

SUCCESSFULLY MANAGING YOUR R01

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This Talk

- What it is not:
 - A cookbook for how to manage a grant.
 - Detailed review about the rules and regulations for grant management.
- What we'll do:
 - Provide a philosophy and general approach to grants management.
 - Discuss some of the pertinent details of the practical aspects of grants management.
 - Take your questions and discuss ideas and your specific situations.

Being a PI Means Managing a Small Business: Who Knew??

- Elements of grant management:
 - Budget
 - Organizing your environment
 - Staffing
 - Managing your research team (including contracts and sub-awards)

Budgeting: Thinking Ahead To Be Successful When You Are Funded

- Learn to write a realistic budget.
- A good budget includes a well-written and detailed budget justification.
 - *People leave out the most obvious budget items.*
 - *A good budget justification allows not only the reviewer to assess your budget but an opportunity for you to think it through.*
 - *Identify the absolutely critical items you must have to successfully operationalize your research.*
 - *Make sure you know what your department will or will not pay for.*
 - *Make sure you have enough staff to collect the data – remember you are not a graduate student or trainee anymore.*
- Don't believe it when they tell you to low-ball your budget so that you can get funding – you will live to regret it! If you are funded, you will take a budget cut!
- Have a senior investigator in your area help you.

Managing the Budget



- You have the grant. Now what?
 - *Make sure you have a fiscal administrator (FA) who will actually handle and track the money.*
 - *Develop a good working relationship with your FA and make sure s/he knows the basic purpose of the research.*
 - *Work with you FA to:*
 - Create a list of baseline purchases you require (if you have to contract for services, give yourself plenty of time).
 - Track sub-awardee expenses if applicable (remember to separate out direct and indirect expenses).
 - Review monthly expenditure reports and projected carry forward.
- Learn to embrace you inner accountant.

The Research Environment

- Organize your environment
 - Revisit your protocol
- The research enterprise needs structure
 - Lab or office space
 - Management structure
 - File system: electronic and paper
 - Order the equipment you need as soon as the NGA arrives

Staffing

- Your staff are critical to a well-managed grant
 - If the project is sizeable, has multiple data collection sites, sub-awards, complex data, or more than two staff, always plan for a project coordinator or at least one RA who is more experienced.
 - Have a plan for how to organize your research team, including contracts and sub-awards.
 - Understand the basics of your HR system and issues around hiring, firing, and severance. Remember, most university will make your grant pay for severance, sick time, and vacation time.
 - Break it all down into the minutia of managing the office and collecting and managing the data.
 - Have someone who knows how to manage data.

Managing Your Research Team



- **Don't make these assumptions:**
 - Everyone knows what the goals of the research are.
 - All the sub-award sites or different clinical sites can operate exactly the same way.
 - The protocol can be implemented exactly as it is written in the grant.
 - You only need to say it/demonstrate it once.
- **Make sure you:**
 - Develop standard operating procedures and other manuals so that you and your research team are all on the same page. This also helps once the research is completed.
 - Communicate, communicate, communicate.

Last But Not Least

- Get guidance from a mentor.
- Communicate with your NIH program officer.
- Make sure you get the time you have committed to the project available from your supervisor/chair.
- Consider what your major grant products will be in advance.
- Remember that a poorly managed project will yield lower quality data no matter how good your research design is on paper.

Looking to the Future

- This is just the beginning
- Given the current funding climate start planning your next move by the middle of your funding period
 - Where is this research going
 - What will the next step in this research be?
 - A new application?
 - A competitive renewal?
- Continue to monitor the ‘rules of the road’
 - Things change more frequently at NIH than they used to
 - Mechanisms work differently at different institutes
 - Rules are changing more frequently for reporting and submissions
 - Keep in touch with grants management and program officers– they want you to succeed!