



FEDERAL DEMONSTRATION PARTNERSHIP
Redefining the Government & University Research Partnership

FDP Business Meeting

Michele Masucci – Temple University, Co-Chair

Alexandra Albinak – Johns Hopkins University, Co-Chair

September 20, 2021



Strategic Planning Phase VII

- **Implemented organization-wide strategic planning process from 2018-2019**
- **Goals and Objectives Established for Phase VII**
 1. Demonstrate positive impact on administrative efficiency and effectiveness
 2. Institutionalize evaluation to determine the relevance and impact of the FDP
 3. Strengthen resources and infrastructure to sustain FDP growth
 4. Actively engage community partners—administrators, faculty, and federal representatives
 5. Tell a powerful FDP story to internal and external audiences
- **Overview of Activities to date**



Agenda

- Goal 1 – Discussion of new Definition of Demonstration – Alex Albinak and Michele Masucci
 - Compliance Unit Standard Procedure (CUSP)
- Goal 2 – Evaluation Working Group Activities to date – Robert Nobles
- Goal 3 – FDP Future – David Wright
 - Financial Update – Kim Moreland
 - Reimaging FDP Meetings – Miriam Campo and Ron Splittgerber
- Goal 4 - Engagement
 - Federal Engagement Working Group – Jim Luther and Maria Koszalka
 - Volunteer Engagement – Jason Carter, Michael Kusiak
 - eRA – Lori Schultz
- Goal 5 - Communication Strategic Planning Effort – Stephanie Scott



Administrative Support

- Searching for new administrative/program support
- Moving from 25% position to 100% position
- Help with general administrative support for the FDP (40%)
- Supporting committees/subcommittees/working groups (60%)





Internal Systems Working Group

- FDP electronic systems have been created in silos
- Clear that FDP will be developing more systems inward/outward facing
- The working group is creating standards for all system development and will work to migrate all existing systems to those standards
- Need to integrate systems so to not duplicate effort and make maintenance more efficient
- Developing RFP to locate a technology company to work with the FDP on systems development and maintenance





ThoughtExchange

- ThoughtExchange is a tool to crowd source ideas (not survey tool)
- We have been using it on a test basis for some time and will be purchasing it soon
- We are developing a roll out plan that will include training for the core users of the tool
- Use the tool in conjunction with FDP groups to engage the membership to find common threads with which we can develop demonstrations





Meeting & Hotel Update

- We had hotel contracts for all meetings through 2025
- The Marriott Wardman Park Closed
- Currently two hotel contracts in place, Jan. 2022 & May 2023 (Mayflower Hotel)
- Working Group created to Reimagine FDP Meetings
 - Miriam Campo, Florida Atlantic University
 - Ron Splittgerber, Colorado State University





Personal & Institutional Profiles

- Reminder that the FDP web site hosts Personal & Institutional Profiles
- Please review your profile to make sure that it is up-to-date
- If you don't have a profile, please create one (FDP members only)
- Official Administrative Reps, please make sure that your institutional profile is up-to-date.
- Profile Instructions are located at
<http://thefdp.org/default/assets/File/Documents/FDP%20Profile%20Maintenance%20-%20personal%20and%20institutional.docx>



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FDP Funding

A Report from the FDP Finance Committee
September 2021



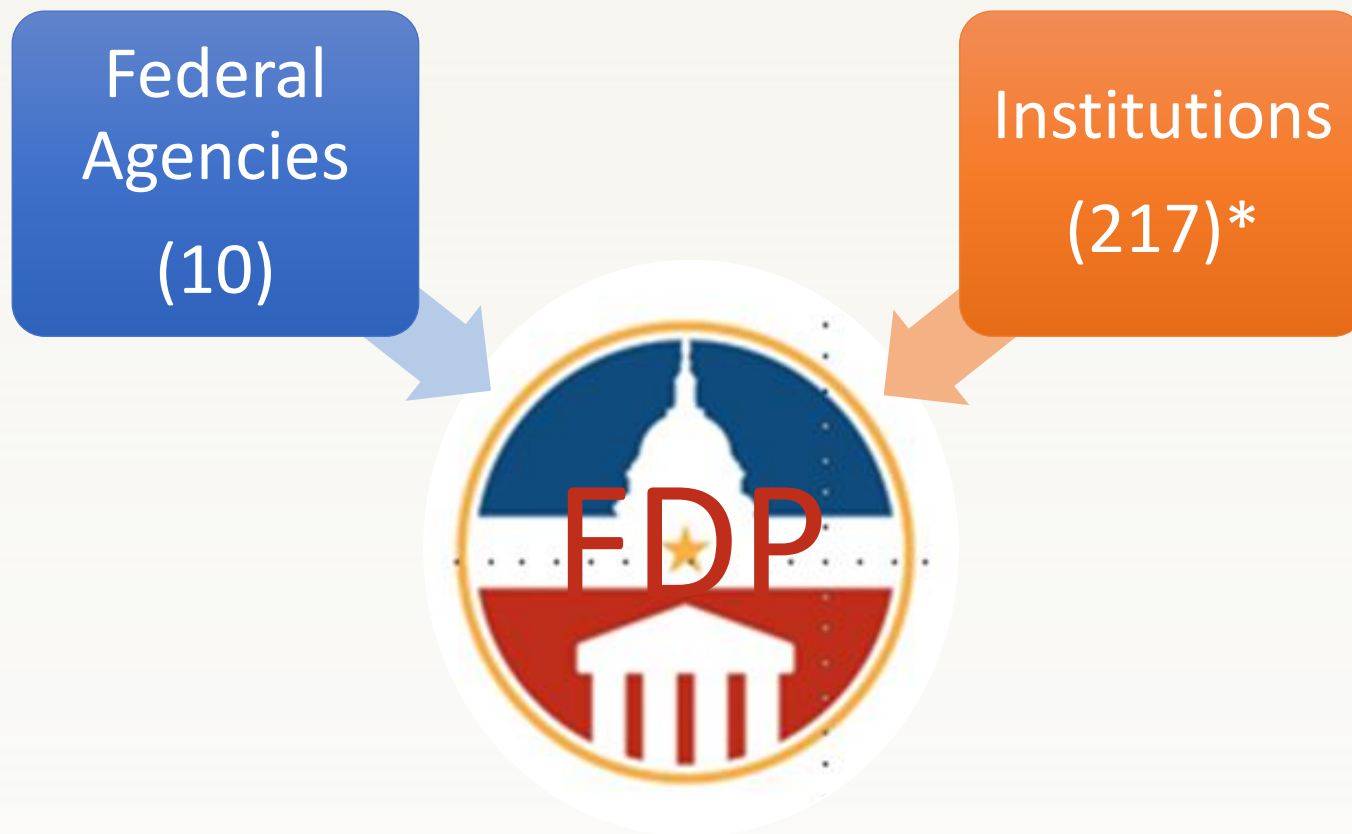
Finance Committee Members

- Edwin Bemmell, University of Miami
- Doug Backman, University of Central Florida
- Gunta Liders, University of Rochester
- Tim Reuter, Stanford University
- David Robinson, Oregon Health & Sciences University
- Alex Albinak, Johns Hopkins University, *ex officio*
- Michele Masucci, Temple University, *ex officio*
- Susan Sauer Sloan, GUIRR, *ex officio*
- Kim Moreland, University of Wisconsin – Madison, co-Chair



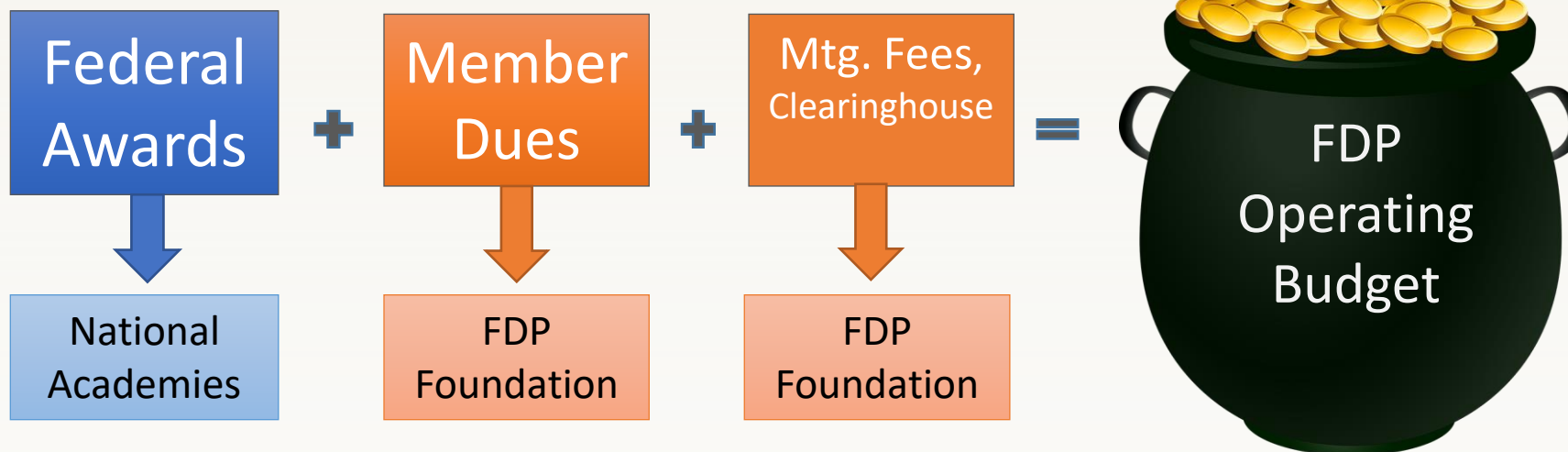
Federal and Non-Federal Partners

*Member institutions
increased from 154 to 217
with Phase VII





Sources of Funding





- Created in 2009 to assist in the management of funds from member dues
- No Federal agency involvement is allowed
- Provides flexible funds to backstop Federal awards
- Allows spending without incurring indirect costs
- Excess funds are invested with the goal of accumulating 150% of annual operating budget
- Foundation Board includes FDP Chairs, Finance Committee Chair, 2 other FDP members plus FDP Executive Director (non-voting and *ex officio*)

FDP Foundation



FDP Foundation Board

- Michelle Masucci, President
- Alex Albinak, Vice President
- Kim Moreland, Treasurer
- Tim Reuter, Member-at-large
- Twila Reighley, Member-at-large
- David Wright, Exec. Director, *ex officio*



2021 Budget Revenues

Member Dues	\$509,500
Federal Awards	\$410,000
Meeting Fees	\$135,000
Clearinghouse Fees	\$35,000
Total Revenue	\$1,089,500



2021 Budget Operating Expenses

Labor	\$288,013
Office Ops	\$48,500
Foundation-related Costs	\$18,876
Meeting Expenses	\$6,000
Committee Activities	\$68,000
Indirect Costs (NAS)	\$120,432
Total Operating Expenses	\$549,821



2021 New
Budgeted
Expenses

Meeting Cost Mitigation	\$150,000
Strategic Plan Initiatives	\$250,000
Faculty Workload Survey Deposit	\$100,000
Total New Expenses	\$500,000
Total Operating Expenses	\$549,821
 Total 2021 Expense Budget	 \$1,049,821



- Organization has grown in members by 40%
- Focus of FDP has expanded
- Strategic investments in the infrastructure are necessary – people and systems – to support:
 - Changes in how the organization functions
 - Development of electronic systems for members and non-members
 - Utilization of new communications approaches to tell the FDP story

Phase VII: Expanded Scope of FDP





Reimagining FDP Meeting (RFM) Working Group

Why was the RFM Working Group Established?

The RFM is a working group under the Program Committee. RFM was established to evaluate and redesign the FDP meeting format to best meet the goals of the organization.



Reimagining FDP Meeting (RFM) Working Group

RFM Goals:

- Reimagine the FDP Meetings
- Identify and encourage participants to join the RFM Working Group
- Survey the FDP membership to solicit input regarding meeting preferences
- Evaluate cost analysis of in-person vs. virtual meeting



Reimagining FDP Meeting (RFM) Working Group

RFM Committee Members:

Ron Splittgerber, Colorado State University

Miriam Campo, Florida Atlantic University

David Wright, Federal Demonstration Partnership

Lawson Culver, University of Tennessee Health Science Center

Ashley Whitaker, NOVA Southeastern University

RFM is seeking additional members to the Working Group. If you are interested in being part of this dynamic team, please email Ron or Miriam.



Reimagining FDP Meeting (RFM) Working Group

Please contact Miriam or Ron if you are interested in serving on the team.

Ron Splittgerber, Co-Chair
Colorado State University
ron.splittgerber@colostate.edu

Miriam Campo, Co-Chair
Florida Atlantic University
campom@fau.edu



Federal Demonstration Partnership

FDP Phase VII Strategic Initiatives –Comprehensive Program Evaluation

Robert Nobles, DrPH, MPH, CIP

Vice President for Research Administration, Emory University

Vice Chair of the Faculty Committee



Evaluation Working Group

Karen	Bales	University of California, Davis
Stephanie	Brock	Wayne State University
Chloe	Campbell	University of Florida
Alene	Denson	University of Arkansas for Medical Sciences
Tim	Foley	Wayne State University
Sarah	Gonzalez	University of Tennessee, Knoxville
Janice	Grace	Mayo Clinic
Shawn	Hoffman	University of California, Office of the President
felicia	hou	Columbia University
Michael	Kenney	Beckman Research Institute City of Hope
Elaine	Kim	Colorado State University
Beth	Kingsley	Yale University
John	Leonard	Virginia Commonwealth University
Mark	Lynam	Tennessee Technological University
Rosemary	Madnick	University of Alaska, Fairbanks
Michele	Masucci	Temple University
Edward	McKoy	George Washington University
Kate	Mollen	University of Wisconsin, Milwaukee
Rebecca	Nickleson	University of Arkansas for Medical Sciences

Elysse	Orchard	William Marsh Rice University
Dennis	Paffrath	University of Maryland
Kathy	Pennington	Florida State University
Jeffrey	Petsis	University of Pittsburgh
Panda	Powell	North Carolina Agricultural & Technical State University
Katrina	Romagnoli	Geisinger Clinic
Joshua	Rosenbloom	Iowa State University
Timothy	Schailey	Thomas Jefferson University
Peter	Schiffer	Yale University
Kelly	Shaver	College of Charleston
Leslie	Sherwood	University of Louisville
Ron	Splittergerber	Colorado State University
Katie	Stores	Emory University
Robert	Sullivan	Princeton University
Laszlo	Szabo	Temple University
Ara	Tahmassian	Harvard University
Jennifer	Taylor	Tennessee Technological University
Cynthia	Wells	University of California, Riverside
Jane C	Yaciuk	University of Oklahoma Health Sciences Center



Federal Demonstration Partnership Evaluation Framework

Type of Evaluation

- Process
- Outcome
- Impact



Centers for
Disease
Control and
Prevention.
Framework
for program
evaluation in
public health.
MMWR
1999;48 (No.
RR-11)



Federal Demonstration Partnership

Key Initial Questions of the Working Group

- What will be evaluated?
- What assessment information does FDP currently collect?
- What aspects of the program will be considered when judging program performance?
- What standards (i.e., type or level of performance) must be reached for the program to be considered successful?
- What evidence will be used to indicate how the program has performed?
- How will the lessons learned from the evaluation be used to improve FDP's impact?



Federal Demonstration Partnership

Initial Questions of the Evaluation:

- What are the specific program improvements that have been implemented after each faculty workload survey?
- What is the specific and critical role that FDP plays in government-wide initiatives?
- How many demonstration projects have been planned, implemented, and/or completed each year? During each phase of FDP?
- What activities or initiatives does FDP implement that targets or assists institutions serving underrepresented groups, including young investigators?

- Next Steps:

- Evaluation Working Group Finalizing Draft Plan
- Evaluation Plan Stakeholder Feedback: Oct./Nov. 2021



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FDP Phase VII Strategic Plan Initiatives

Federal Engagement Working Group (FEWG)

Jim Luther, Duke University, Co-Chair

Maria Koszalka, National Science Foundation, Co-Chair

Monday, September 20, 2021



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Redefining the Government & University Research Partnership

Federal Engagement Working Group (FEWG) Phase 1 – Planning Recommendations

FEWG Members: *Jim Luther*, Duke University, Co-Chair

Maria Koszalka, National Science Foundation, Co-Chair

Susan Sloan, Government-University-Industry Research Roundtable

Jerry Cohen, University of Minnesota, Faculty Representative

Susan Anderson, College of Charleston, Administrative Representative

Cindy Hope, Georgia Institute of Technology, Administrative Representative

Julie Thatcher, Institute for Systems Biology, Project Manager

Federal Consultants: Maria Koszalka, National Science Foundation

Debbie Rafi, Office of Naval Research

Michelle Bulls & Kristin Ta, National Institutes of Health



FEWG: Background

- No clear process for targeting, recruiting, engaging, and sustaining federal partnerships.
- Federal agency participation has become increasingly inconsistent over the past several years
- 2018 Federal Summit: in part to reengage federal partners, which resulted in essential guidance for incentivizing and enhancing the value in federal participation.
- Phase VII planning process, in which Federal Engagement was identified as a key priority.



FEWG: Description

During Phase 1, the **primary goal is to create guidelines and processes** for thoughtful, strategic FDP mission-enhancing federal recruitment, onboarding and sustainable engagement. Specifically, the FEWG plans to:

- Define levels of federal participation (attend, update, working groups, co-chair)
- Develop guidance to identify appropriate and effective engagement at the agency level
- Develop guidance to identify appropriate and effective engagement for individuals within an agency
- Develop guidance for strategic federal recruitment
- Develop process to on-board federal participants (both agency and individual)
- Develop mechanisms to sustain engagement throughout Phase VII
- Draft FEWG Phase 2: Implementation
- Consider federal agencies and/or individuals to pilot new guidance



FEWG: Federal Consultant Feedback

Considerations & Challenges:

- FDP is larger and more complex than at its inception. Used to work with consistent key players.
- Number of admin reps has grown exponentially and federal resources remain limited.
- Each agency has internal mandates, priorities and budget, so prioritizing FDP participation is difficult.
- Agencies experience internal evolution of systems, processes, etc. and may be focusing within.



FEWG: Federal Consultant Feedback

Suggestions:

- Be strategic about engagement because time and attention are limited resources.
- Solicit agencies for their “current topics” rather than from an FDP organizational framework to maximize agency investment and garner participation approval.
- Ensure that broad agency input is solicited early and often; consider when and how to deploy demonstrations



FEWG: Phase 1 *DRAFT* Recommendations

1. Create Federal Liaisons that check in at least quarterly to solicit federal needs, initiatives, concerns, etc.
2. Seek opportunities to create “pop-up” listening groups for any current Fed initiatives
3. Provide Agency Update Templates and create Agency Webpage(s)
4. Consider levels of Federal Engagement (e.g. “Member” vs “Affiliate” or “Visitor”)
5. Continue to evaluate opportunities to seek meaningful engagement, including working groups, committee participation, formal demonstrations, etc.



FEWG: Next Steps

- Continue vetting with agency partners, as needed
- Present and discuss with Faculty Group(s)
- Present highlights/plan at September 2021 FDP Meeting
- Develop Phase 2 Implementation Plan
- Execute



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FDP Volunteer Engagement & Nominating Working Group Survey

Jason R. Carter, Montana State University (Faculty)
Michael J. Kusiak, University of California System (Admin)



Working Group Goals

The Volunteer Engagement and Nominating Working Group will work to enhance broad participation of the FDP membership. It will promote broad participation by:

- Identifying qualified candidates for potential placement on programmatic and operational committees and working groups.
- Developing and maintaining current descriptions for co-chairs and members of committees and working groups in light of the FDP committee charges, determines reasonable estimated time commitments and identifies eligibility requirements.
- Recruiting, screening, and interviewing candidates for placement in leadership and membership and maintain a list of eligible candidates for future opportunities.
- Working with committees and work groups to develop standard practices in how individuals are included in committee and work group activities.



Overview and Response Rate

- Survey sent to chairs/co-chairs of all committees, subcommittees, working groups to collect data on recruiting and engaging volunteers/leadership.
 - Survey questions focused on size of groups, how often they meet, how members and leaders are selected/rotate (including diversity indicators).
- **82% response rate to survey**
 - 92 surveys sent out; 76 responses received.
 - 59 unique individuals provided due to multiple committee duties.
- Responses were received that covered every committee, subcommittee, and working group.



Size of Group

- Widely variable, ranging from 2 (i.e., working groups) to 60 (Compliance and Animal Care).
- When asked “*What would be the ideal committee size?*” it rarely matched current size, but was split between if group should be larger or smaller.
 - 39 of 76 respondents (51.3%) suggested a number/range between 10-20 members, with 10-12 and 12-15 as commonly listed ranges.
 - There were several with much larger expectations (i.e., 20-25 range), likely due to needs.
 - *Unclear how some committees/subcommittees/working groups differentiate the membership vs. leadership responsibilities.*



How often do groups meet?

- Data about how often groups meeting at FDP's three yearly meetings was incomplete. However, it appeared that most groups regularly meet at an FDP at least once if not more per times per year.
- 64 of 76 respondents (84.2%) reported that their group met outside of regular FDP meetings.
 - Most frequent interval was bi-weekly; others "as needed"



Leadership and Membership Rotation

- 70 of the 76 respondents (92.1%) reported that there was no regular rotation of leadership.
- 42 of the 76 respondents (55.2%) were in favor of developing some FDP-wide parameters/recommendations for appointing members/leadership.

Open Comments Section: “Having standards around this will allow a nice balance between longevity and historical knowledge and bringing in new ideas and people.”



Diversity

We asked if groups currently take into account the following diversity measures:

- Institutional diversity (i.e., Emerging Research Institutions, R1 institutions, public/private, etc.)
- FDP rep designation diversity (i.e., Faculty, Admin, Technical)
- Gender diversity
- Geographic diversity
- Ethnic/racial diversity

** We emphasized to respondents that this inquiry was designed to be “educative” in nature, and not intended to compare or shame certain groups. As such, we encouraged “honest” answers on current practices.*



Diversity Responses

Of the 76 responses to the diversity question:

- 11 yes responses for institutional diversity (14.5%)
- 24 yes responses to FDP representative diversity (31.6%)
- 8 yes responses for gender diversity (10.5%)
- 19 yes response to geographic diversity (25%)
- 9 yes responses for ethnic/racial diversity (11.8%)



Responses to open-ended diversity question

“Generally speaking, we take anyone who is interested in helping. For my subcommittee, I have not been responsible for any of the recruitment.”

“The committee does take into account DE&I when recruiting new members. The acceptance of every individual's differences helps us make the best choices for our committee that will benefit the FDP organization.”



Responses to open-ended diversity question

“For some of the phases of the working group effort, we only received two volunteers, which makes it difficult to fully consider diversity in appointing members. But, we are making a good faith effort to ensure that anyone who has expressed interest in the working group project is aware of all opportunities to participate.”

“We want to be sure we are thinking about institutional needs from a range of subrecipient and PTE organizations, so good representation is critical. We also think about how we can bolster other facets of diversity when recruiting for working group leads.”



Other General Feedback from Respondents

- Multiple comments about a better website and organizational administrative support. – *Work In Progress*
- Another theme was continued improvements to the onboarding and orientation process.
 - “There needs to be better onboarding and orientation for new general FDP members, plus a standard onboarding for working group members. Committees should have initiative-based charters, or at least the charge to be initiative driven. General Members should have good profiles of Knowledge/Skills/Abilities they are willing to contribute to group initiatives. If not a link to their LinkedIn profile. This would make it easier to recruit members.”



Summary

- Groups have various practices in how they organize their membership and how often they meet. Some heterogeneity is likely needed and beneficial, but over half of respondents thought some FDP-wide guidance would be helpful.
- Survey respondents observed challenges with sustained volunteer engagement.
- While some groups have or are developing procedures for selecting membership, many are open to all interested and/or feature self-selection with limited guidelines for ensuring diversity.



Preliminary Recommendations

- **Recommendation 1.** Have each committee/subcommittee working group formally establish a preferred committee size (e.g., 12-15, 20-25, etc.) that best fits their unique needs.
- **Recommendation 2.** For larger committees (i.e., 20-60), ensure there is a process for how leadership roles function and are established.
- **Recommendation 3.** Require all each committee/subcommittee working group to establish a regular rotation for the group (or leadership roles of the group) that allows for balance of new members and continuity.
 - Example. For a committee with target size of 15, have three-year terms (renewable once) that rotate 1/3 of the committee at the May FDP meeting.
 - Example. For a committee with target size of 50, have five-year terms for a small leadership team of five (including chair/co-chair) that will rotate one person per year.



Preliminary Recommendations

- **Recommendation 4.** Encourage each committee/subcommittee working group to strive for membership diversity as valued by FDP (i.e., institutional size, representative designation, gender, ethnicity/race, geographical distribution), with acknowledgement that flexibility is necessary and there is no one-size-fits-all approach.
- **Recommendation 5.** Encourage each committee/subcommittee working group to meet regularly outside of the three FDP meetings at intervals that make sense for given group needs and activities.



Preliminary Recommendations

- **Recommendation 6.** Regularly visit the committees/subcommittees working groups to ensure efficiencies, and be prepared to sunset, merge or elevate working groups.
 - Example. There are some redundancies between this Volunteer Engagement and Nominating WG effort and aspects of both the Membership Committee and the evolving Infrastructure Committee. We recommend this WG be dissolved and incorporated into one of those efforts.
- **Recommendation 7.** Institutionalize FDP organizational efforts and infrastructure (e.g., professional staff) to assist with various committees, subcommittee working group activities and organization.



FEDERAL DEMONSTRATION PARTNERSHIP
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FDP Communication Committee

Stephanie Scott, Columbia University

FDP Communications Chair

communications@thefdp.org



FDP Communications Committee

Our work includes, but is not limited to:

- Developing and maintain an overall communication and outreach plan for FDP.
- Set up style guidelines
- Providing oversight and direction of the FDP web site.
- Editing and approving publications that will have broad viewership.
- Compiling and disseminating high-level meeting summaries.
- Marketing & Outreach



Committee Workgroups & Initiatives Leads

- FDP Communications Strategic Plan – Stephanie Scott & Jennifer Taylor
- Faculty Liaison – George Uetz
- Session Summaries – Ben Mull & Jeff Petsis
- Marketing & Outreach - Barb Gardner & Sarah White
- Policies, Style Guidance – Csilla Csaplar & Tolise Dailey
- Website – Rasha Abed & Jamie Sprague
- Infrastructure Committee Liaisons/Project Mgt Tools & Support – Mora Harris with Denise Moody



Phase VII Strategic Plan

Tell a powerful FDP story to internal and external audiences

- Develop targeted communications directed at federal agencies that explains why they should initiate or increase their involvement in FDP and how involvement will benefit them.
- Increase participation on the Communications Committee.

How?

- Develop a comprehensive communications and marketing plan for FDP. Prepare and update annually a compelling FDP story in brochure or online format.
- Summarize key accomplishments, upcoming activities, and the benefits of joining and participating with FDP. Share the story broadly with federal partners, FDP institutions and non-FDP institutions. (Explore options for getting expert professional support.)



To accomplish over next year

- Communications Strategic Plan
- Develop new website
- Contact communications@thefdp.org



eRA Committee Restart & Refresh





So much has changed....

- Research administrators don't need the same level of support on a new "electronic" system as they did when we first started
- FDP has many new institutional members – how do we leverage their willingness & expertise?
- Research Administration technology is about system design, data interoperability and integration of systems wherever possible



eRA Strategy Sessions

- 5 facilitated sessions in August/September to:
 - Hold on to what works
 - Let go of what doesn't
 - Reframe our purpose & mission
 - Re-evaluate & reinvigorate membership





Results



- A new name: Research Systems Technologies Committee (RTSC)
- A new purpose:
 - Advocate for, optimize, and integrate technology solutions across the full life cycle of the research enterprise
- What we do: standards, best practices, quantify impacts of proposed regulatory changes to systems, conduct demonstrations
- A new commitment to ensure membership reflects the diversity of FDP institutions



- Final session was on Friday, September 24
- Review & consume output from facilitator
- Define committee structure & membership going forward
- Define priority project(s) for 2021-22
- Engage FDP volunteer community

**Ok
Ok
What's
Next?**



CUSP Project



- Goal: Create an online repository where participating institutions can share standard procedures used in animal care protocols.
- A burden reducing initiative of the 21st Century Cures Act



CUSP Project

Education & Outreach

Michelle Brot & Scott Bury

Help Desk

Elaine Kim & April Ripka

Federal Partners

OLAW: Axel Wolff, Neera Gopee

USDA: Carol Clarke

VA: Alice Huang, Marissa Wolfe

Quality Control

Eva McGhee & Cyndi Rosenblatt

Technical Systems

Mark Hnath

Steering Committee & Working Group

- 62 participating institutions
- >100 individuals who have contributed to the project

Overall Project Direction & Oversight: *Aubrey Schoenleben & Sally Thompson-Iritani*



CUSP Project



- Build and testing of Beta site completed May 2021
- Transition to more modern technology stack in progress!
- Testing of new site to begin October 2021

Learn more at our session on 9/23 @ 11am!