:

Research framework within an academic institution

Building a research administration office

Grants administration

Collaboration, consensus and teamwork

Communication within the college and university

RCR compliance with (IRB/IACUC, misconduct, foreign influence, federal reporting)

F&A return programs

Research space management

OTC, UK Innovate

Vision, vision, vision!

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## Eligibility :

Faculty or staff must have the support of their college Dean and ADR to apply.

Priority will be given to individuals not already in an administrative role.

The college must agree to contribute support (at least 10% effort) as either professional and/or research effort.

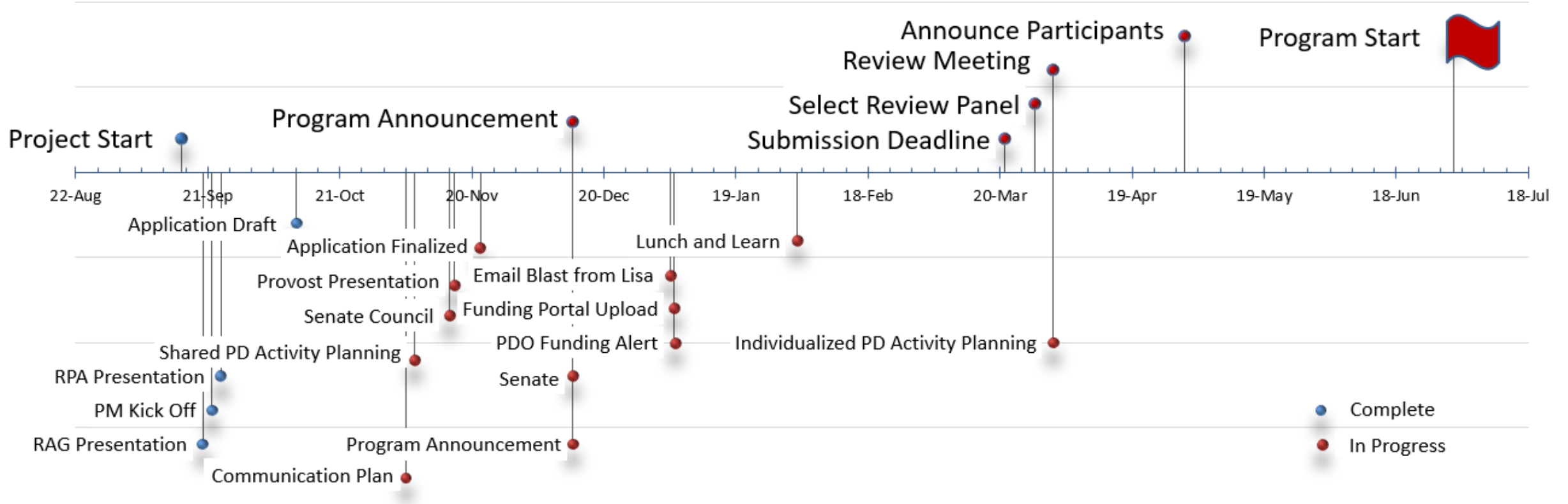
Development of a detailed special project that assists in the implementation of the college's research strategic plan, that is approved by the Dean and that is presented by the nominee.

# Application :

- Proposal Narrative
  - Goals for career development
  - Plans for project with specific tangible outcomes
- Biographical Sketch
- Nomination Letter from the Dean
  
- **Proposal Deadline:** March 21, 2022
- **Program Period:** July 1, 2022 through June 30, 2023

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# Research Leadership Career Development Program



## **Goal 2: Foster new complex programmatic research and creative work proposals**

- Action Item 1: Develop large programmatic grant proposals or other mechanisms that support multidisciplinary research and creative work.
- Action Item 2: Familiarize faculty with the research infrastructure and processes and provide specialized individual assistance towards development and submission of a specific complex grant or creative work proposal.
- Action Item 3: Provide best practice support for proposal preparation, submission, project management, and compliance.

# EVENTS & CONCIERGE ACTIVITIES:

- Identification of specific complex grant mechanism and submission date
- Orientation to UK's research infrastructure and available support, including:
  - Concept/framework and team building (use of PDO resources, search engines)
  - Tailored individual PDO assistance on the development and submission of a specific complex programmatic grant including preparation, submission, project management, and compliance
  - Specialized help from UK Innovate, Research Fiscal Affairs, OSPA for budget development, Research Financial Services for fiscal compliance, Research Data Analytics, and other support (Office of Research Integrity, IACUC, OVPR, etc.) for regulatory compliance
- Consultation with teams of ADRs, Center Directors, and Research Priority Leaders
- Short term staff assistance if justified
- Travel funds (if applicable within the time frame):
  - Visit a mentor or PI of a similar grant at a benchmark institution
  - Visit with Program Officers of relevant funding agencies
  - Work with team members at other institutions or in industry towards proposal development
- Funds for external review of proposal by content experts
  - Anticipated to begin 3-6 months or 1 year prior to application deadline

## Eligibility:

Faculty or staff with relevant expertise and evidence of success in the field of study are eligible to apply.

Applications to the Complex Programmatic Grant Development Program must identify a specific funding mechanism in which they will work through the Academy process to develop and submit a complex grant proposal.

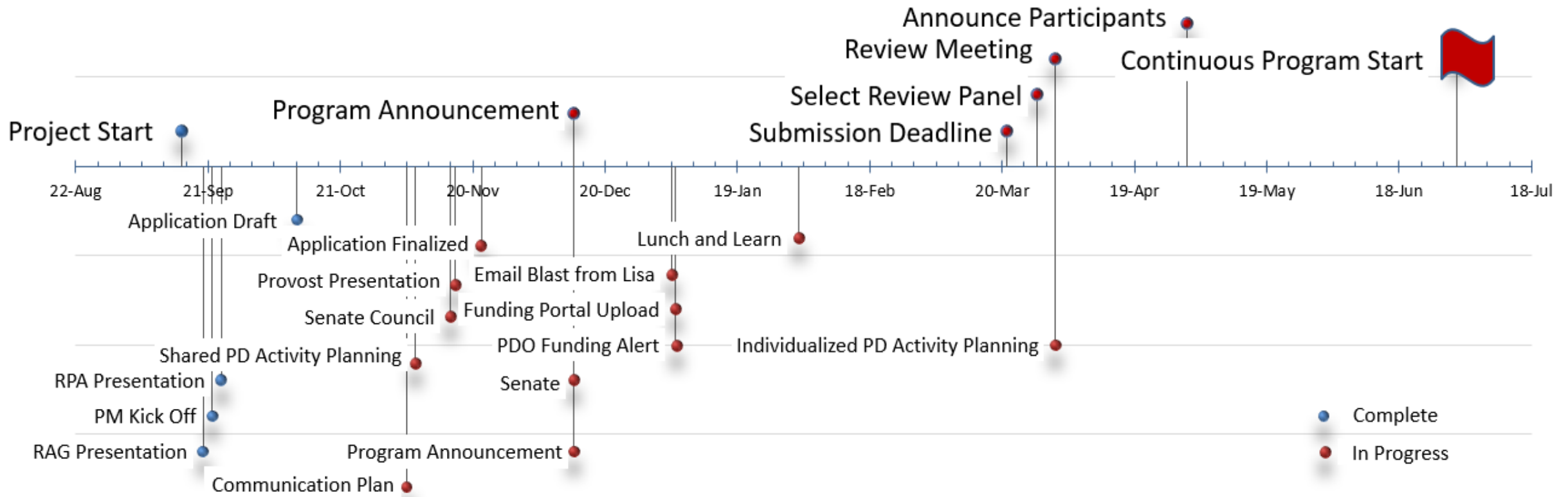
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## Application:

- A specific complex programmatic grant mechanism, submission date, and if applicable, approval for a limited submission
- Proposed Team of Investigators
- Biographical Sketch
- Plan for Team Management and Organization Chart
- Aims page (draft)
- Proposal Narrative
  - Justify complexity of the approach, important features, and unique proposal aspects
- Applications that include matching support and/or cost share as articulated in the letters from college Dean and ADR will be given higher priority
- Plan for Diversity, Equity, and Inclusion
- Justification of draft Budget for Research Leadership Academy Activities
  - Staff Support
  - External review of proposal
  - Pre-award travel



# Complex Programmatic Grant Development Program



## **Goal 3: Foster the development of emerging themes for research and creative work**

- Action Item 1: Develop and provide support for research and creative work, where collaboration across disciplines and unit boundaries deepens intellectual reach, enables the development of innovative solutions and activities, and enhances impact.
- Action Item 2: Promote the formation of a critical mass of innovators, who can “take the next step” toward national prominence as exemplified by significant long-term funding, innovative discovery and/or transformational impact.
- Action Item 3: Provide insights from research leaders on best practices to develop new, nationally competitive, research centers, institutes and creative programs.
- Action Item 4: Provide infrastructure, collaborative equipment, and seed support for new or emerging themes for research and creative work.
- Action Item 5: Use model structures (IRC, RPA, etc.) to facilitate cross-unit fertilization of research and creative work.
- Action Item 6: Develop a business plan for sustainability of emerging themes.

## Program Details, Events, & Concierge Activities:

- Seed funding of up to \$100,000/year for a maximum of 3 years to cover costs such as (but not limited to):
  - Use of research cores and centers, institutional resources, and infrastructure
  - Conferences, workshops, and seminars
  - Pilot projects
- Centralized financial and other administrative staff support
- Assistance in establishing a business plan for sustained growth
- Engagement and mentorship by leaders of centers, institutes, Research Priority Areas and UK Innovate, for example, to establish and obtain feedback on the business plan for sustained growth and partnerships with industry.

## ELIGIBILITY:

- Teams of faculty and/or staff with relevant expertise and evidence of success in the field of study who are involved in research and creative work are eligible to apply for an Emerging Theme for Research and Creative Work.
- Teams must have the support of their college Deans.
- Attention should be paid to Diversity, Equity, and Inclusion of those identified or if possible within the emerging theme.
- The team lead is anticipated to devote at least 10% effort to the emerging theme.

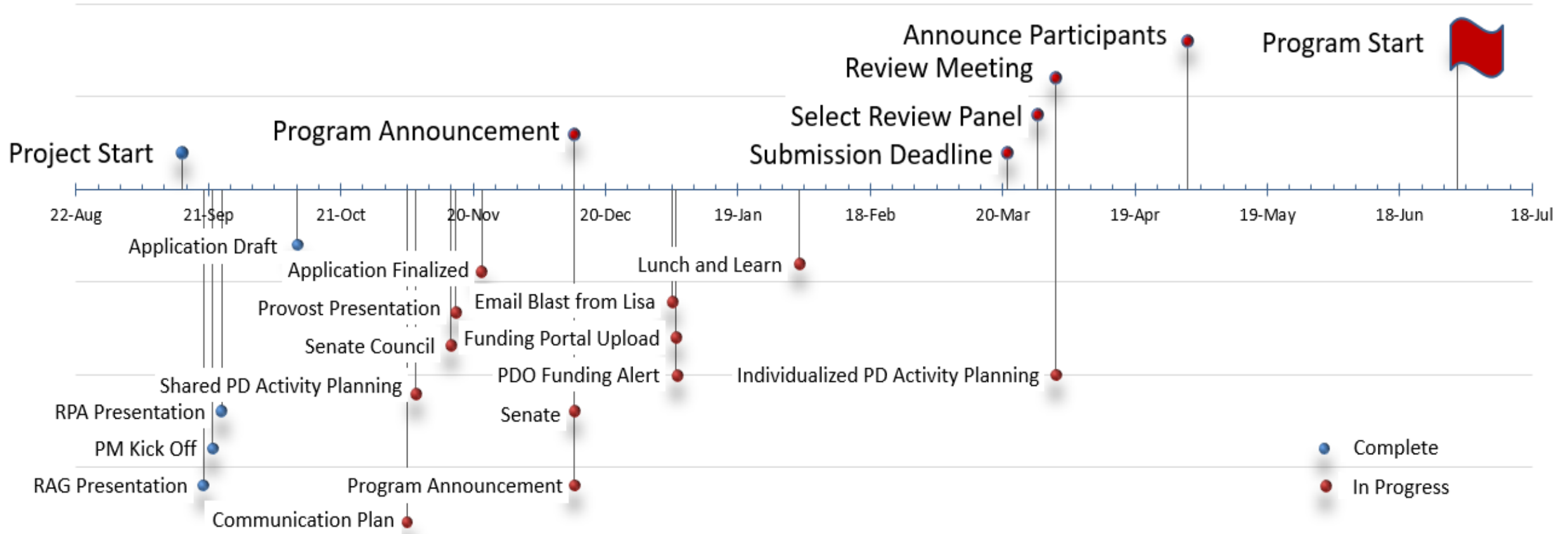
## APPLICATION

- Proposal narrative:
  - Evidence of cross-campus engagement
  - Plan to develop and augment the Emerging Theme
- Justification for the Emerging Theme:
  - Contribution to cross-campus research and creative work that would result from the proposed Emerging Theme
  - Evolution/history of the proposed Emerging Theme
  - Justification of the need for the Emerging Theme; how it fills a gap not already met by existing UK Centers, Institutes and Research Priority Areas
  - Competitive advantages that will result from the creation of the Emerging Theme
  - Emerging Theme's growth potential and impact at UK, locally, nationally, and globally with respect to community and/or the economy
- Aims and mission of the proposed Emerging Theme
- Governance of Emerging Theme:
  - Proposed faculty leadership and membership
  - Demonstration of Integration of Diversity, Equity, and Inclusion:
    - Inclusion of diverse members and perspectives
    - Equitable access to resources and infrastructure
  - Faculty roles and responsibilities
  - Organization chart
  - Reporting structure

## APPLICATION

- Facility Needs :
  - Equipment
  - Support
  - Staff
  - Space
- Letters of Support
  - Department Chairs or Center Director support for faculty and staff participation in the emerging theme
  - Applications that include financial support and/or cost share as articulated in the letters from participating college Deans will be given higher priority
- Biographical Sketch
  
- Proposal Deadline: March 21, 2022
- Program Period: July 1, 2022 through June 30, 2023

# Emerging Research Themes and Creative Work



# Comments and Suggestions