



A Conceptual Framework to Facilitate Efficiency, Quality and Job Satisfaction in Grant Proposal Development:

The Grant Development Efficiency Model (GDEM)

Presenter:

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Department of Pediatrics

Purpose of presentation

- Solicit feedback and input.
- What can we do to make the grant development process better?



Accomplishments to date

- Assisted/contributed to more than 12 grant applications
- Conducted funding searches and provided consultation and guidance on seeking funding to over 25 researchers
- Developed an online grant funding search request form
- Created monthly grant funding opportunity newsletter
- Current and upcoming projects: Karpen T32 renewal, Vickery, Sharma, O'Banion, Chahrودي

FUNDING

Online Databases

BiRD: Bringing in the
Research Dollars

Pilot Grant Programs

Grant Funding Search
Request Form

RESEARCH

Centers



Cores



Research Resources



Plan for Research

Faculty & Fellow Career
Development

Funding

Grant Application
Resources

Clinical Research
Resources

Research IT Resources

Training & Internship
Opportunities

Support & Services



Center Membership

Grant Funding Search Request Form

Need help with locating grant funding opportunities? Our team can provide expert level, specialized support in finding the right opportunities that fit your research interests and goals. Submit an online grant funding search request form and we'll be happy to assist you in finding the right opportunity for you!

First Name: *

Last Name: *

Email: *

Phone:

Degrees: *

Other Degree:

Title/Position: *

Primary Academic Institution:

Primary Academic Department:

Department of Pediatrics Division: *

Research Interests/Specialty Areas: *

The BiRD

Bringing In the Research Dollars!

Pediatric Grant Funding Opportunity Newsletter



In this email:

- [Internal Funding Opportunities](#)
- [Federal Funding Opportunities](#)
- [Foundation Funding Opportunities](#)
- [Career Development Opportunities](#)
- [Industry Sponsored](#)
- [Grant Webinars and Education Opportunities](#)
- [Contact Us](#)

INTERNAL FUNDING OPPORTUNITIES

Sequencing Costs Pilot Funding Opportunity for Early-Career Investigators

Sponsor: Emory University

Due date: October 14, 2019

Amount: \$5,000

WHSC will support up to five (5) early-career investigators with funding of \$5,000 each for sequencing costs, with an expectation that these funds will be matched by \$5,000 from other sources (e.g., junior faculty startup or departmental funds).

Eligibility: Investigators at the instructor, research associate, and assistant professor levels (or their equivalents) with a primary appointment in WHSC (School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, Yerkes National Primate Research Center) are invited to apply.

2019 Call for Letter of Intent Submissions – MP3 Initiative Seed Grants

Sponsor: Emory University

Due date: October 15, 2019

Amount: \$200k for teams of 2 faculty, \$250k for teams of 3 plus faculty, \$300k for teams of 4 plus faculty

BiRD Analytics

- Unique pageviews increased by over 34 percent in August
- Unique pageviews increased by over 68 percent in September

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Link to **Grant Funding Search Request Form**: <http://www.pedsresearch.org/research/resources/funding/specialized-grant-funding-request-form/>

Mechanism	Sponsor	Principal Investigator	Support Provided	Status
R03	NIH	Orenstein, Evan	LOS development	pending
R01	NIH	Gauthier, Theresa	Biosketches	pending
R01	NIH	Kochilas, Lazaros	Human subjects section review and editing	funded
U54	NIH	Karpen, Saul	Project management	funded
BAA	NIAID	Anderson, Evan	Project management	not funded
LOI	ASH	Brown, Clark	Project management	accepted

Mechanism	Sponsor	Principal Investigator	Support Provided	Status
Full proposal	ASH	Brown, Clark	Project management	pending
RDP	CFF	McCarty, Nael	Project management	not funded
YI	Rally Foundation	Jonus, Hunter	Review of LOS	pending
LRP	NIH	Fundora, Michael	Biosketches	pending
P30	NIH	McCarty, Nael	Project management	pending
Internal	Fellows Grant	Shah, Amit	Biosketches	pending
	Pediatric Infectious Diseases Society	Teherani, Mehgan	Biosketches	pending
Foundation	Burroughs Wellcome	Heilman, Stacy	Table development	not funded

Creation of a New Model

- Created the Grant Development Efficiency Model
- Submitted one abstract (NORDP), one manuscript is in process (NCURA)

Traditional Grant Environment



Defining Quality



Defining inefficiency

- The state of not achieving maximum productivity; failure to make the best use of time or resources.



Why should we address grant proposal development inefficiencies?

- Securing funding
- Robust institutional research infrastructure
- Building block for national preeminence
- Needed to maintain current success





What makes complex proposal development complicated?

- Variations in scientific disciplines
- Adequacy of staffing/time commitments
- Demand for diversified levels of expertise

Current Grant Development Methods

- Don't produce **measurable, rigorous and reproducible** outcomes
- Have not been well **described, tested or universally applied** in an academic research environment



Grant Development Efficiency Model

- Combines **implementation and social science concepts**, elements of **complexity theory** and **project management principles**.
- Provides a **rigorous, streamlined, and measurable** approach for developing and implementing best practices for complex grant proposal development.



Grant Development Efficiency Model

The GDEM is designed to:

- systematically *identify* and *address* grant proposal development issues
- *improve the efficiency* of the grant development process
- *improve the quality* and *fundability* of grant applications submitted
- create *high functioning, collaborative* grant teams
- increase faculty and staff *job satisfaction* with the grant submission process

As measured by:

Enhanced quality

- **Feedback of the PI and key personnel** as indicated on the quantitative and qualitative assessments.
- **ROI** – Funded applications, applications with fundable scores, resubmissions funded (improved scores) after implementing GDEM best practices.

Increased job satisfaction

- Results from qualitative surveys and interviews completed by faculty and staff.
- Tracking of institutional recruitment and retention data.

As measured by:

Improved efficiency

- Schedule adherence (missed deadlines).
- Time tracking (cost as measured in staff working over 40 hours per week).
- Stakeholder satisfaction.

Why “traditional” grant development approaches aren’t suitable

- Companies that are shaped and reshaped on such a frequent basis—constantly adapting to a changing business environment—lose some of the stability found at traditional corporate giants such as the industrial and automotive behemoths.



“What if we don’t change at all ...
and something magical just happens?”

Grant Development Efficiency Model (GDEM)

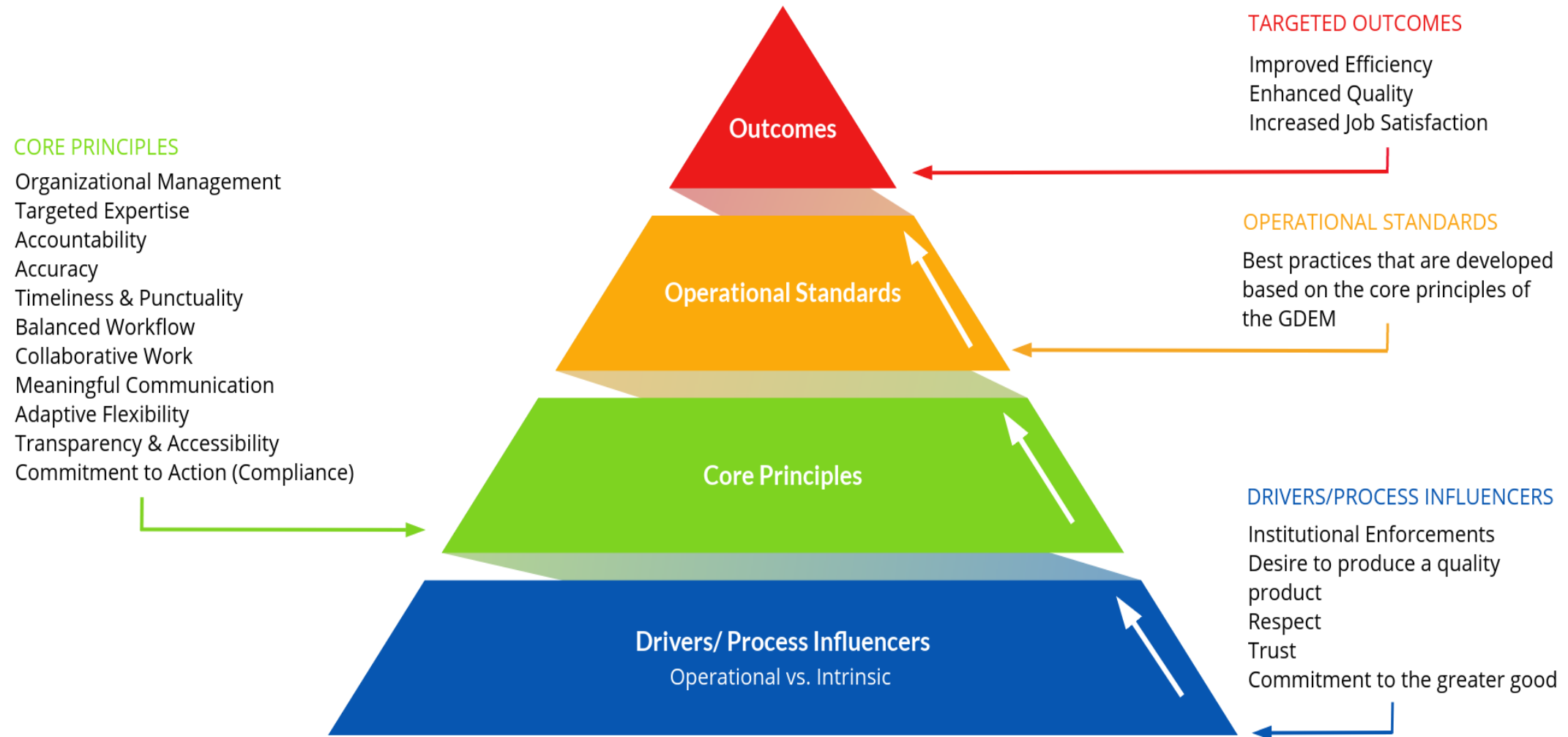


Figure 1 - Grant Development Efficiency Model

Drivers/Process Influencers

- Serve as the foundation of the GDEM.
- Operational/Intrinsic - Examples
 - Institutional enforcements (Operational) - i.e. policies, procedures, databases, grant tracking systems, research support services
 - Desire and commitment to produce a quality/excellent product (Intrinsic)
 - Respect (Intrinsic)
 - Trust (Intrinsic)
 - Commitment to the greater good (Intrinsic)



Core Principles

- Fundamentals that serve as the basis from which operational standards (best practices) are developed.
- Over 100 best practices have been developed to date across 12 core principles

12 Core Principles

Core Principles of the Grant Development Efficiency Model

Organizational Management

Targeted Expertise

Accountability

Accuracy

Timeliness & Punctuality

Balanced Workflow

Collaborative Work

Meaningful Communication

Adaptive Flexibility

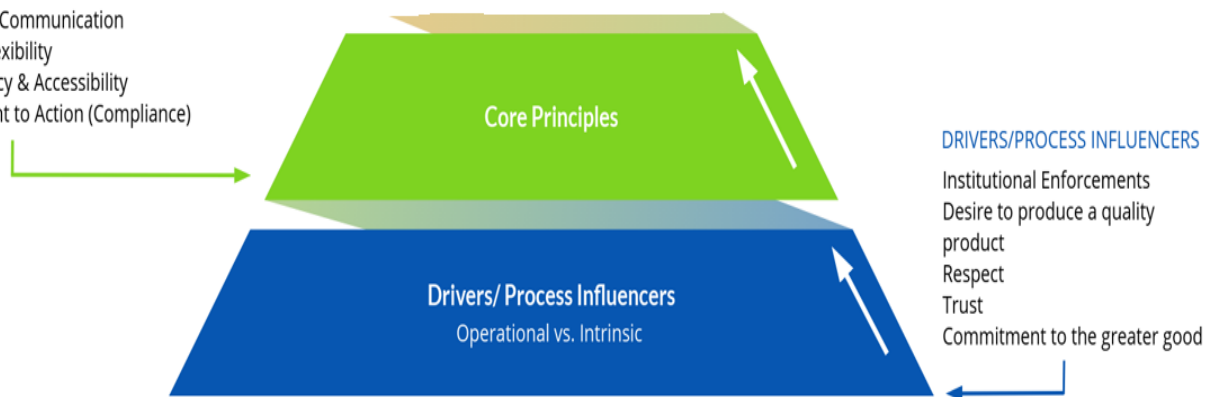
Transparency & Accessibility

Commitment to Action (Compliance)

Stability

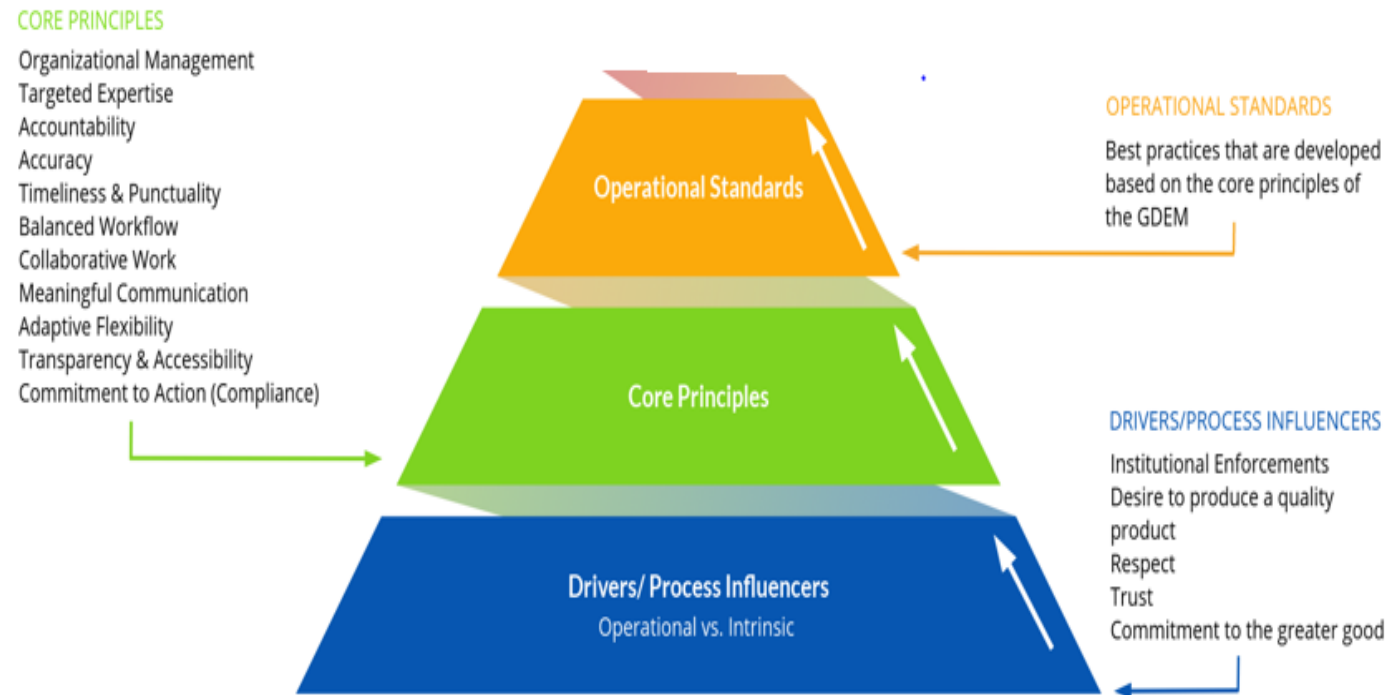
CORE PRINCIPLES

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Targeted Expertise
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Accuracy
Timeliness & Punctuality
Balanced Workflow
Collaborative Work
Meaningful Communication
Adaptive Flexibility
Transparency & Accessibility
Commitment to Action (Compliance)



Operational Standards (Best Practices)

- Operational standards are derived from the Core Principles of the GDEM.
- Operational standards should correlate with Core Principles.



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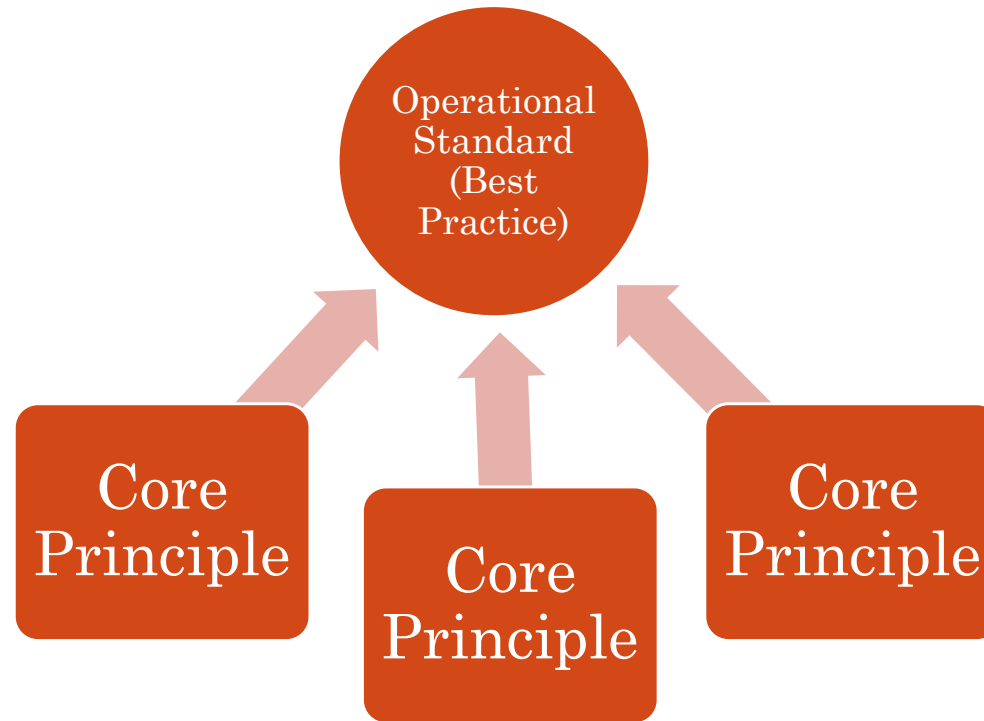
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Core Principle: *Targeted Expertise*

Assembling a team of qualified staff with various areas of knowledge, expertise and skills needed to produce a quality grant application.

Operational Standards

- Establish a diverse yet cohesive grant development team that includes members with scientific, research and administrative expertise.
- Assign specific tasks to team members based on their skill level and areas of expertise.
- Utilize external reviewers for proposal review to provide feedback and suggestions for improvement.

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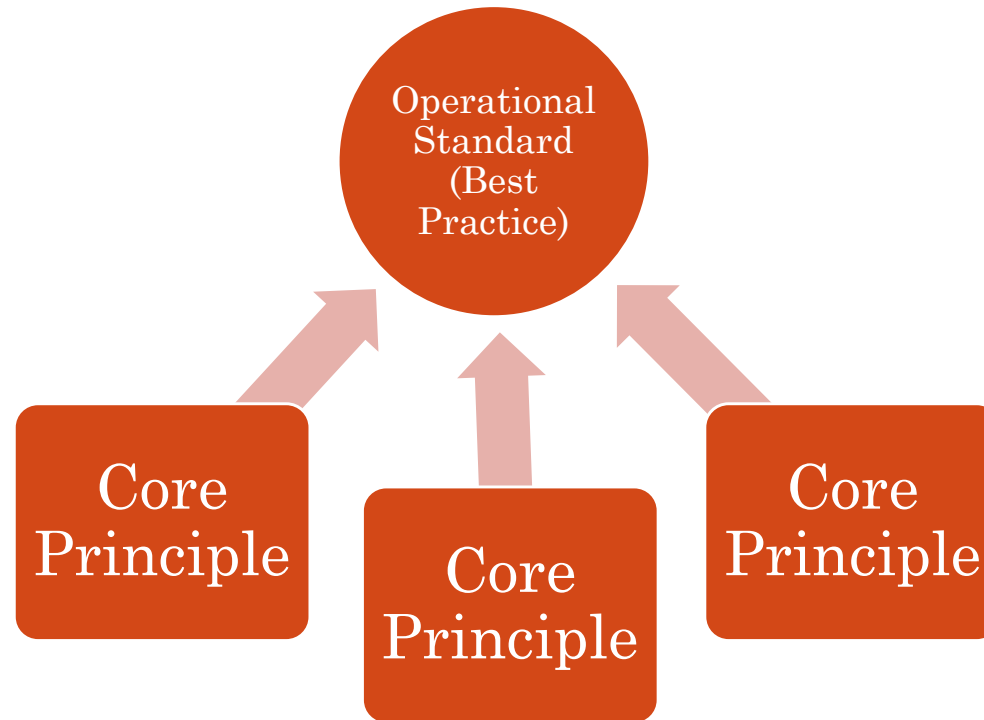
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Core Principle: Accountability

Implementing appropriate protocols, processes and project management tools that help hold team members accountable for timely and correct completion of assigned tasks.

Operational Standards

- Develop a checklist that outlines the required components of the funding announcement.
- Establish clearly defined deliverables with specific target due dates.
- Assign specific tasks/deliverables to team members (ownership).
- Provide a meeting summary within 2 business days after each team meeting. Make sure notes are comprehensive yet succinct. Include next steps/deliverables/assignments and indicate responsible team members. Include established deadlines for task completion.

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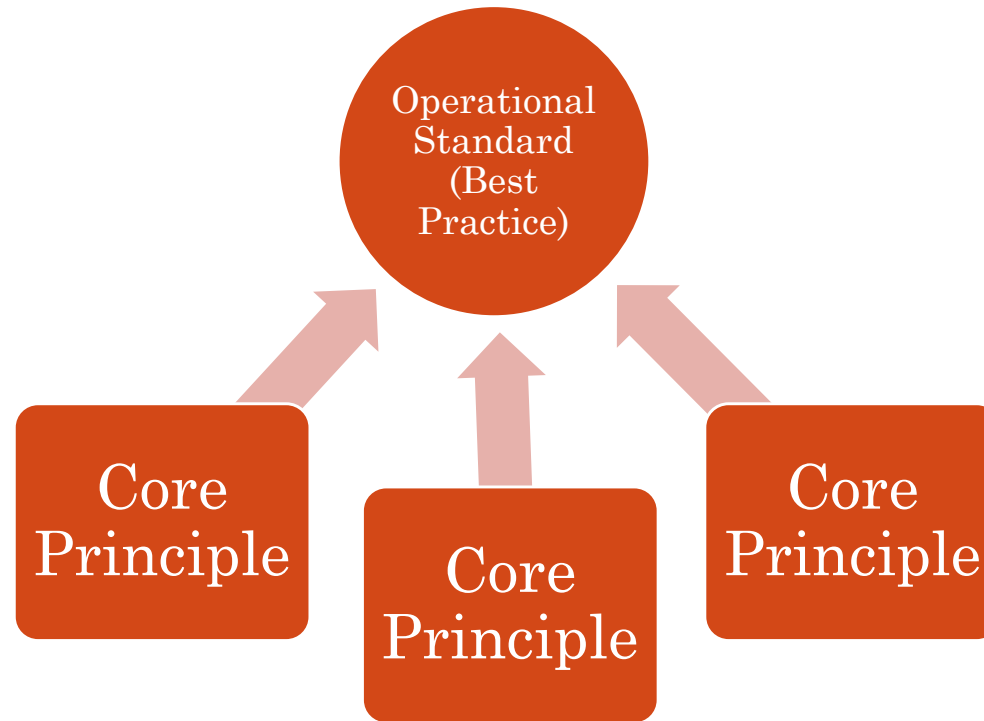
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Stability





Core Principle: Stability

The capacity to maintain equilibrium, continuity and consistency during the grant proposal development process.

Operational Standards

- Resolve conflicts and misunderstandings promptly.
- Address job performance issues promptly.
- Utilize critical thinking when considering implementing both small and major changes to the grant proposal development process.

Targeted Outcomes

Anticipated outcomes resulting from the implementation of GDEM core principles and operational standards.

- systematically identify and address grant proposal development issues
- improve the efficiency of the grant development process
- improve the quality and fundability of grant applications submitted
- create high functioning, collaborative grant teams
- increase faculty and staff job satisfaction with the grant submission process

Grant Development Efficiency Model (GDEM)

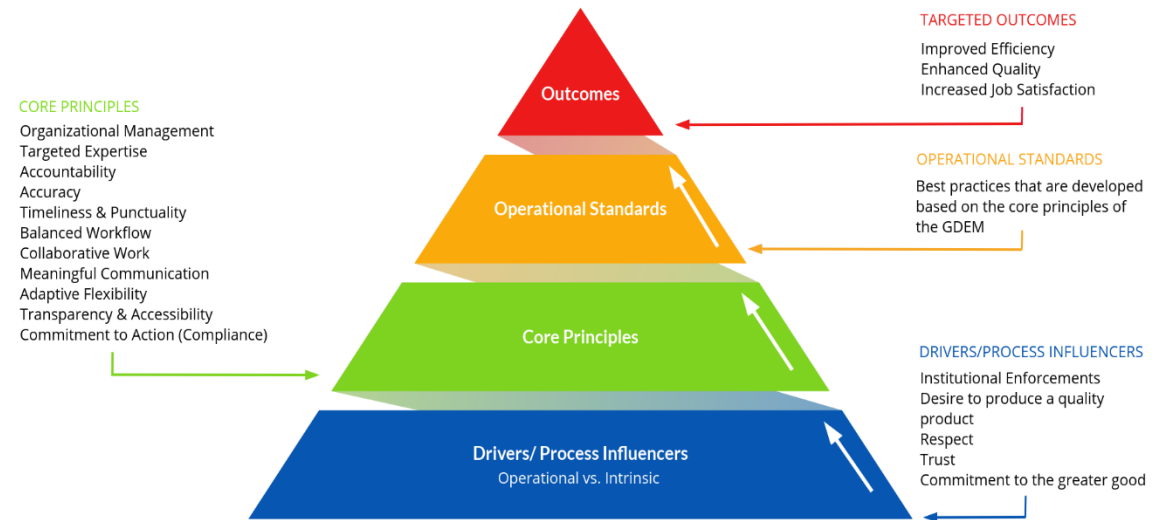


Figure 1 - Grant Development Efficiency Model

Traditional Grant Environment



GDEM Grant Environment



GDEM Grant Environment



GDEM Grant Environment



GDEM Grant Environment



GDEM Grant Environment



GDEM Grant Environment



GDEM Grant Environment



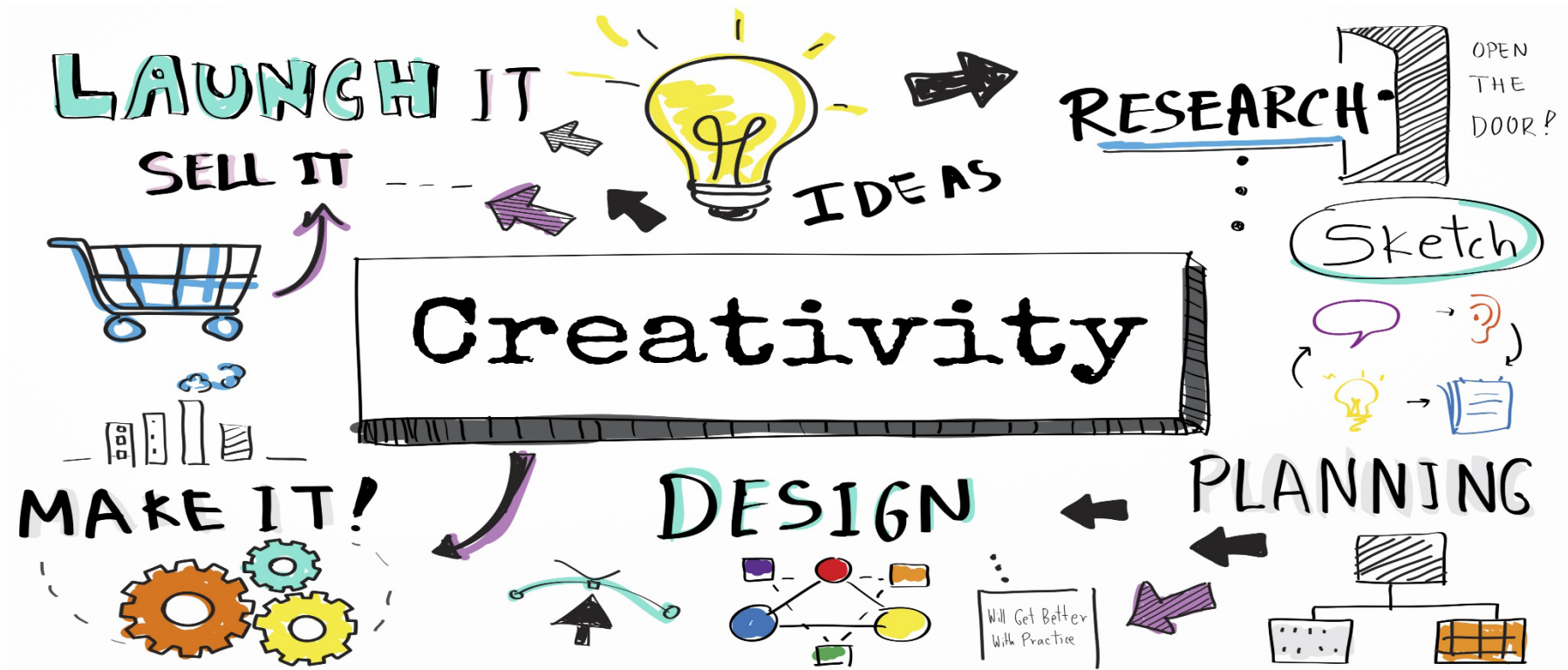
Progress to Date and Next Steps

- Over 100 best practices have been developed to date across 12 core principles
- Preliminary qualitative and quantitative data has been collected from 4 proposals
- Full research protocol is being finalized

Progress to Date and Next Steps

- Data will be collected via surveying NORDP members on current institutional research support services provided by their institutions
- NORDP abstract submitted in October for May 2020 conference
- Manuscript in progress for NCURA Research Management Review

“The best way to predict the future is to invent it.”



"Most businesses do not move so fast that foresight, commitment, preemption, deterrence, and other traditional elements of strategy have lost their ability to build value. **The best way to predict the future is to invent it.**"

Alan Kay, Head of Research and Development at Disney Imagineering

Questions? Input? Ideas?

References

Read more:

<https://www.referenceforbusiness.com/management/Bun-Comp/Complexity-Theory.html#ixzz63qjOcTZP>

