



Successfully Managing an 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 grants 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 grants 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 any more
 - ❖ 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 your 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
 - If you think you will need a NCE, plan it from day 1
- Learn to embrace your inner accountant

The Research Environment

- Organize your environment
 - ❖ The research enterprise needs structure
 - Lab or office space
 - Management structure
 - File system: electronic & 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 2 staff, always plan for a project coordinator
 - ❖ Have a plan for how to organize you research team (including contracts and sub-awards)
 - ❖ Understand the basics of your HR system and issues around hiring, firing and severance. Remember, most universities will make your grant pay for severance, sick time and vacation time
 - ❖ Break it all down into the minutia of managing the office, collecting the data & 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
 - ❖ **Do** create written Standard Operating Procedures (SOP)
 - ❖ DO communicate, communicate, communicate

Last but not Least

- Get guidance from a mentor
- Communicate with your NIH program director
- Make sure you get the time you have committed to the project available to you 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