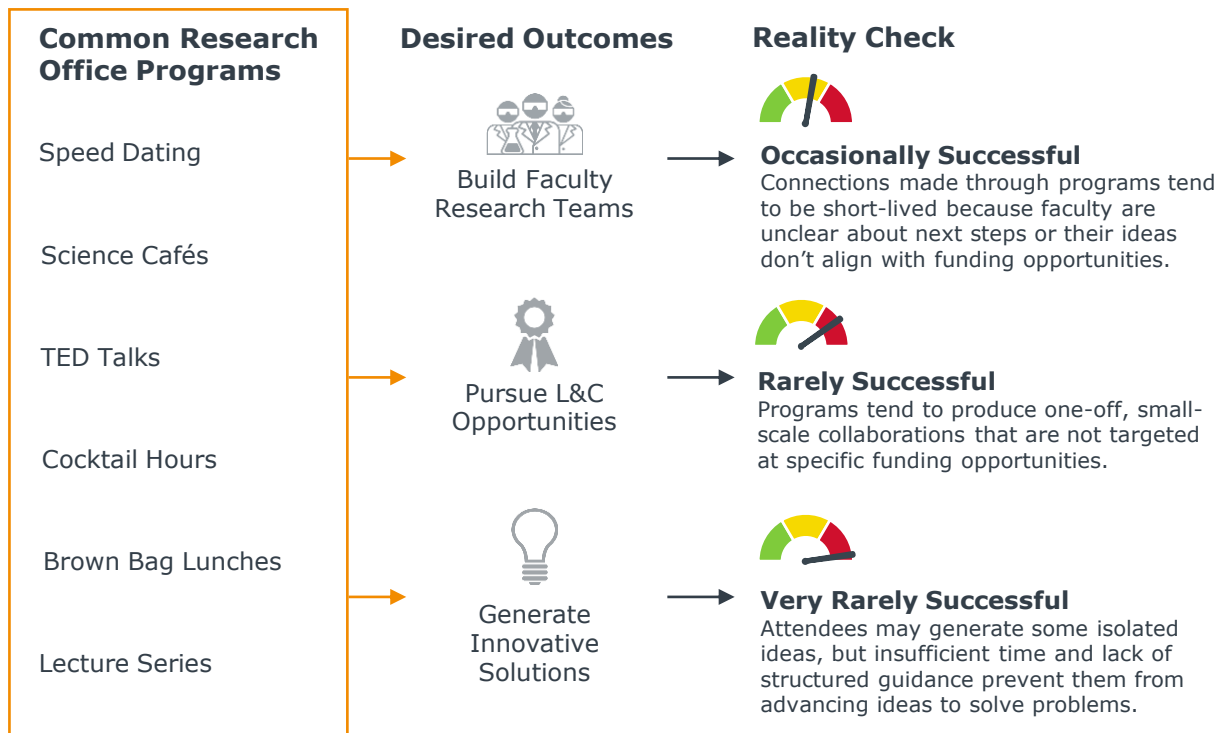




Building Teams by Trial and Error

Costly and Poorly Targeted Programs Don't Yield Desired Outcomes



Manufacturing Serendipity

Four Ways Research Offices Can Guide Team Formation

Approach	Focus	Audience	Cost ¹	Time ¹	Return
1. Networking Sessions	Targeted programs for faculty to make connections with others interested in specific topics	Small group of internal faculty	Low (e.g., venue, marketing)	Low (e.g., invitations, outreach)	Short-term, small-scale faculty teams
2. Seminars	Structured programs to teach faculty about emergent topics and agency opportunities	Medium group of internal faculty	Medium-low (e.g., room reservations, speakers)	Medium-Low (e.g., content development, speaker recruitment, advertising)	Short-term, medium-scale faculty teams
3. Symposia	Large-scale programs to convene experts on a specific topic	Large group of internal and external faculty, experts, and partners	Medium (e.g., speakers, travel)	Medium (e.g., speaker recruitment, logistic coordination)	Long-term, large-scale faculty teams
4. Pop-Up Institutes	Short-term initiatives to catalyze interdisciplinary team formation around topic area	Medium to large group of internal faculty and external partners (as needed)	High (e.g., core facility use, space, seed funding)	High (e.g., coordinating proposal reviews, reporting)	Long-term, large-scale faculty teams

1) Evaluated on a four-point scale of low, medium-low, medium, and high.



Network with Intention and Focus

Iowa Hosts Speed Networking for New Core Research Facility



Traditional Speed Networking Program

✘ Vague purpose and agenda



✘ Advertised to all faculty (e.g., no targeted outreach or recruitment)



✘ Focused solely on building personal connections



✘ Not oriented around collaborative funding opportunities



✘ No structured conversation support or prompts



University of Iowa Microfabrication Facility (UIMF) Speed Networking Event

✔ Used the launch of new microfabrication facility to focus the program

✔ Targeted biomedical scientists and engineering researchers most likely to benefit from attending

✔ Raised awareness of interdisciplinary applications of available microfabrication technology

✔ Reviewed upcoming funding opportunities relevant to the research focus areas of UIMF

✔ Facilitated cross-unit collaborations by highlighting potential topic convergence across disciplines

Iowa's Networking Results



75%

Survey respondents reported a new potential research collaboration



Keep Faculty Abreast of Emergent Trends

Northwestern Organizes Seminar to Catalyze Collaboration in Quantum

Office of Research Development (ORD) Launching INterdisciplinary Connections Series (LINCS)



ORD LINCS events feature short presentations by faculty to catalyze ideas and collaborations in emergent interdisciplinary areas (e.g., Internet of Things, National Microbiome Initiative) that align with federal funding.

Engineering Quantum Technologies



Presentations

- ORD provides introduction to funder priorities related to quantum technologies
- Faculty experts present on sub-topics and potential opportunities



Agency Reports

- Provides attendees with repository of agency briefings and materials
- Shares analyses of agency strategic plans and emergent research priority areas



Funding Opportunities

- Raises awareness of current and past related opportunities
- Establishes networks and discussion forums for future funding opportunities



Helps convince faculty to collaborate in this area



Saves faculty time by not having to find and analyze materials themselves



Provides faculty with list of already identified opportunities



Allows attendees to identify potential peer collaborators



Encourages faculty to consider agency priorities when forming teams



Prompts faculty to plan ahead for upcoming awards



Use External Facilitators to Help Generate Ideas

Iowa Hosts Three-Day Symposium to Solve the Opioid Crisis



Opioids Ideas Lab

Research office partnered with external organization to convene a multidisciplinary group of faculty experts for three days to examine the opioid crisis and collaboratively generate solutions.



Day 1 Build Rapport

- Get to know participant expertise and backgrounds
- Engage in team building activities
- Discuss specific topics and explain key program objectives



Day 2 Redefine & Iterate

- Redefine research problems from varying perspectives
- Form interdisciplinary research teams
- Generate innovative ideas and outline preliminary proposals



Day 3 Presentations

- Present proposals to competing teams and leadership
- Collaboratively use peer feedback process
- Incorporate critiques into proposal plans and development

Outcomes

4

Collaborative team projects emerged related to opioid crisis

2

Extramural research grants won as result of program

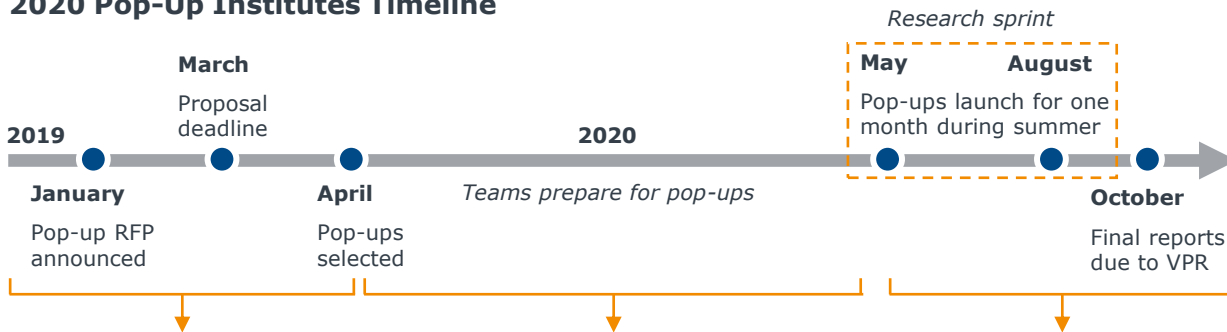


Temporary Locations, Permanent Collaborations

UT Austin Establishes Pop-Up Institutes to Rally Faculty



2020 Pop-Up Institutes Timeline



Proposal Development
 Research teams submit proposals for short-term centers designed to provide structure and support for rapid team formation and productivity. Proposals include abstracts, budgets, and letters of time commitment.

Pop-Up Preparation
 Research office provides funding (maximum \$50,000) and admin support for up to three pop-up institutes per year. Selected teams spend a year preparing for a burst of research activity. They must work with the research office to finalize program work plans and logistics.

Sample 2020 Pop-Up Institute

- Creating Inclusivity and Improving Outcomes for Sexual and Gender-Diverse People

Launch & Reporting
 Each pop-up spends one month conducting high intensity research in preparation for a larger future research initiative. This timescale is longer than a workshop or conference but shorter than the creation of a permanent research structure.



Even a Well-Crewed Ship Strays Without a Captain

CROs Struggle to Find Suitable Faculty Leaders for L&C Projects

Importance of Faculty Leaders for L&C Awards

- ✓ Provide credibility through their disciplinary reputation and funding track record
- ✓ Help build research teams using networks and connections
- ✓ Manage varying scientific perspectives using their content expertise
- ✓ Bridge communication gaps between research office and faculty research team

Challenges of Finding Equipped Leaders

- x Research offices are unclear on which factors to consider when identifying leaders
- x Faculty are not recognized or rewarded for developing leadership skillset
- x Existing leadership trainings fail to address L&C proposal management
- x Faculty resist research office directives

Opportunities for CROs



Use quantitative and qualitative data to identify faculty best positioned to lead L&C research teams



Develop trainings specifically for faculty leading L&C research teams