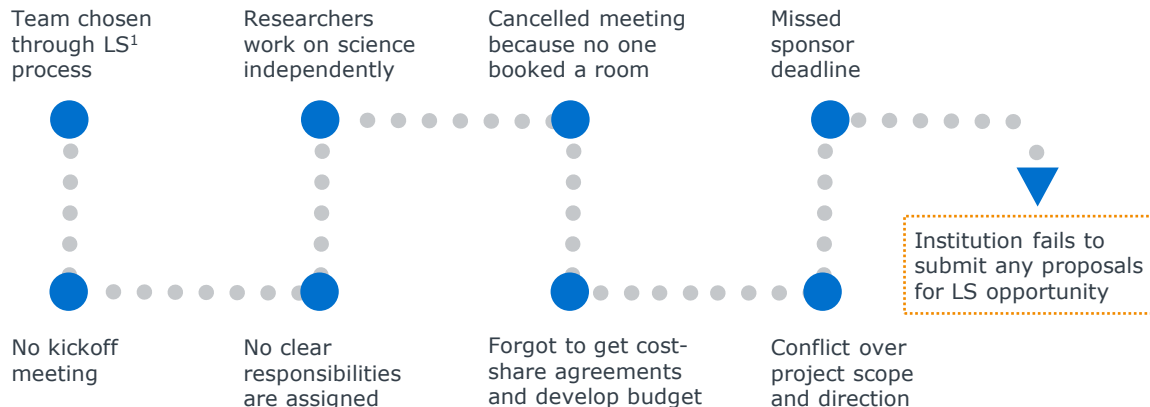




When the Ball Gets Dropped

Faculty Tend to Prioritize Science over Administrative Requirements

Common Failure Points in Coordinating Team Proposals



Research Project Management Resources

Self-Service Toolkit

Ad Hoc Support Team

Dedicated Project Manager

1) Limited submission.

Build a Repository of Self-Service Tools



Memorial Translates Project Management Principles to Research Context

| RPM ¹ Tools | Purpose |
|--|--|
| Intro to RPM¹ Guide and Video | Educate researchers on purpose of RPM, key processes, and tools |
| Project Scope Template and User Guide | Develop high-level project overview that includes objectives, deliverables, and activities |
| Project Schedule Template and User Guide | Create timeline and visual representation of milestones with workload descriptions |
| Project Budget Template and User Guide | Build financial plan by anticipating direct costs, F&A costs, and funding sources |
| Risk Register Template and User Guide | Identify and proactively manage project risks after quantifying probability and potential impact |
| Roles and Responsibilities Template and User Guide | Clarify team member roles and responsibilities, along with accountability mechanisms |
| Stakeholder Communication Template | Create communication strategy for project stakeholders |



Project Scope Template

Research Project Management Tools and Templates
<https://research-tools.memu.ca/rpm/>

Scope Statement

Research Project Name: _____
 Principal Investigator: _____
 Project Manager (if applicable): _____
 Project Start Date: _____
 Project End Date: _____

Approved: _____
 Date: _____
 Version: _____
 Amendment: _____

| Project Scope | |
|--|--|
| Project Description | |
| Objectives and Deliverables | |
| Project Exclusions | |
| Constraints/Dependencies | |
| Assumptions | |
| Project Budget (Total including In-kind) | |
| Funding Source(s) | |
| Start Date | |
| End Date | |



1) Research project management.

Calling In the Rapid-Response Team

Research Staff Deployed for Short Term Proposal Development

University of Central Florida's "REACT" Approach



UNIVERSITY OF
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R

Rapid Response

Determine availability and capacity to support teams pursuing L&C opportunities

E

Evaluate

Review RFP guidelines and determine needs (e.g., samples, templates)

A

Assist Faculty

Help with non-technical elements (e.g., biosketches, letters of collaboration, budgets)

C

Coordinate

Monitor project progress and liaise with collaborators

T

Track

Manage revisions and finalization—then document lessons learned



Tap Existing Staff to Support Faculty

Research development leaders assess availability and expertise of staff in their own unit, the broader research office, and cross-campus units (as needed) to form an ad hoc REACT support team.



Deploy On Case-By-Case Basis

Research development team does not require minimum award dollar amount to be eligible for REACT services, but they assess the complexity of projects seeking REACT support based on the number of PIs, types of disciplines represented, and potential impact.



Provide PM training for research staff to increase potential pool of people who can support L&C faculty teams.



Advantages of Dedicated PM Staff



Specialized Expertise

All PMs¹ are trained and certified to manage complex projects—those with university research experience can provide more targeted support for managing L&C proposals and awards.



Staff Capacity Planning

Dedicated PMs for L&C proposal development can allow other research office staff to reclaim time and prioritize other activities.



Assessment and Evaluation

PMs regularly capture and analyze process data that can be used to identify and address service gaps experienced by faculty.



Case in Brief: Simon Fraser University

- Hiring one-off PMs in the greater Vancouver area was too expensive due to high demand and salary expectations
- Office of Institutional Strategic Awards created team of 7 dedicated research PMs to deploy against L&C opportunities
- PMs serve as liaisons between research team, funding agencies, partnering institutions, and administrative units
- PMs spend time:
 - Facilitating communication
 - Developing project schedules
 - Coordinating proposal development
 - Ensuring budget and RFP compliance
- Faculty can use existing grant funding to buyout PM time, which helps research office cover PM staffing costs

1) Project managers.