

Office of Research Strategy and Development

Strategy Overview

December 2020

Update: March 2022

Strategies

Provide Research Leadership

Develop and support research priorities across the University.

Build Research Capacity

Strengthen connections, processes, skills and knowledge to continuously grow capacity for research excellence at Brown.

Enable Funding for Priority Research

Increase external research funding to enable world class research at Brown.

Mission

To catalyze creative scholarship by empowering individuals and teams to lead strategic research endeavors with global impact.

Vision

Brown University research drives global innovation and transformation. The Office of Research Strategy and Development is recognized for our research funding knowledge, strategic approach, reliability and responsiveness. Our team collaborates with the research enterprise across the University to build capacity and empower faculty for success in pursuit of their scholarship.

Values

Creative Solutions

Creative solutions optimize the grant seeking process so that faculty can efficiently prepare competitive research proposals.

Partnerships

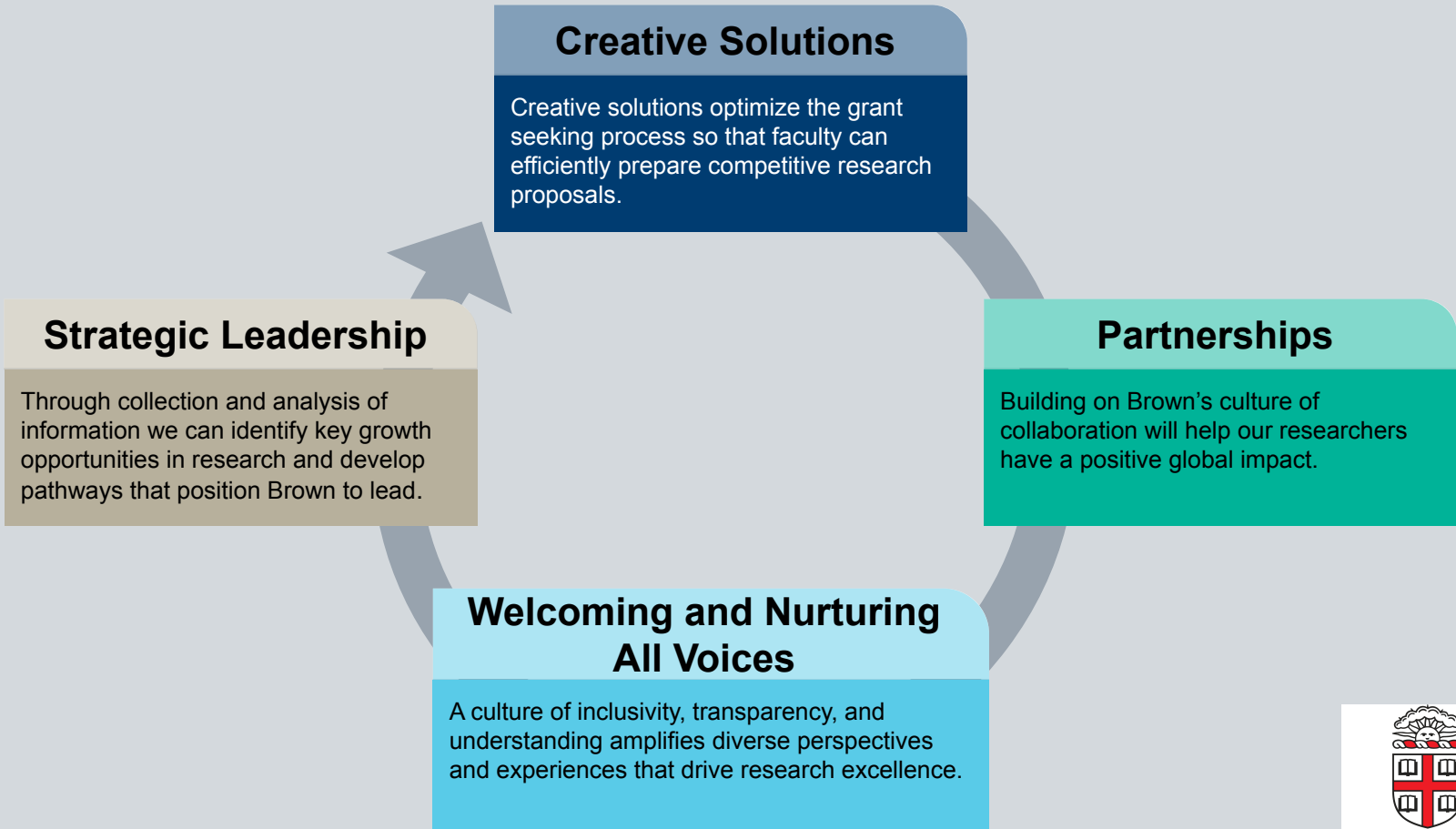
Building on Brown's culture of collaboration will help our researchers have a positive global impact.

Strategic Leadership

Through collection and analysis of information we can identify key growth opportunities in research and develop pathways that position Brown to lead.

Welcoming and Nurturing All Voices

A culture of inclusivity, transparency, and understanding amplifies diverse perspectives and experiences that drive research excellence.



Goal: Develop and support research priorities across the University.

Objectives:

- A. Offer leadership in regional to national to global research associations;
- B. Serve as a think tank at Brown and beyond;
For example, inspire new initiatives, advise senior leadership on research priorities, provide competitive intelligence for University research initiatives;
- C. Identify and develop research efforts that advance Brown's mission;
For example, develop major research initiatives that address topics such as addiction, epidemics, climate change, BLM, social inequities in health, COVID-19, Quantum Science, AI/Machine Learning, etc.; and
- D. Design and execute special projects to support University Leadership.
For example, Resuming Research, public lectures on latest science topics, unusual/one-off projects that are on the critical path for Brown's research mission.

BASELINE. Where we are today:

- 2 ORSD staff on NORDP national committees; 2 ORSD staff in NORDP NE Leadership
- 2 special projects for Jill (Covid Task Force, Resuming Research)
- 2 campus-wide initiatives actively underway (quantum, AI); 1 pending (opioids)

SMART Goals. What success looks like in 3 years:

- ORSD leads 3-5 campus-wide research initiatives
- Cluster hire underway focused on a research theme informed by ORSD
- Elevate ORSD office within OVPR structure (position changes for team)
- 2 ORSD staff/year present at national NORDP and NORDP NE (or other)
- 3 ORSD staff on national NORDP committees
- Every ORSD team member on 1 university-wide committee or program
- ORSD leadership included in planning 1 major university initiative
- ORSD included in major research department retreats, runs some of them
- ORSD helped plan for improving key Brown department rankings

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- D. Design and execute special projects to support University Leadership.
For example, public lectures on latest science topics, unusual/one-off projects that are on the critical path for Brown's research mission.

Year 2. Where we are today:

- 2 special projects for Jill (Corporation Research Strategy, Instrumentation grants)
- 8 campus-wide initiatives actively underway (Quantum Science, AI, Energy, IBEAM, DSI, Faculty Leadership Development, SRP, Opioids)
- 3 ORSD staff on NORDP national committees; 2 ORSD staff in NORDP NE Leadership; 4 of 5 ORSD staff on university or OVPR-wide committees

SMART Goals. What success looks like in 2023:

- ORSD develops strategic faculty hiring proposal for Jill and DoF to implement Brown Research Growth Strategy
- ORSD plays leadership role in developing the Brown Research Growth Strategy
- ORSD plays leadership role in developing the operational plan for the Brown Research Growth Strategy
- 2 ORSD staff/year present at national NORDP and NORDP NE (or other)
- 4 ORSD staff on national NORDP committees
- Every ORSD team member on 1 university or OVPR-wide committee or program
- ORSD leadership included in planning 1 major university initiative
- ORSD included in major research department retreats, runs some of them
- ORSD help plan for improving key Brown department rankings

Strategy 1: Provide Research Leadership

Goal: Develop and support research priorities across the University.

Potential Activities for FY 2021

Accomplished:

- Serve in leadership roles in NORDP and other organizations;
 - Deliver talks at NORDP and other conferences
- Campus-Wide Research Exploration: AI Initiative
- Provide historical background for limited submissions

Underway:

- Work with OUC to develop department identity

For Future:

- Identify research area trends in internal proposals

Example Activities for FY 2022-2023

Underway in 2022:

- Campus-Wide Research Initiatives: What's next after AI? Energy, IBEAM, DSI, MUSE, Faculty Leadership Development Program, SRP, Brown Research Growth Strategy
- Elevate the profile of RD on campus using our new identity and strategies

Yet to Come :

- Participate in strategic retreats for departments likely to seek major funding opportunities (like a center grant)
- OVPR part of department external reviews; information shared with ORSD
- Understand factors in Medical School, School of Engineering rankings and make a plan for what ORSD could do to help improve the rankings.
- ORSD Leadership provided access to Faculty Activity REport so can run reports to identify trends in research topics, ROI on internal funding, etc.
- Communications Strategy for ORSD success stories (Lim Sub, Internals, and RSAT work)

Goal: Strengthen connections, processes, skills and knowledge to continuously grow capacity for research excellence at Brown.

Objectives:

- A. Support faculty grant-seekers who are new to Brown, pursuing funding from a new organization or assembling a large complex proposal;
- B. Connect research hubs across Brown;
- C. Provide learning and professional development for staff;
- D. Share resources as a team to optimize productivity;
- E. Build and steward relationships and reputation with federal funders and other research institutions; and
- F. Help improve campus research infrastructure.

BASELINE. Where we are today:

- Manage Cores internal funding
- Shared database of limited submission best practices; a few shared resources on other topics
- 1-2 agency visits/year
- New Faculty Orientation
- Introductory meetings with new faculty
- Regular check ins with chairs
- Regular check ins and joint meetings with CFR

SMART Goals. What success looks like:

- ORSD Database of best practices for NIH, NSF, DARPA, other DOD and our major activities*
- Guidelines for engagement with ORSD
- Process for Prestigious Nominations support to departments
- ORSD staff attend one new conference/year
- 2-3 agency “visits”/year
- 2-3 networking events
- Joint strategy with CFR

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Objectives:

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- B. Connect research hubs across Brown;
- C. Provide learning and professional development for staff;
- D. Share resources as a team to optimize productivity;
- E. Build and steward relationships and reputation with federal funders and other research institutions; and
- F. Help improve campus research infrastructure.

BASELINE. Where we are today:

- Manage Cores internal funding
- ORSD BRAIN
- Review the reviews project
- 1-2 agency visits/year
- New Faculty Orientation
- Introductory meetings with new faculty
- Regular check ins with chairs
- Regular check ins and joint meetings with CFR

SMART Goals. What success looks like in 2023:

- ORSD Database of best practices for NIH, NSF, DARPA, other DOD and our major activities*
- Guidelines for engagement with ORSD
- Guidelines for ORSD types and levels of service
- Shared templates for frequent grant sections and center grant sections
- Intake and assignment process for ORSD work
- Process for Prestigious Nominations support to departments
- ORSD staff attend one new (to that staff person) conference/year
- 2-3 agency “visits”/year
- 2-3 networking events

Goal: Strengthen connections, processes, skills and knowledge to continuously grow capacity for research excellence at Brown.

Example Activities for FY 2021

Accomplished:

- Weekly funding review meeting to identify new grant FOAs and send to potential faculty
- Regular meetings with department chairs and center directors to understand research priorities and better identify potential grant targets
- Intake form to Use Academic Analytics to identify potential collaborators (and competitors)
- Uses of shared database of limited submission and internal funding proposals
- Adopted streamlined spreadsheet format to run efficient team meetings
- Create training tools and resources available on our website (à la Grantsmanship on the Go)
 - How to decipher a FOA, SPIN tutorial, etc.

Example Activities for FY 2022-2023

Underway:

- Coordinated mentoring/leadership training program with DoF
- Humanities faculty panel and social science faculty panel
- Engagement with ORSD and definition of ORSD processes
 - E.g. Guidelines for ORSD types of services; shared templates for grant sections, intake and assignment process for ORSD work
- Culture of Research Excellence: ORSD presentation in ORI RCR course
- Team Fun: Crafternoon

Yet to Come:

- Boot camp series: pending Brown Research Growth Strategy Outcomes
 - Grantsmanship
 - Peer to Peer Mentor Program for applying to a new agency
- ORSD Staff attend a non-NORDP conference
- Cross training with other OVPR and campus partner offices

Strategy 3: Enable Funding for Priority Research Year 1 | 2021

Goal: Increase external research funding to enable world class research at Brown.

Objectives:

- A. Find and prioritize funding opportunities
- B. Develop grant proposals
 - a. Streamline non-science components of grant writing
- C. Manage complex research proposals
- D. Manage special grant processes
 - a. Limited submissions - entire process from announcement to close out
 - b. Internal grant competitions
- E. Research achievement recognition and prestigious nominations

BASELINE. Where we are today:

- 4 large center grant pre-proposals submitted in 2020 (Ranney CDC, ERC, Expeditions, QLCI)
- 0-1 prestigious nominations/year
- 2 major foundation awards (Keck, Packard)
- Limited submission and internal funding (84 lim sub opportunities; \$3 million internal funding across 5 programs)

SMART Goals. What success looks like in 3 years:

- Submit 7-10 (over 3 years) large center grant proposals submitted; win 1-2
- 3 major foundation awards
- At least 1 new FTE research development specialist
- 1 FTE for prestigious nominations (3 years); prestigious nominations strategies for physical sciences and engineering (5 years)

Strategy 3: Enable Funding for Priority Research YEAR 2 | 2022

Goal: Increase external research funding to enable world class research at Brown.

Objectives:

- A. Find and prioritize funding opportunities
- B. Develop grant proposals
 - a. Streamline non-science components of grant writing
- C. Manage complex research proposals
- D. Manage special grant processes
 - a. Limited submissions - entire process from announcement to close out
 - b. Internal grant competitions
- E. Research achievement recognition and prestigious nominations

BASELINE. Where we are today:

- ERC planning grant work
- MRSEC support
- 2 DOE EFRC Full proposals
- Prestigious nominations position in process
- major foundation awards ()
- Limited submission and internal funding (89 lim sub opportunities, \$4 million internal funding across 6 programs - new Peterson Pandemic Research Fund)

SMART Goals. What success looks like in 3 years:

- Submit 7-10 (over 3 years) large center grant proposals submitted; win 1-2
- 3 major foundation awards
- At least 1 new FTE research development specialist
- Prestigious nominations strategies for physical sciences and engineering (5 years)

Strategy 3: Enable Funding for Priority Research | YEAR 2

Goal: Increase external research funding to enable world class research at Brown.

Example Activities for FY 2021

Accomplished:

- On an annual basis, ORSD refreshes our team's understanding of the strategic priorities for the University's major research assets and ambitions.
- Continued support for research grant proposal development.
- Increased assistance with research foundation proposals

Underway:

- Create best practices and shared resources for grant proposals (e.g. cost share, diversity programs at Brown, institutional support, templates for letters of support)

Example Activities for FY 2022-2023

Underway:

- Create prestigious nominations support process and tools for departments
- Create prestigious nominations process, databases for UHall-level nominations (eg American Academy)
- New websites for all ORSD activities
- Best practices and shared resources for grant proposals

Yet to Come:

- Explore alignment of internal awards with University priorities
- Develop 3-5 year timeline of anticipated large center grant proposals and the interim steps for success
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