



STRATEGIC PLANNING FOR RESEARCH DEVELOPMENT AT EMERGING RESEARCH INSTITUTIONS:

A Case Study in Research Management Ethics – “Gift Proposal”

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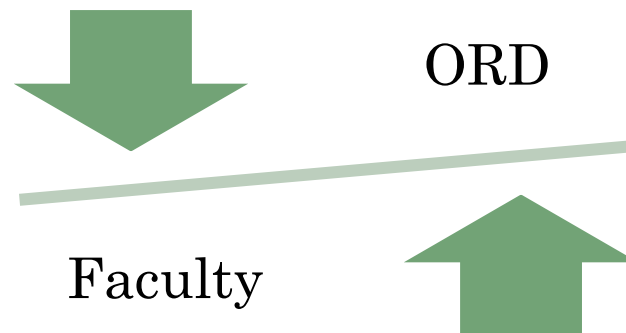


BACKGROUND

**Focus Project of ACE
Fellowship 2007**

THESIS STATEMENT

Office of Research Development have a different focus than an office of sponsored research. Most emerging institutions make the mistake of only implementing the OSR with our regards to ORD. The two units serve different purposes. If emerging research institutions would like to move from good to great they must use a strategic approach . The priority has to be set such that Faculty are looked upon as the largest users and are central to the planning.



OBJECTIVE – EA SUMMER 2007

- How does this introductory discussion of Ethics and Research Policy affect your Office of Research Development (ORD) Plan?
 - The information discussed is synergistic to what we propose. We want to foster a culture that promotes Research Integrity. We recognize the importance and the central role that the ORD office will have for the University. The introductory discussion reinforced “central ideas” that are germane to the success of our program.



HOW ARE YOU GOING TO “OPERATIONALIZE” THESE POLICIES?

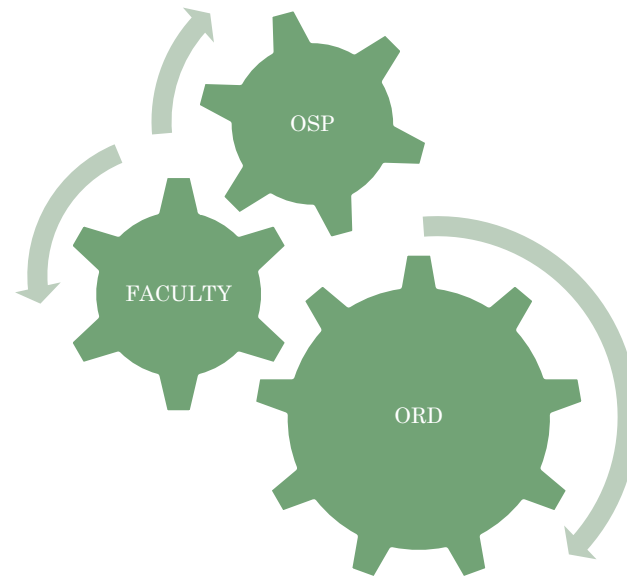
To operationally implement the policies, ORD will:

- i. provide assistance to the NSU campus community in the areas of policy support, capacity building, IRB awareness, and formulation and implementation of policies and programs directed at improving the status of research.
- ii. promote increased awareness within Ethics through training workshops and seminars, development of suitable approaches, and guidelines to implement the policy on Ethics and Research.



EA AS CHANGE AGENT: EXPECTANCY

According to the paper “Best and Worst Practices in Research Administration” by Miner, Miner and Griffith (2003) one of the key factors to deciding successful implementation of a research program is understanding the culture of the Institution.



Organization Theory: Integrating Structure and Behavior⁴

- Vroom's Expectancy Theory of Motivation

What's in it for me?

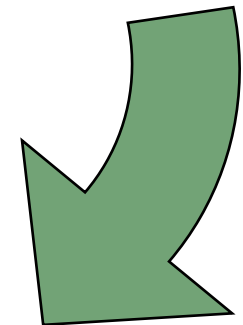
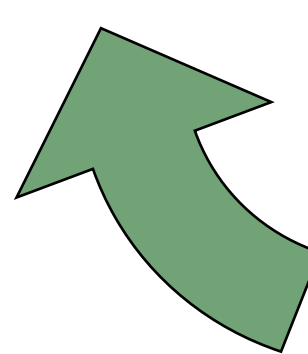
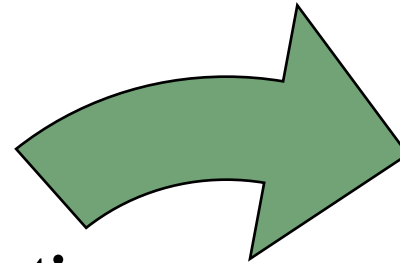
Will my efforts be recognized?

Do I have the tools to be successful?

Self-Motivation
"Intrinsic value"

Recognition

Expectancy



○ Universities used in the study.

- Morgan State University
- Tennessee State University
- Elizabeth City State University
- University of Virginia
- Hampton University
- University of North Carolina
- Howard University
- Old Dominion University
- North Carolina A&T
- South Carolina State University
- University of Maryland Eastern Shore
- Morehouse
- Meharry
- Albany State University

1. Conceptual Framework
2. Planning
3. Understanding culture





ETHICAL ISSUES IN RESEARCH MANAGEMENT

Codes of Conduct for Research Administrators

Academic Honesty

“The highest standards of academic honesty characterize the learning, research, scholarly and creative activities in which members of the University Community are engaged.

Dishonest activities include presenting the work of others as one's own, fabricating data, cheating on examinations and sabotaging the work of others.”



A CONVERSATION WITH WOMEN FACULTY MEMBERS WHO ARE NOT YET TENURED

- Focus group of women in preparation for a NSF ADVANCE grant:
 - 15 women discussed influence of peers on individual decision making and reporting authorship determination; reporting misconduct; and, mentoring for conducting ethical research.
 - Non-tenure Faculty members expressed concern on being removed from their research projects because of academic dishonesty and conflicts of interest



CASE #1 – GIFTING A PROPOSAL

- You have recently been hired as the Vice President for research at a predominately undergraduate institution, which has a new initiative to increase extramural funding. A faculty member has come to your office to make a formal complaint about their Dean's refusal to submit a proposal. The faculty member shares a letter from that Dean which states, "the Dean must be the co-PI on all proposals written by the faculty in the School."
- After an investigation you discover that the Dean and the faculty member have a long history of bad blood. The faculty member in the meeting in your office expresses that they have lost confidence in the Dean's ability to lead.
- The faculty member is a successful grant writer and manages a portfolio that totals more than 20 million dollars in external funds. The Dean has a budget of 3 million dollars. The Dean has on several occasions made unflattering comments about the faculty member with regards to the faculty member having too much money to control.





PROMOTING ETHICAL DECISION MAKING

**Institutionalizing Ethical Culture beyond
Research into Management**

“Research administrators need to address the challenges of the regulatory, economic and political environment and search for new ways to facilitate and mediate for research. In doing so, research administrators can neither face the future by turning their backs on the past, jettisoning the guiding principles as irrelevant, nor steadfastly cling to the founding principles and back into the future, ignoring what lies in front. Only by being Janus-faced will research administrators be able to answer the question of how to support research.



One face of research administration must always focus forward on the ever-changing environment, adaptive and dynamic, while the other face must never lose sight of the **guiding principles of managing for research, facilitating research, mediating the process and supporting the faculty.** The task is to determine how best to provide those services in the shifting boundaries of a new environment.” --Kim Moreland, associate vice chancellor for research administration and director of research and sponsored Programs at UW-Madison.



ETHICAL RELATIVISM¹

Question 1: No one has the right to judge what is right or wrong for another person.

Question 2: What is right depends on the culture you are in.

Question 3: No one has the right to intervene when they think someone else has done something morally wrong.

Question 4: It is hopeless to try to arrive at a final answer to ethical questions.

Question 5: Ultimately, there is one and only one right standard of moral evaluation.

¹ San Diego State University. Ethics. www.sandiego.edu/ethics



ETHICAL CONSIDERATIONS

- Conflict of Interest
- Academic Honesty
- Research Integrity and Role Responsibility
- Codes of Ethics and Ethical Standards for Administrators



SHAPING FUTURE DIRECTIONS

- Enforcement of Ethical Codes
- More than Compliance and IRB
 - NIH Partnering to clarify expectations
 - Developing Curriculum
- International Committee of Medical Journal Editors – Rules for Authorships
 - NCURA
 - SRA

