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.

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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)

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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.

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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 your inner accountant.

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The Research Environment

- Organize your environment
  - *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

  - *Revisit your protocol*
    - Review the aims
    - Review each hypothesis
      - Map your organizational and budgetary needs to assuring that you have the ability to answer each research question

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.

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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.

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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!

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