

The First-Year Faculty Experience of Research and Scholarship at UVM

Developing a Strategic Plan to Achieve Your
Research, Scholarship, and Creative Goals

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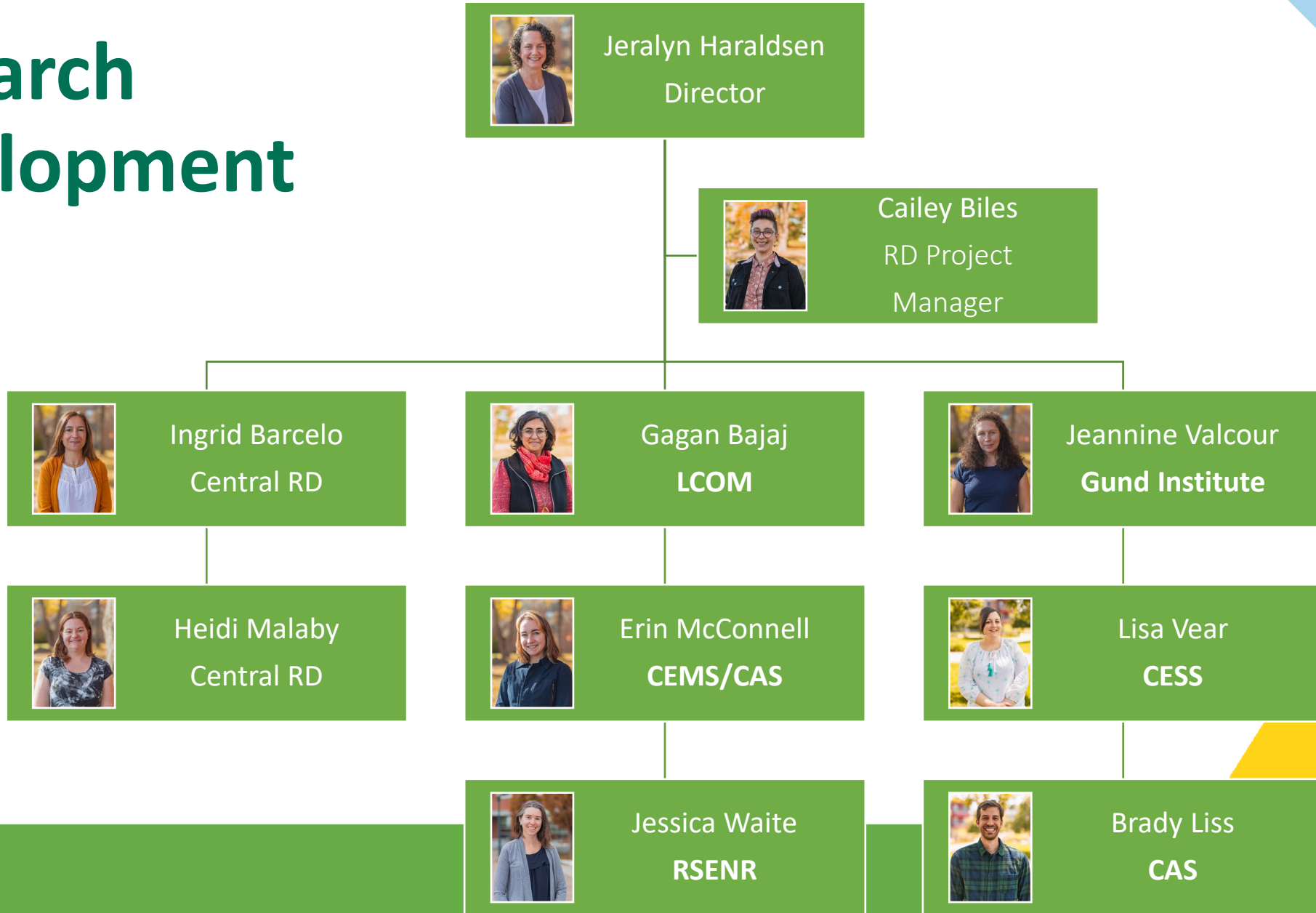


The University of Vermont

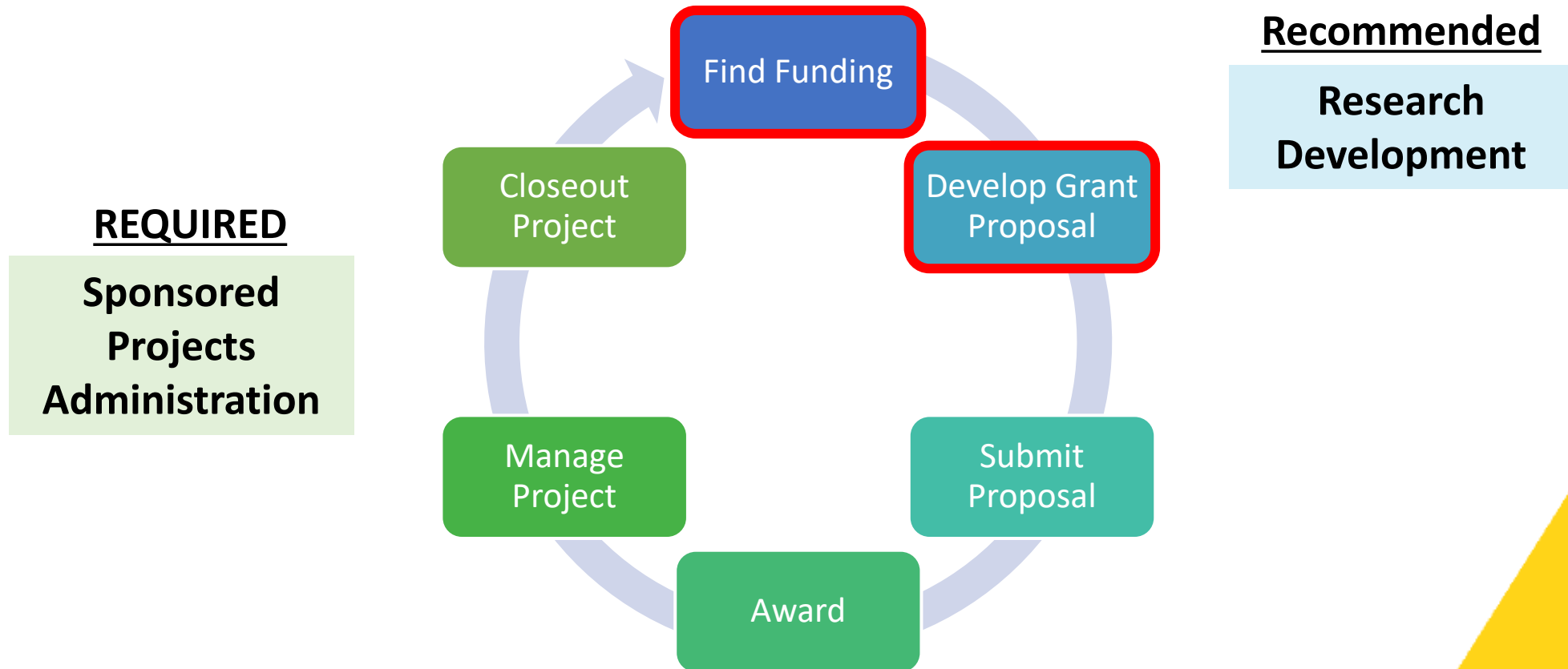
Housekeeping & Ground Rules

- **We affirm all aspects of identity**
 - neurotypes, gender, sexual orientations, race, disability, ethnicity, and all other forms of diversity
- **All forms of participation are okay**
 - Speak, gesture, emoticons/reactions, mix/match
 - Walk, move around, fidget, eat/snack, take breaks

Research Development

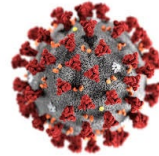


The Sponsored Project Lifecycle



New Faculty Life can be Overwhelming

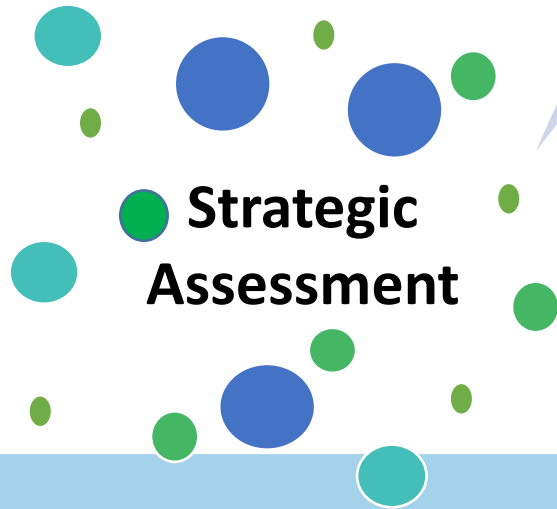
- Move to a new campus, new city
- Setting up your office, laboratory, studio space
- Getting to know new colleagues – remotely?!
- Teaching – remotely? In-person? Hybrid?



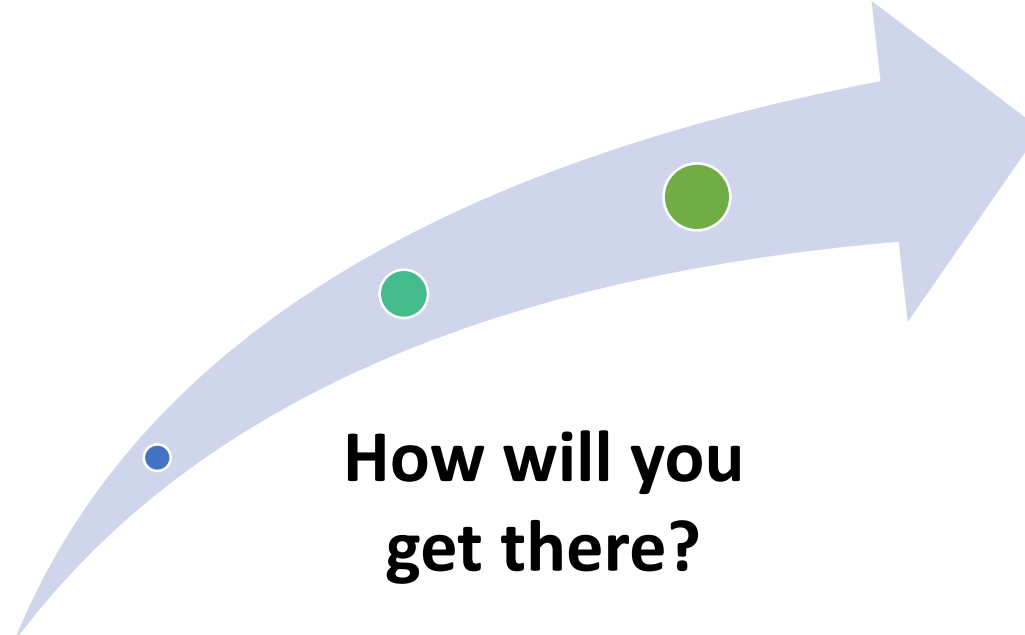
Prioritize creating a strategic plan for your research, scholarship, or creative activity. It will ultimately **help to decrease the overwhelm** and help you use your time more efficiently.

What is Strategic Planning?

**Where are you
now?
Current State**



**How will you
get there?**



**Where do you
want to be in
5 years?
Future State**



Why Strategic Planning?

- Takes you outside of the day-to-day activities and forces you to reflect on the “big picture”
- Gives you clarity about what you want to achieve and creates a plan of actions, initiatives
- Helps to align your resources and time to the activities with the most beneficial impact

Why invest your time in planning?

Planning is “getting to work”

If you don't know where you're going, how will you get there?



20-30% of time planning = smooth sailing
Boring is **good** for executing projects!



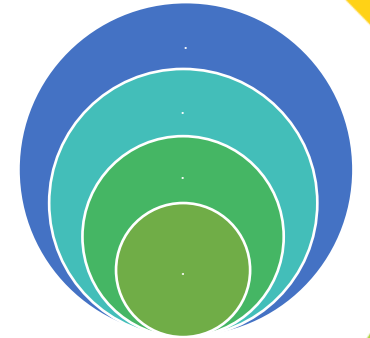
Doing it “on the fly” = rough seas
No one wants this ride... **STRESS!**

Scaffold of a Strategic Plan

- Define your long-term research/scholarly vision
 - What are your *values*?
- Self-evaluation
 - Strengths and weaknesses (SWOT)
- Define short-, mid- and long-term goals to achieve vision
- Implementation
- Regular review, revision, realignment
- Understand expectations / metrics by which your success will be measured during this stage in your career

Define long-term research/scholarly vision

- What do you want to accomplish in the next 5 - 10 years (or more)?
- What is your mission or purpose?
 - Maybe write your own mission statement? <https://andyandrews.com/personal-mission-statement/>
- What difference or impact do you want to make?
- What critical issue(s) do you want to respond to?
- What should your priorities be? Where should you allocate time and resources?



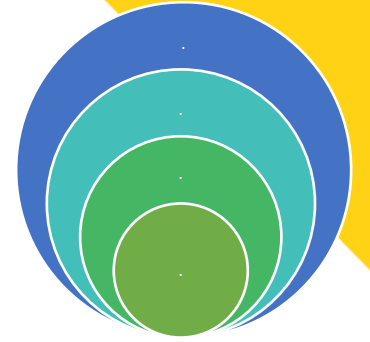
What Does “Success” Look Like for YOU?

- Publications, book chapters
- Performances, juried exhibitions
- Field work
- Invited talks
- Grants or Fellowships awarded
- Professional, institutional awards
- Advising / mentoring track record
- Broader Impacts of your work
- Other indicators of excellence in teaching or research

Understand the expectations / metrics :

- Promotion and tenure guidelines
- Norms within your research / scholarly / creative community

Success is not a destination; it's a process.



Breakout Session 1. (20 minutes)

Defining long-term research/scholarly vision

Where do you want to be as a researcher/scholar in 5 years?

Where/how do you want to make an impact?

What does success look like to you?

Strategic Assessment – What is the current status of your research/scholarship/creative activity right now?

- Is it an area you are still passionate and enthusiastic about?
- Do your current activities and plans align with your values?
- Do you have a strong publication record or scholarly output that will support your chosen area of research/scholarship?
- Is your research/scholarship in an exciting, vigorous, high-impact area?
- Is it in an area that is likely to be funded by federal agencies or foundations?



Defining your Research Impact Identity

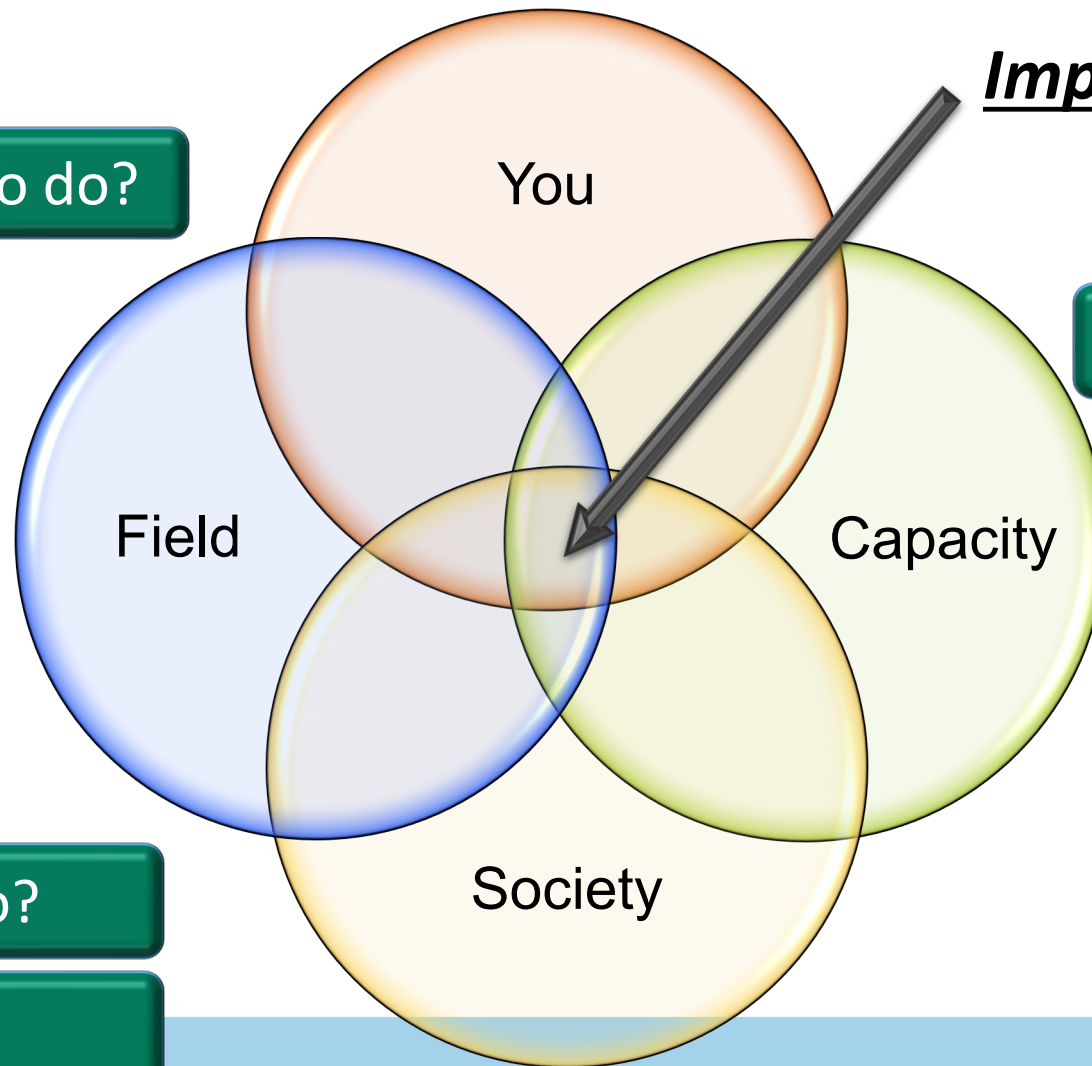
Impact sweet spot!

What would I LOVE to do?

What CAN I Do?

What SHOULD I do?

What is needed?



Breakout Session 2. (15 minutes)

Strategic Assessment of Current State

Does your current research/scholarship
align with your vision?
(If not, identify areas or ways to improve alignment)

What is your research impact identity?



Tools and Tips to Support Your Strategic Plans

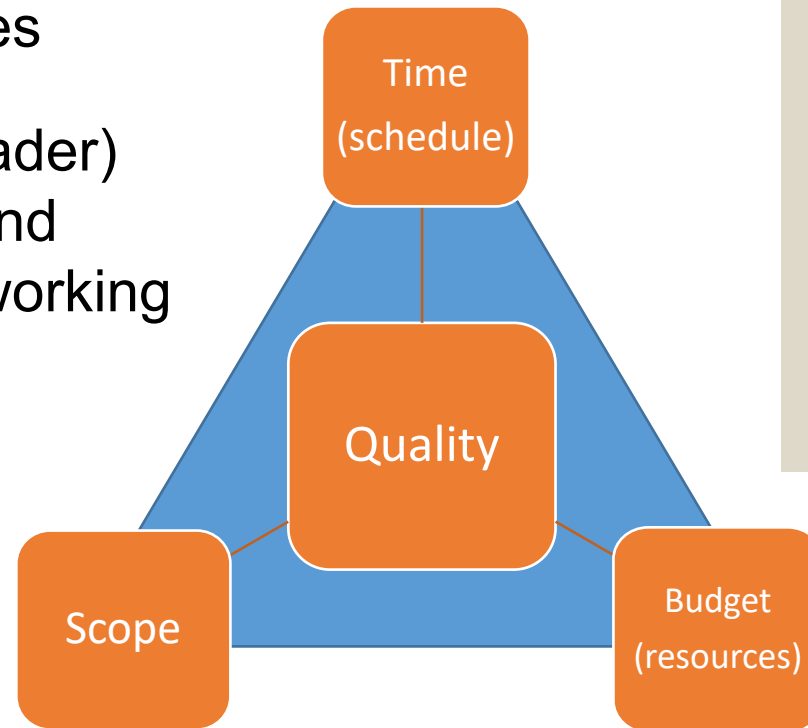


Hierarchy of planning your time



Project management: tools and approach

- **Structure** projects using tools and following principles
- Your **team** role (as leader) is to triage priorities and schedule next steps working within **constraints**



“People + Process = Success”

Lead, engage, inspire, tap into team potential



Project management is balancing 3 constraints

Scope (the fun part!)

Project scope statement

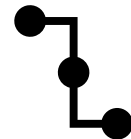


- PLANNING IS WORTH IT
Clearly define scope (goals, deliverables).
- What tasks are necessary to achieve the project goals?
- Controlling scope is critical!! **AVOID** "Scope creep"



Time (scheduling and tracking)

Software/spreadsheet



- Identify all tasks/subtasks
- Schedule dates of work
- Organize tasks in sequence – look for CONTINGENCIES
- Consider resources (people hours, access to tools, etc. in your plan)
- Build in a **buffer!**

Budget / Resources

Budgeting spreadsheet



- People hours
- Materials
- Fixed vs. variable costs
- Use vendor bids, previous work to estimate
- Do you have resources to meet your goals?

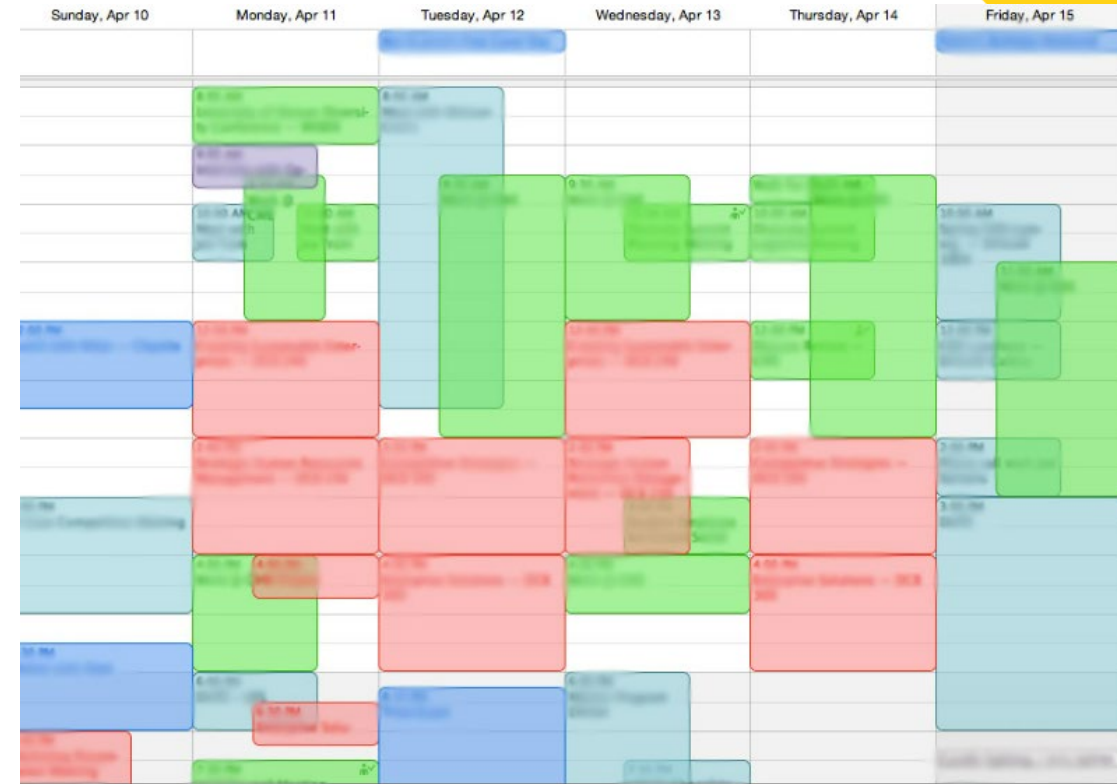
Schedule the big picture stuff. Your calendar isn't open unless you make it so.



Prioritizing Your Life: ~~Life~~ Project goals
Rocks, Pebbles and Sand

Sand Pebbles Rocks Jar

The illustration shows a pile of sand, a pile of small pebbles, a pile of larger rocks, and a glass jar. The jar is empty, representing the container for the 'big picture stuff'.



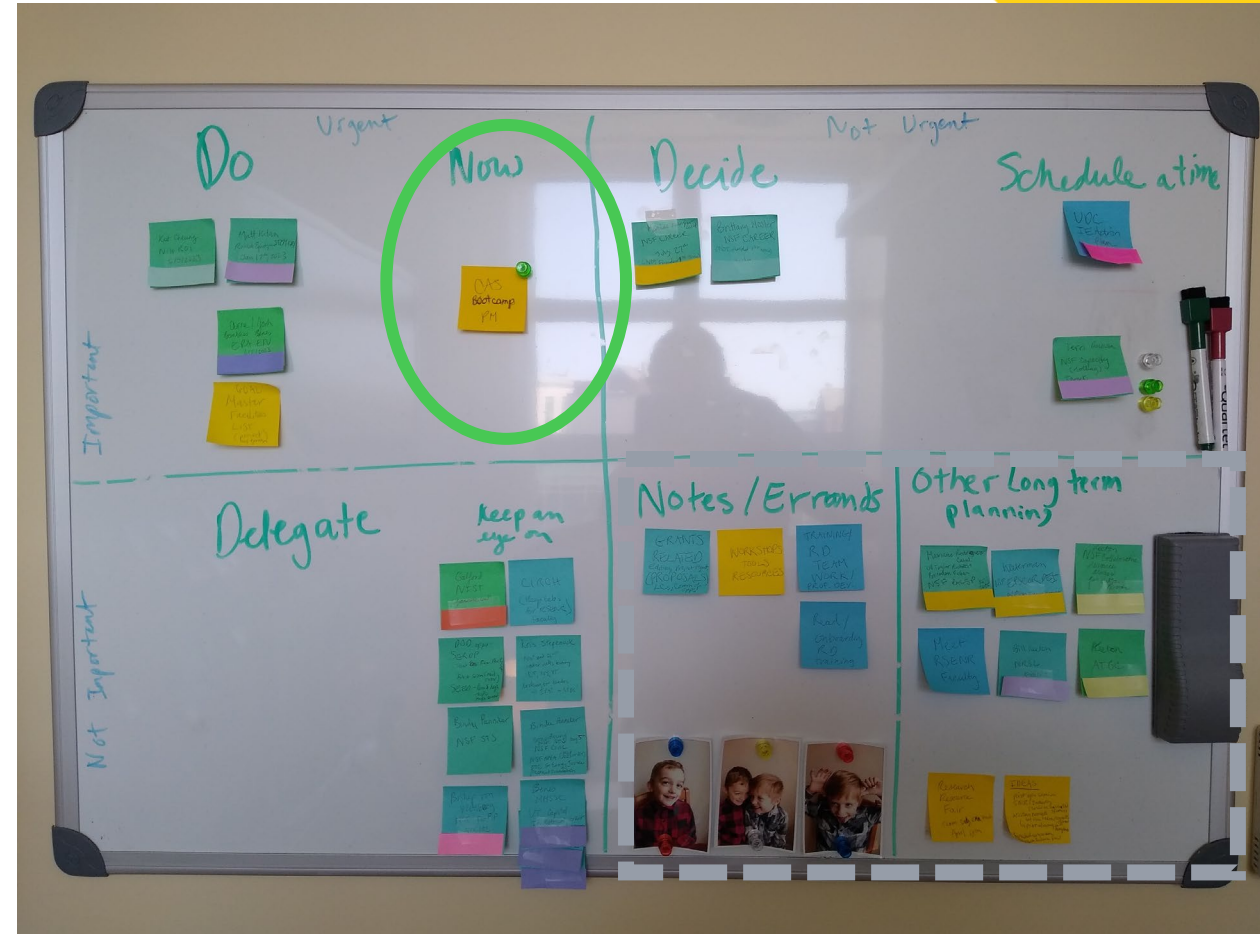
Book: ["Time to Write"](#) by Kelly L. Stone

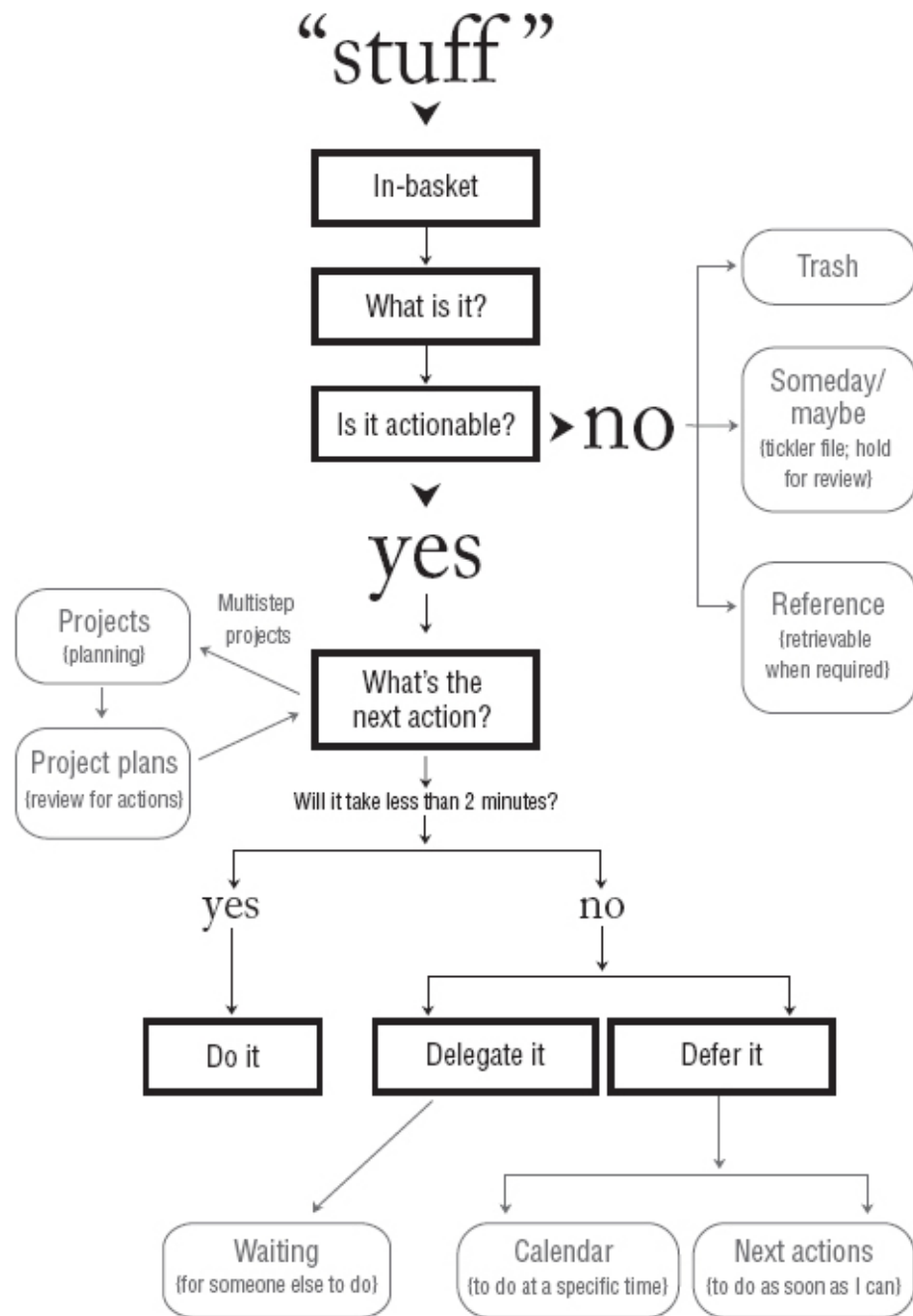
What's the "big stuff"? Quarterly reviews and planning for these if part of a group, larger blocks for creative work like writing, submitting proposals, time to have a thought...!

The Eisenhower Decision Matrix



Example: my colleague's office – it doesn't have to be fancy!





Getting Things Done by David Allen – main points

Your brain is for having ideas, **not** for holding them.

Writing things down frees up your mind.

Having a single system for keeping track of stuff allows you to relax and is worth the effort invested in doing so.

- 1) Capture – write down ideas/todos/projects
- 2) Process – turn into actions
- 3) Review – prioritize, schedule goals and actions (schedule weekly reviews)

Summary (8min) of Getting Things Done main points: <https://www.youtube.com/watch?v=4aD8WG49PY4>

Personal time management tools and resources

Should it be done at all?

- [“Four Thousand Weeks”](#) (book/perspective: Oliver Burkeman)
- Set goals and define success with [Kellogg’s Logic Model](#) (inputs, activities, outputs, outcomes framework)
- [Eisenhower Decision Matrix](#) (concept/prioritize) to use – whiteboard & post-its

If yes, it should be done: improve productivity, work efficiently:

- [“Eat that Frog”](#) (book: Brian Tracy)
- [“Getting Things Done”](#) (book: David Allen)
- [Pomodoro Technique](#) (concept) to use - set timers
- [Kanban Board](#) (concept): Teams app or [Trello](#)



*UVM library links for books **in the notes** (links go to goodreads)

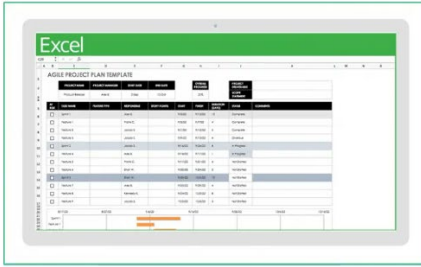
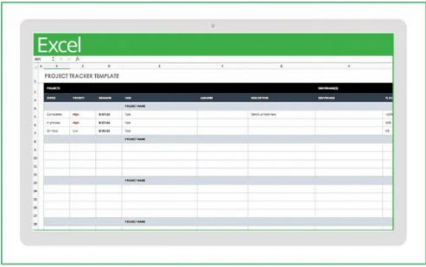
Project management tools for complex projects

Useful for **contingent** tasks: one update changes linked dates too
→ watch out for these “critical pathways”

Free templates: <https://www.smartsheet.com/top-project-management-excel-templates>

SOFTWARE

- **Microsoft Project**; paid, can request UVM license: <https://project.microsoft.com/uvmoffice.onmicrosoft.com/en-US>
- **Smartsheet**; basic is free: <https://www.smartsheet.com/>
- **Project Libre**; all free: <https://www.projectlibre.com/>
- **Asana**; basic is free: <https://asana.com/>
- **Teams** has a “Tasks by Planner and To Do” app



Project Tracker Template

Manage, track, and update all project details, and gain insight into how the project is progressing against your **project plan** with this project tracker template. Document project details, like tasks, status, priority, deadlines, budget, resource hours and more within the template.


[Download Excel Project Tracker](#)

Agile Project Plan Template

Visually manage project schedules, sprints, and task durations, track agile requirements, establish timelines, and organize resources to ensure all sprints of your Agile project stay on track with this Agile project plan template.

[Download Excel Agile Project Plan Template](#)

Tasks by Planner and To Do About ✕



Tasks makes it easy to stay organized across all your Planner and To Do tasks. Create, assign, and track tasks individually or collaboratively with your team, and see everything come together in one place.

[Learn more](#)

Create a new plan

Tab name

Teams “Tasks by Planner and To Do” (Kanban)

Visualize workflow with cards to show status, easy to update, sharable

The screenshot displays the Microsoft Teams 'Tasks by Planner and To Do' interface. At the top, there are five columns representing different stages of a workflow: 'Capture/Figure out', 'To Do', 'Doing', 'Waiting on', and 'Done'. Each column has a white box with a plus sign and the text 'Add task'. Below the columns is a task creation panel with a text input field 'Enter a task name', a 'Set due date' button, an 'Assign' button, and a large blue 'Add task' button. On the right side, a configuration panel titled 'Tasks by Planner and To Do' is open. It includes an 'About' link, a description of the feature, and options to 'Create a new plan' or 'Use an existing plan from this team'. The 'Tab name' is set to 'Tasks'. There is a dropdown menu for 'Existing plans' and a checked checkbox for 'Post to the channel about this tab'. At the bottom right of the configuration panel are 'Back' and 'Save' buttons.

<https://www.planview.com/resources/guide/introduction-to-kanban/what-is-kanban-board/>

Best practices

Tech “solutions” are only as good as the time and effort you put into them!

- Figure out what works for you
- Simplify as much as you can
- Use tools consistently to make organization a habit

Use shared tools to create consistent structure for your team

Laziness does not exist: Tips to manage overwhelm

Get clear to get “unstuck”

Is it clear what needs to be done?



Are you distracted by more urgent things?

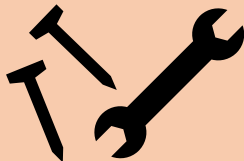


~~Does the task need to be done at all?~~

Are emotions stopping you?



If it's someone else that is procrastinating, do they have the tools and skills to be successful?



Actions to address “stuckness”

Define action and desired outcome.
(“Clarity is Kindness” if you’re in charge!)



Set priorities and reserve time



Decide - is it important? No? Don't do it!

E.g., anxiety of attempts not being “good enough”. *Creativity is messy and embarrassing*, get curious and try taking on just a little piece. You've got this.



Have you cultivated a culture where it is okay to fail, learn, and try again? Do you need to train or mentor for success?



Example: How to strategically plan for Funding Opportunities

- What are you competitive for now?
 - many **Early Career award** mechanisms have time constraints or submission limits
- If you aren't competitive now, what activities do you need to focus on to become competitive and how would you fund those? (***Milestones***)
 - (more preliminary data, publishing, develop collaboration, serve as a reviewer to gain insight)
- Work backwards from your goal timeframe (***Timeline***)
- Allow time for resubmission

Breakout Session 3. (15 minutes)

Developing your Plan

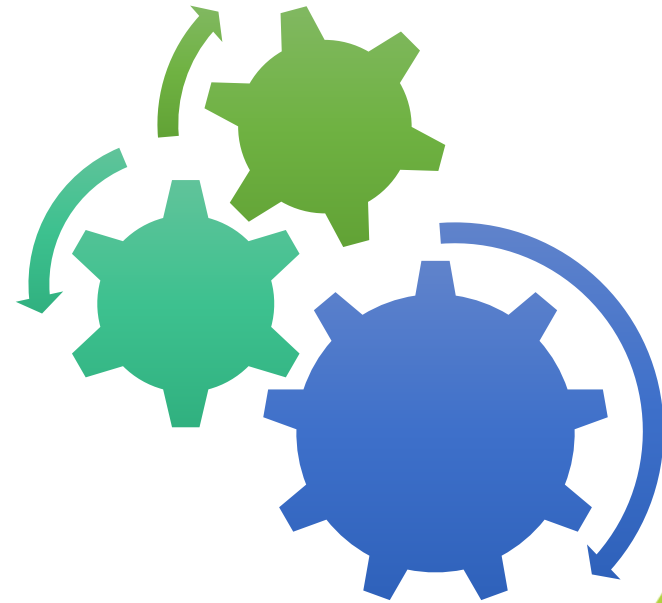


What are the “rocks” (e.g., tangible outcomes) that you need for your strategic plan?

What are your initial steps and milestones?

What barriers to progress can you anticipate?

UVM Resources to support your strategic plan



Research Development (we have a new website!)



We believe in ideas, and we want to hear yours.

Supporting UVM's research, scholarship, and creative activities.

Research Development offers a suite of services to assist scholars in their pursuit of extramural funding. Our team of trained researchers provides support during the grant development process to help proposals reach their full potential and conveys skills and experience to the UVM community to create highly competitive proposals.

REQUEST A CONSULTATION



RESEARCH DEVELOPMENT

Founded in 2020, Research Development expanded quickly to meet the high demand for grant development professionals. We are a team of research enthusiasts and our mission is to support and celebrate UVM researchers and scholars.

UVM Research Development Services

Request support services on our website: <https://www.uvm.edu/ovpr/resdev>

1:1 Grant writing and editing support

Project management services for large, complex proposals

Consults

- Finding funding consults
- Strategic planning and Request for Applications (RFA) fit consults
- Research Impact consults (<https://www.uvm.edu/ovpr/uvm-research-impacts>)

Self-service checklists and templates (via the *Resource Library* on our website)

Programs (NSF CAREER Commit to Submit, Writing Your First NIH Grant)

RD Project Management

- For early-career faculty and/or those applying to a new agency or pursuing large, complex proposals:
 - Tailored checklists
 - Tailored timelines
 - Custom outlines for the main proposal document
 - Templates for supporting documents

Date	Deliverable(s)
March 19 – April 1	Write Specific Aims
April 2	Specific Aims (1st Draft) Completed
April 3 - 29	Write Research Strategy
By April 20	Begin budget development with business manager support
April 30	Research Strategy (1st Draft) Completed
May 3 - 19	Iterative revisions to Research Strategy (<i>as needed</i>)
By May 7	Enter grant information into UVM Click
May 10 - 24	Write/update Supporting Documents
By May 11	Complete first draft of full budget (in UVM Click)
May 19	Revise Budget if needed, write Budget Justification
May 20	Full, "near final" Project proposal completed
May 21 - 26	PI, grant developer, colleagues review of text
May 26	All final, signed Letters of Support due (<i>if applicable</i>)
May 26	All final biosketches and Other Support due
May 26 – June 1	Finalization of all documents
Wed, June 2	Upload all final documents into <u>UVMClick</u> and ROUTE proposal
On or before Fri, June 4	GOAL: proposal submission
Mon, June 7	NIH Proposal submission deadline

Strategic Resources - Lewis Burke Associates

- Lewis Burke Associates is a government relations firm working with UVM
- Advise on federal programming trends, federal agency fit, and matching you with profile-raising opportunities
- *No cost to faculty*

<https://www.uvm.edu/ovpr/resdev/strategic-planning>

Strategic planning to position faculty for federal research funding and leadership opportunities.

Lewis-Burke Associates keeps UVM up-to-date on national research interests and trends, omnibus spending changes, new programs, agency and government-wide initiatives, appropriations and authorization legislation, and profile-raising opportunities. They also work closely with the U.S. Congress, the U.S. Executive Branch, thought leaders, and global organizations to build and leverage relationships that advance the policy and funding objectives of UVM.

Lewis-Burke Associates provides UVM with a steady stream of analyses and highlights funding opportunities that may

LEWIS-BURKE
ASSOCIATES LLC

You can read more about Lewis-Burke Associates on their website.

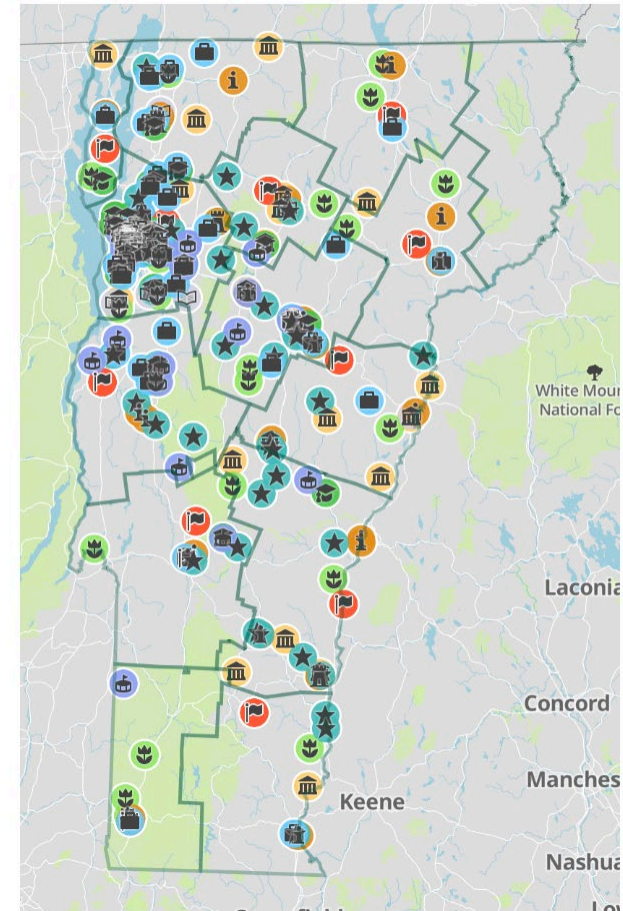
VISIT LEWIS-BURKE ASSOCIATES

Strategic Resources – UVM Office of Engagement

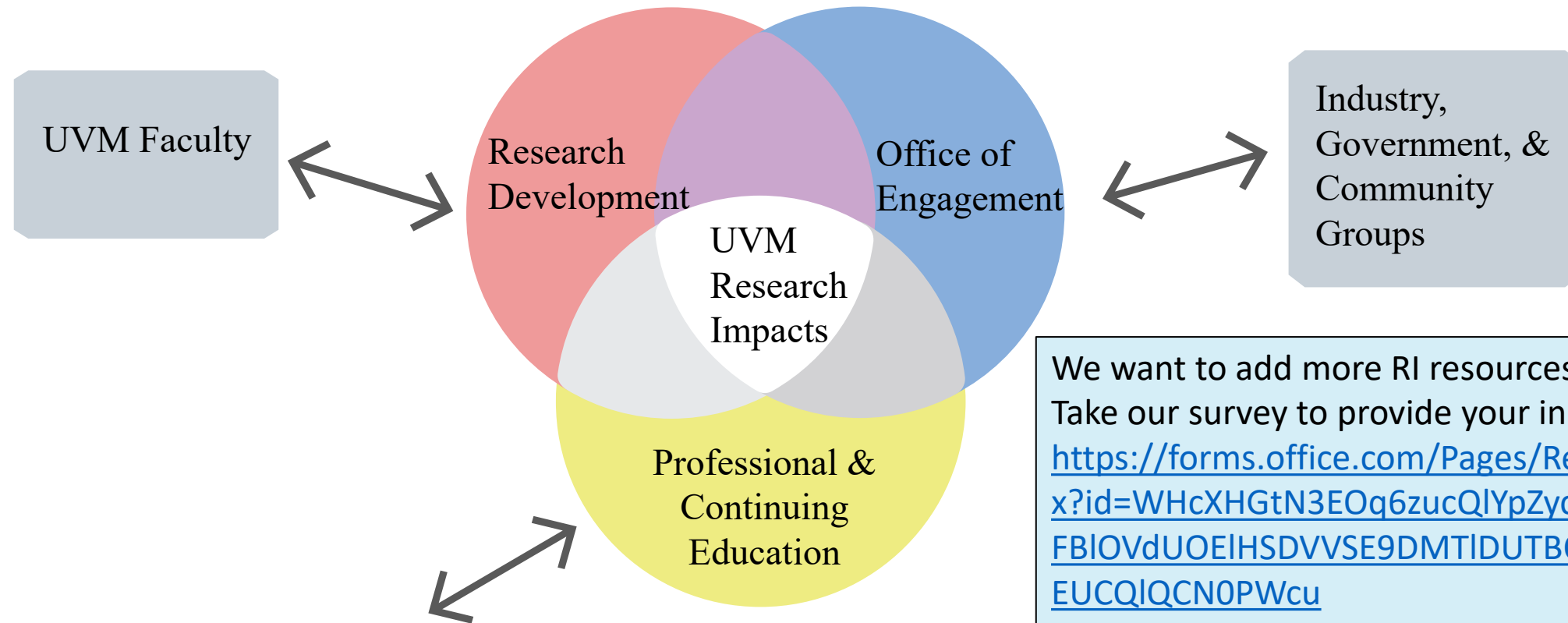
- UVM’s “front door” for private, public and non-profit entities and communities looking to access UVM’s strengths and capabilities
- Find collaborators inside and outside UVM
 - Inside: Faculty Insights tool
 - Outside: Building relationships on the institute level

www.uvm.edu/engagement

UVM Engagement Map



Strategic Resources – UVM Research Impacts



We want to add more RI resources!
Take our survey to provide your input:
<https://forms.office.com/Pages/ResponsePage.aspx?id=WHcXHGtN3EOq6zucQlYpZycDubRVTrtLpKoCiFBIOVdUOEIHSDVVSE9DMTIDUTBOQTVWUDcxS05EUCQIQCN0PWcu>

Existing Research Impact Infrastructure
(UVM Extension, EPSCoR, INBRE, etc.)

Request a consult!

<http://www.uvm.edu/ovpr/uvm-research-impacts>

Wrap up: Tips for Keeping Your Strategic Plan Alive

- Keep it in front of you
- Revisit and revise periodically (Annually? Quarterly?)
- Allow your plan to be **dynamic** – plan with flexibility
- Regularly obtain feedback on your strategic plan
- UVM resources are here to help!



Now It's Your Turn!

Homework: Put time on your calendar **now** for strategic planning!

Challenge: Connect with one or more of your peers from this session for accountability.



Thank you! For Additional Questions:

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<https://www.uvm.edu/ovpr/resdev>

Email: Research.Development@uvm.edu

Communication and stakeholder management

Lines of Communication



Communication Management Plan

Description	Frequency	Method	Audience	Owner
Name of the communication	How often it will happen	Method of communication	Who will receive the communication	Who is responsible
Project team meeting	Daily	Meeting	Project team	Project manager
Stakeholder update	Monthly	Email newsletter	Stakeholders	Project manager
Board meeting	Every two weeks	Meeting	Project board	Project manager
Contribution to department newsletter	Quarterly	Section of newsletter	Wider development	Project manager to deliver to department administration

“Clarity is Kindness” (book: Crucial Conversations – see note)

Complex Projects



Developing a Strategic Plan to Achieve Your Research, Scholarship, and Creative Goals

Define your long-term research/scholarly vision

- What do you want to accomplish in the next 5 - 10 years (or more)?
- What is your mission or purpose?
- What difference or impact do you want to make?
- What critical issue(s) do you want to respond to?
- What should your priorities be? Where should you allocate time and resources?

Breakout Session 1: Long-term Goals

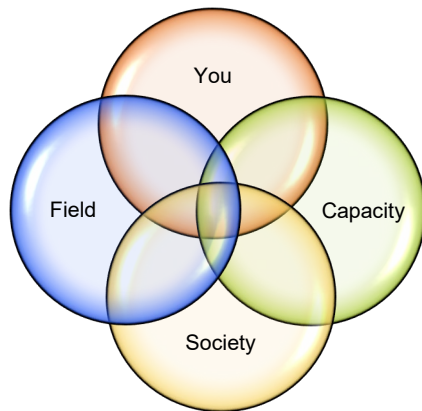
- **Where do you want to be as a researcher/scholar in 5 years?**
- **Where/how do you want to make an impact?**
- **What does success look like to you?**

Strategic Assessment: Where are you now?

- Is it an area you are still passionate and enthusiastic about?
- Do your current activities and plans align with your values?
- Do you have a strong publication record or scholarly output that will support your chosen area of research/scholarship?
- Is your research/scholarship in an exciting, vigorous, high-impact area?
- Is it in an area that is likely to be funded by federal agencies or foundations?

Breakout Session 2: Strategic Assessment of Your Current State

- **Does your current research/scholarship align with your vision?**
 - *(If not, identify areas or ways to improve alignment)*
- **What is your research impact identity?**



Breakout Session 3: Developing Your Next Steps

- **What are the rocks (e.g., tangible outcomes) that you need for your strategic plan?**
- **What are your initial steps and milestones?**
- **What barriers to progress can you anticipate?**