Strategic Planning for Research Careers at HSIs
Overview

- Introduction to CAHSSA and co-investigators
- Funding in the Arc of Your Career
- Strategies, tools, and processes for planning a productive research career
- My NSF Application Process
  - Guest Presenter: Lydia Dixon, Assistant Professor of Health Science, Cal State University Channel Islands
- Virtual Networking
Co-Investigators and Personnel

• **Barbara Endemaño Walker**
  • Director of Research Development and Special Assistant to the Executive Vice Chancellor for Diversity Initiatives, UC Santa Barbara

• **Belinda Robnett**
  • Professor Emerita of Sociology, University of California, Santa Barbara

• **Leslie Ponciano**
  • Director of Research Opportunities, California State University Chancellor’s Office

• **Holly Hapke**
  • Director of Research Development, School of Social Sciences, UC Irvine

• **Isha Bhallamudi**
  • Doctoral Candidate, Department of Sociology, UC Irvine

• **Billy Wagner**
  • Professor of Health Sciences and Sociology, CSU Channel Islands Executive Director, Social Science Research & Instructional Council of the CSU
CSU Social Science Research & Instructional Council (SSRIC)

• 21 of 23 CSU Campuses have representation
• Annual faculty awards: CalSpeaks Fellowship, ICPSR Stipends, Instructional Materials Awards
• Access to secondary data sources: ICPSR and others
• Annual Student Research Conference
• Workshops
• Coming Soon: possible grant support ($ +/or admin)
• *Billy Wagner, Executive Director of SSRIC: billy.wagner@csuci.edu*
Introduction to CAHSSA
Origin Story

• NSF Build and Broaden Program

• B&B supports fundamental research at minority-serving institutions (MSIs) and encourages research collaborations with scholars at MSIs.

• NSF has received comparatively few grant submissions from MSIs.
  • Between January 1, 2010 to December 31, 2020, roughly 1,000 proposals were funded by the SBE Directorate to UC and CSU campuses. Of these
    • 6% were funded to CSU institutions
    • 62% of these awards went to campuses that are not MSIs.
Our Critical Approach

• NSF attributes the lack of proposals to MSIs having “varying degrees of familiarity with funding opportunities within NSF and particularly within the Social, Behavioral and Economic (SBE) Sciences Directorate.”

• CAHSSA seeks to understand additional limitations for HSIs in California:
  • Hispanic-serving and teaching-serving missions of institutions and faculty
  • Community-based and qualitative approach to social science research
  • Potential biases in review for proposals from MSIs
  • Focus on how NSF can improve to accommodate Hispanic-serving social science research
CAHSSA Interventions

1. Webinar Series
   • Demystify NSF to social scientists in UC and CSUs
   • Train faculty in writing competitive SBE proposals

2. Mentored Proposal Writing Groups (fall 2022 and 2023)

3. Collaborative proposal writing retreats (winter-spring 2023 and 2024)

4. Social Science Leadership seminar series

5. Research projects
   1. Characterizing Hispanic-serving social science survey
   2. Content analysis of NSF proposal review
POLL

• UC or CSU?

• Have you applied for an external grant before?

• List your discipline in the chat
Funding in the Arc of Your Career
Intentional Planning Mapped to Tenure and Promotion

**Milestones**
- Pre-Tenure Reviews
- Tenure (Associate Professor)
- Full Professor
- Full Professor Step 6
- Other?

What is departmental and divisional culture and expectation for each milestone?

What are you rewarded for? (And not rewarded for?)

Find out! Ask chair, mentors, faculty who have recently achieved each step, members of CAP/RTP
Why Do You Need a Strategic Plan?

• people who develop and implement strategies to pursue career-specific goals achieve greater career success as measured by salary, promotions, and level of responsibility
  

• they also report greater career satisfaction and rate themselves as more successful than their peers compared to those without career plans

Portfolio Connections and Balance

- Service
- Research
- Publishing
- Teaching
The Arc of Your Career

• Seed – Pilot Funding or Collaboration
• Early Career Award
• Conference Travel
• Residential Fellowship
• Research Grants and Fellowships
  • Individual
  • Collaboration
• Large Center Grants
• Scholarly Prizes
• Training Grants

STRATEGIC TIMING: limited submissions and limit on number of applications
Forms of funding - Fellowships

• Fellowships
  • Submitted by individual (you)
  • Funded to individual
  • Lump sum (not an itemized budget)

• Example:
  • American Council of Learned Societies (ACLS)

• Plan in advance administration if requesting course buyout, release to grant, or salary supplement
Forms of Funding - Grants

• Grants
  • Submitted by your institution on your behalf
  • Funded to university
  • Itemized budget
  • Indirect Costs (IDC) – overhead applies
  • Institutional grants manager manages and monitors funds
  • Reporting required
  • Unexpended funds returned to funder

• Examples:
  • Federal agencies (NSF, NEH)
Individual v. Collaboration?

• Do you need to collaborate to establish your record before going for your first NSF grant or NIH R01?

• Could your project be innovated by a new contribution?
  • Methodological
  • Theoretical
  • Data, sites, materials

• Do you like working with other people?

What is the context in your discipline or department?
Developing Collaborations

• Identifying the Right People
  • Word of mouth – ask your mentors, colleagues, and Office of Research / Research Development office
  • Literature or funding agency search – who has recently been funded or published in the area you are seeking?
  • NIH Matchmaker: https://reporter.nih.gov/matchmaker
  • Some funding search engines have expertise databases (PIVOT)

• Introduce yourself, or ask for an e-introduction from someone

• Time and Accountability?

• Collaboration Agreement – how do all benefit?
  • NIH: https://www.nhlbi.nih.gov/about/intramural-research/collaborative-research-agreements

• Collaboration and Team Science Field Guide
NSF

TRAINING

- Discovery Research PreK-12 (DRK-12)
- Research Experiences for Undergraduates
- Improving Undergraduate STEM Education: Hispanic-Serving Institutions (HSI Program)
- Research Traineeship (NRT) Program

Post-Doctoral

- Social, Behavioral, and Economic (SBE)

Early Career

- Regular Grants
- CAREER

Early, Mid-, and Advanced Career

- Regular Grants
- Collaborative Grants
- Small Business Collaborations (SBIR & STTR)
- Other Cross-Cutting Opportunities
NIH

Graphic represents a small sample of NIH funding mechanisms available.
Extramural Early Career Awards

- American Association of University Women (AAUW) American Fellowships
- American Council of Learned Societies Fellowship Program
- Ford Foundation Postdoctoral Fellowship
- National Geographic Society Level I Grant
- NSF CAREER (SBE and EHR)
- Russell Sage Foundation
  - Proposal Development Summer Institute
  - Pipeline Grants Competition
- Sloan Research Fellowships (Economics)
- Wenner Gren Hunt Postdoctoral Fellowships (Anthropology)
- William T. Grant Scholars
Extramural Mid-Advanced Career Awards

- Fitch Mid-Career Fellowship (historic preservation)
- Getty Scholar Grants
- Guggenheim Fellowship
- NSF Mid-Career Advancement (MCA)
What Can You Fund?

- Personnel — self, students, co-PIs
  - Salary
  - Benefits
- Travel
- Sub-Contracts (collaborators or consultants)
- Participant Support
  - (e.g. conference and training costs that includes external people other than salaried personnel)
- Other Direct Costs
  - Equipment
  - Supplies and Materials
  - Telephone and fax tolls specific to project
  - Software
  - IT Support
  - Human subjects payments
- Indirect Costs
Steps in fund source seeking

• Find out who funds the work you admire or cite
• Do electronic database and internet searches
• Narrow the list, determine feasible targets
• Research each funder thoroughly
• Contact program officer (more details in future webinars)
Funding Search Engines

- Grants.gov
- Philanthropy News Digest
  - https://philanthropynewsdigest.org
- Campus Subscription
  - PIVOT
  - SPIN
  - Grants Resource Center (CSU)

- Individual Subscriptions
  - Thompson Grants ($29/month)
    - https://www.thompsongrants.com/ce-trial
  - Grant Select ($150/3 months)
Research Target Agencies

• Study Websites
• Understand mission, goals, and mandate of funder
• Understand submission and review process
• Try to find out who reviewers are
  • NSF – confidential
  • NIH published study section
  • NEH – confidential
  • Private funders - it could be the executive committee or advisory board
Assess Previously Funded Research

• Review awards database on agency website
  • Titles
  • Abstracts
  • Award amounts

• Find out average budgets, project duration, success rates

• Find colleagues who have been funded and ask
  • Sample successful proposals
  • Advice
Finding / Funding the “Sweet Spot”

Your primary research interests

What agencies are funding

Your secondary research interests or collaborative research
Sequential and Patchwork Funding

• Coordinate multiple funding sources
• Many projects in SS and HSS disciplines are not fully funded by one source
Strategies, tools, and processes for planning a productive research career
Create a Mental Map

- Bullet Journal *
- Calendar
- Publishing Pipeline
- Spreadsheet
- White Board
- Coggle
- Mindmeister

Include:
- Short and Long Term Goals
- Deadlines
- Target Grants
- Target Journals for Publications
- Conferences
- Courses
- Other?
Portfolio Connections and Balance

- Service
- Research
- Publishing
- Teaching
# 6 Year Plan Template

**Milestone:** _________________

<table>
<thead>
<tr>
<th>Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Goals</th>
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<td>Conferences &amp; Presentations</td>
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</table>
# Project Logic Model
(Reverse Engineering)

*(this example is for a grant, but you can adapt for other long term goals)*

## Action Plan / Logic Model Worksheet

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities &amp; Outputs</th>
<th>Short Term Outcomes and Impacts target date:</th>
<th>Medium Term Outcomes and Impacts target date:</th>
<th>Long Term Outcomes and Impacts target date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>faculty position</td>
<td>proposal writing workshops</td>
<td>understanding of funding agency mission</td>
<td>revise proposal</td>
<td>NSF Grant</td>
</tr>
<tr>
<td>professional development</td>
<td>sample successful proposals</td>
<td>draft proposal and budget</td>
<td>submit NSF proposal</td>
<td>Course release - time for research and writing</td>
</tr>
<tr>
<td>community of colleagues</td>
<td>talk to program director</td>
<td>feedback from peers and experts</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>schedule regular writing</td>
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<tr>
<td></td>
<td>writing accountability group</td>
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<td></td>
<td>peer review group</td>
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</tr>
</tbody>
</table>
Writing Habits

• Daily Writing (Boice, Silvia)
  • Join or start a Write on Site Group
• Free Writing (Elbow)
• Identifying and Developing your Writing Habit (Sword)
Project Management Tools
GANTT Chart
(project/proposal-level planning)

<table>
<thead>
<tr>
<th>Task 1</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
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<tr>
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<td>Mar 3-7</td>
<td>Mar 10-14</td>
<td>Mar 17-21</td>
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<td></td>
<td>Mar 24-28</td>
<td>Mar 31 - Apr 4</td>
<td>Apr 7-11</td>
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</table>

<table>
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<tr>
<th>Task 2</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
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<td>Mar 3-7</td>
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<table>
<thead>
<tr>
<th>Task 3</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mar 3-7</td>
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<td>Mar 31 - Apr 4</td>
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</table>
Getting Things Done

• **STEP 1: CAPTURE**
  • Write, record, or gather any and everything that has your attention into a collection tool.

• **STEP 2: CLARIFY**
  • Is it actionable? If so, decide the next action and project. If not, decide if it is trash, reference, or something to put on hold.

• **STEP 3: ORGANIZE**
  • Park reminders of your categorized content in appropriate places.

• **STEP 4: REFLECT**
  • Update and review all pertinent system contents to regain control and focus.

• **STEP 5: ENGAGE**
  • Use your trusted system to make action decisions with confidence and clarity.
Annual – Monthly – Weekly Plan Inspiration from Academia

• What Is Your Vision? Beyond Time Management for Academics
  http://getalifephd.blogspot.com/2011/03/what-is-your-vision.html

• A Step-by-Step Guide to Being an Organized Person in Academia

• Five Steps to Making a Semester Plan for Academics
  http://getalifephd.blogspot.com/2012/01/five-steps-to-making-semester-plan-for.html

• Start the Semester off Right: Make a Weekly Template

Shout out to Tanya Golash-Boza at UC Merced!
National Center for Faculty Diversity and Development (NCFDD)

• Campus and individual subscription
• SKILL #1: Every Semester Needs a Plan (recording)
• SKILL #2: How to Align Your Time with Your Priorities
• SKILL #4: Mastering Academic Time Management
• Bi-annual Writing Challenge
• Faculty Boot Camp
• Individual Membership: https://www.facultydiversity.org/join
AAAS IDP

• AAAS Individual Development Plan
  • https://myidp.sciencecareers.org/
  • 6-Year Plan Template
  • Annual Planning Guide

• USC Office of Postdoctoral Affairs – plans for social scientists and humanists
  • https://postdocs.usc.edu/scholars/career-development/idp/
Campus Resources

- Research Office
- Research Development – Strategic Initiatives Office
- Faculty Development Office
- Library (search engines, data management plans)

- ASK YOUR RESEARCH OFFICE!
Guest Presentation

MY NSF APPLICATION PROCESS

Guest Presenter: Lydia Dixon
Assistant Professor of Health Science
Cal State University Channel Islands
Networking for Collaboration
Networking Breakout Prompts

1. Introduce yourselves
   • Brief Description of Your Research Interests
   • What is your Favorite TV Show Binge?

2. OTHER Prompts for Discussion
   • How can CAHSSA networking support your research goals?
   • Are you looking for a collaborator?
   • What is your experience with collaboration?
Future Webinars

• Funding Strategies for Social Scientists at HSIs
  February 18, 2022, 10:00 – 12:00

• Anatomy of a Winning Proposal
  March 17, 2022, 12:00 – 2:00

• Developing Grant Budgets & Data Management Plans
  April 22, 2022, 10:00 – 12:00

• Describing Social Science Methods in Proposals
  May 19, 2022, 12:00 – 2:00

REGISTER HERE: https://cahssa.ucsb.edu/programs
All Links in this Presentation
https://cahssa.ucsb.edu/strategic-planning-resources

NSF Build and Broaden Program

Collaboration Resources
•  Collaboration Agreement – how do all benefit?
  •  NIH:  https://www.nhlbi.nih.gov/about/intramural-research/collaborative-research-agreements
•  Collaboration and Team Science Field Guide
•  NIH Matchmaker
  •  https://reporter.nih.gov/matchmaker

Funding Search Engines
•  Philanthropy News Digest
  •  https://philanthropynewsdigest.org
•  Thompson Grants ($29/month)
  •  https://www.thompsongrants.com/ce-trial
•  Grant Select ($150/3 months)
  •  https://www.grantselect.com/index.html

Strategic Planning Templates (downloads)
•  6 year plan template
•  Project Logic Model
All Links in this Presentation (cont’d)

Tanya Golash-Boza, UC Merced – Get a Life PhD Blog
• What Is Your Vision? Beyond Time Management for Academics
  • http://getalifephd.blogspot.com/2011/03/what-is-your-vision.html
• A Step-by-Step Guide to Being an Organized Person in Academia
• Five Steps to Making a Semester Plan for Academics
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• Start the Semester off Right: Make a Weekly Template
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National Center for Faculty Diversity and Development (NCFDD)
• https://www.facultydiversity.org
• Individual membership: https://www.facultydiversity.org/join

Individual Development Plans (IDPs)
• AAAS Individual Development Plan
  • https://myidp.sciencecareers.org/
• USC Office of Postdoctoral Affairs – plans for social scientists and humanists
  • https://postdocs.usc.edu/scholars/career-development/idp/
THANK YOU!