

New Orleans, Louisiana



*BENCHMARKING SPONSORED PROGRAMS
ADMINISTRATION AND RESEARCH
DEVELOPMENT IN THEIR CAMPUS
ENVIRONMENTS*

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Kara Luckey, Seattle University (WA)

June 2026

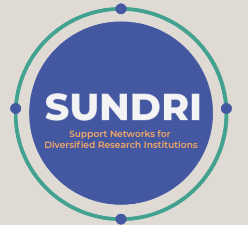
New Orleans, Louisiana



June 2026

REVISED TITLE:

*LOOKING THROUGH THE
SUNDRI DATA VISUALIZER*:
A PROGRESS REPORT*



***EXPECTED RELEASE: SUMMER 2026**



HISTORICAL NOTE



Support Networks at Diversified Research Institutions (SUNDRI) is a **2025** data collection effort that grew from **two earlier projects** that were developed by the Affinity Group for Primarily Undergraduate Institutions (PUIs) at the National Organization of Research Development Professionals (NORDP):

- The ***BANNERS-PUI*** project, a series of five regional and national workshops on research development (RD) functions and environments at PUIs, funded by a \$100,000 conference grant from the U.S. National Science Foundation in **2023**.
- The ***Landscape Study of RD at PUIs***, a brief **2021** survey with 120 participants and 87 completers, funded by a \$1,400 grant from NORDP Member Services Committee. It was conceived as a pilot for an eventual larger data collection effort.



ACKNOWLEDGEMENTS



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The authors and our collaborators are intensely grateful for the professional encouragement and support of the GRANTED staff, especially:

- **Dina Stroud**, our first program officer,
- **Sarah O'Brien**, our current program officer, and
- **Alicia Knoedler**, director of the Office of Integrative Activities.

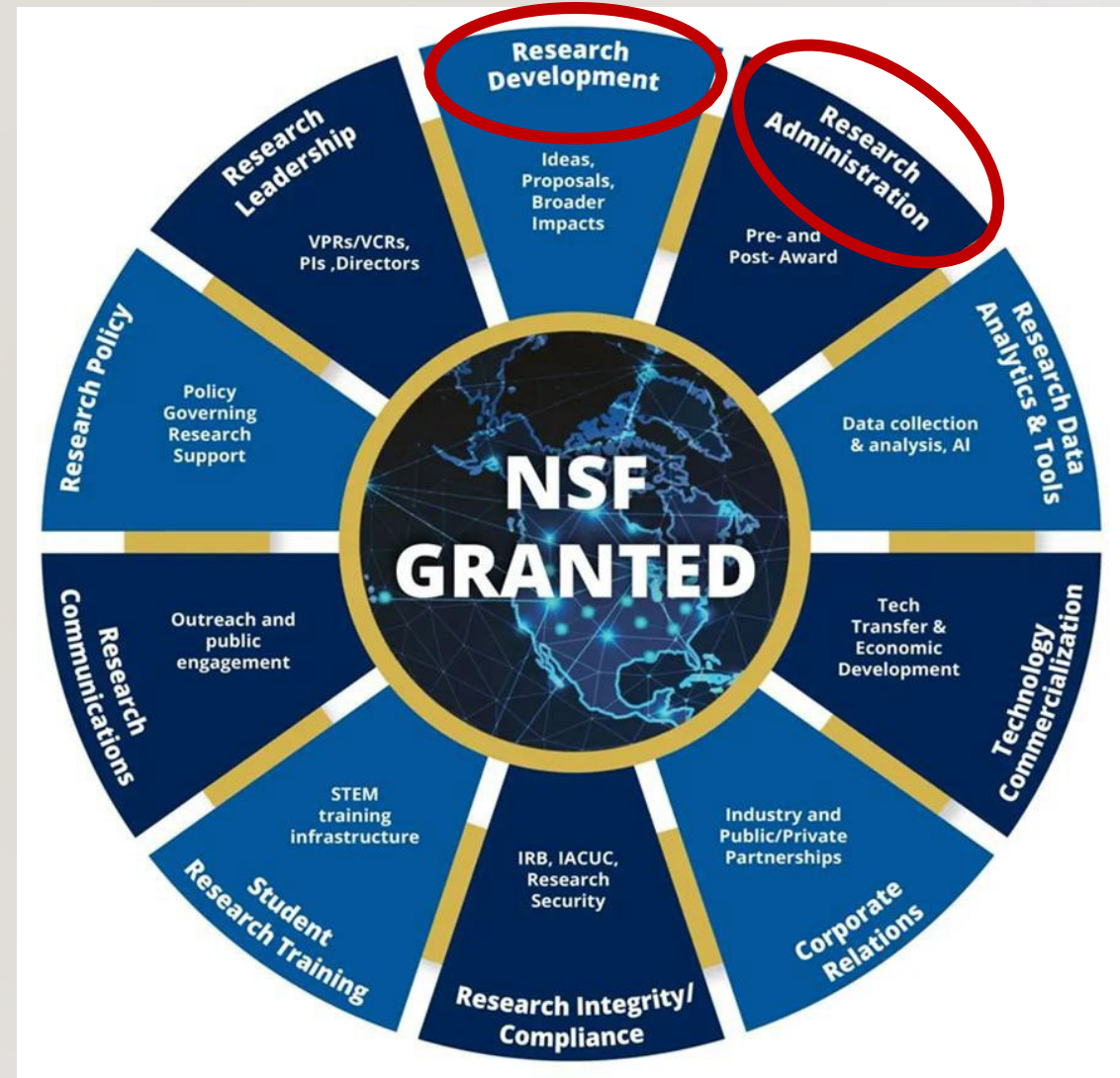
Any opinions, findings, conclusions, or recommendations expressed in this material are those of its authors and do not necessarily reflect the views of NSF.



CONTEXT: RD/RA IN THE GRANTED WHEEL



We took concepts as well as inspiration and funding from NSF. On the foundational “**GRANTED** Wheel”, **Research Development** (RD) is at the top with **Research Administration** (RA) at its right hand. We refer to **RD/RA**, as a shorthand for **RD in the context of RA**.





CONTEXTS:THE RD/RA CLOSEUP





SUNDRI TEAM



We are pleased to report here on work underway from **2024 to 2027** on the project, **RD/RA Support Networks at Diversified Research Institutions (SUNDRI)**, representing our teammates:

- CoPIs: Jennifer Glass at *University of Massachusetts, Dartmouth (MA)*, Kara Luckey at *Seattle University (WA)*, and Joshua Pretlow at *RTI (NC)*
- Supported by Joshua Price at *UMassD*; Ruby Johnson, Kacee Gore, Rob Killough and additional staff at *RTI*
- *SUNDRI Advisory Council (AC)*, selected for experience and affiliations across the full range of diversified academic institutions about which SUNDRI is collecting data and building data analytic tools



ADVISORY COUNCIL



Kara Luckey, Chair

Seattle University (WA)

Amy Chan Hilton

University of Southern Indiana

Jason Charland

University of Maine

Carolynn Julien

Fairleigh Dickinson University (NJ)

Erin Lynch

Winston-Salem State University (NC)

Dianne Nagy

South Dakota State University

Sarah Robertson

Bryn Mawr College (PA)

Aimee Kendall Roundtree

Texas State University

Barbara Endemaño Walker

University of California, Santa Barbara

Talitha Washington

Howard University (DC)



SUNDRI OBJECTIVES



SUNDRI aims to apply **rigorous social science methods** to understanding the diversified characteristics of RD/RA at institutions of higher education (IHEs).

SUNDRI aims is to develop, refine, test, analyze, and **share measures** of the depth, resource-intensity, and interpenetration of distinctive RD & RA functions; assets and challenges of the RD/RA effort; and perceived needs and priorities for internal and networked support to enhance research-related quality and capacity, especially at smaller entities

SUNDRI aspires to enable **the RD/RA offices and personnel** at IHEs, working with research funding agencies and intermediaries, to better support academic contributions to research knowledge and the STEM workforce pipeline



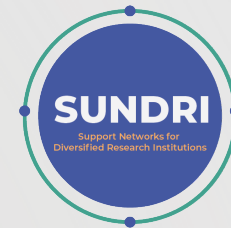
SUNDRI APPROACH AT A GLANCE



- SUNDRI aspires to represent RD/RA on a **national scale**
- SUNDRI's universe of concern is **more than 1,300 colleges and universities** stratified by eight ACE/Carnegie classifications, including R1s, R2s, Other Doctoral, Master's, and Baccalaureate Arts & Sciences institutions, with specific attention to statuses as HBCUs or HSIs
- SUNDRI also gives close attention to research characteristics measured by NSF's Higher Ed R&D (**HERD**) survey and Department of Ed's Integrated Postsecondary Education Data System (**IPEDS**)
- SUNDRI employs a **mix** of survey methods, data analysis, and visualization capabilities including an online questionnaire of offices and key personnel in RD/RA; still pending are case studies



SUNDRI'S ORIGINAL SURVEY UNIVERSE (2021 CLASSIFICATIONS)



Carnegie Classification	Number of institutions
Historically Black Colleges and Universities (HBCUs)	80
Hispanic-serving institutions (HSIs)	202
Baccalaureate arts & sciences and institutions	194
Master's medium and small institutions	259
Master's large institutions	227
Doctoral/Professional universities	140
Doctoral universities - high research activity	98
Doctoral universities - very high research activity	126
TOTAL	1,326



STRATIFIED UNIVERSE BY HERD STATUS



STRATA (by 2021 Carnegie) HBCU	Institution Counts		
	ALL	HERD	NonHERD
HBCU	80	44	36
HSI	198	94	104
Bacc arts & sciences	189	63	126
Master's medium and small	252	29	223
Master's large	226	72	154
Doctoral/professional	138	52	86
Doctoral/High Research (R2)	98	97	1
Doctoral/Very High Res (R1)	125	125	0
TOTAL	1306	576	730



STRATIFIED SURVEY **COMPLETIONS**



STRATA (2021 Carnegie) HBCU	Completion Counts		
	ALL	HERD	NonHERD
HBCU	16	12	4
HSI	50	34	16
Bacc arts & sciences	65	38	27
Master's medium and small	39	11	28
Master's large	59	24	35
Doctoral/professional	38	20	18
Doctoral/High Research (R2)	33	33	0
Doctoral/Very High Res (R1)	43	43	0
TOTAL	343	215	128



STRATIFIED RESPONSE RATES



STRATA (2021 Carnegie) HBCU	Response Rates		
	ALL	HERD	NonHERD
HBCU	20%	27%	11%
HSI	25%	36%	15%
Bacc arts & sciences	34%	60%	21%
Master's medium and small	16%	38%	13%
Master's large	26%	33%	23%
Doctoral/professional	28%	39%	21%
Doctoral/High Research (R2)	34%	34%	-
Doctoral/Very High Res (R1)	34%	34%	-
TOTAL	26%	37%	18%



DESIGNING THE SUNDRI DATA VISUALIZER (SDV)



We always planned to make SUNDRI results available online, inspired by IPEDS data analytic tools at <https://nces.ed.gov/ipeds/use-the-data> and “NSF by the Numbers” at <https://www.nsf.gov/about/about-nsf-by-the-numbers>

During the design phase in **2025**, the Advisory Council recommended accelerating development of this online tool to provide up-front value that might help motivate survey participation.

We created the online tool using Tableau, referred to it as “the SUNDRI Dashboard”, displayed mocked up SUNDRI survey data but real HERD and IPEDS data, enabling each institution to compare themselves against other institutions like them

We are now updating this with real SUNDRI survey data



LOOKING THROUGH THE SDV

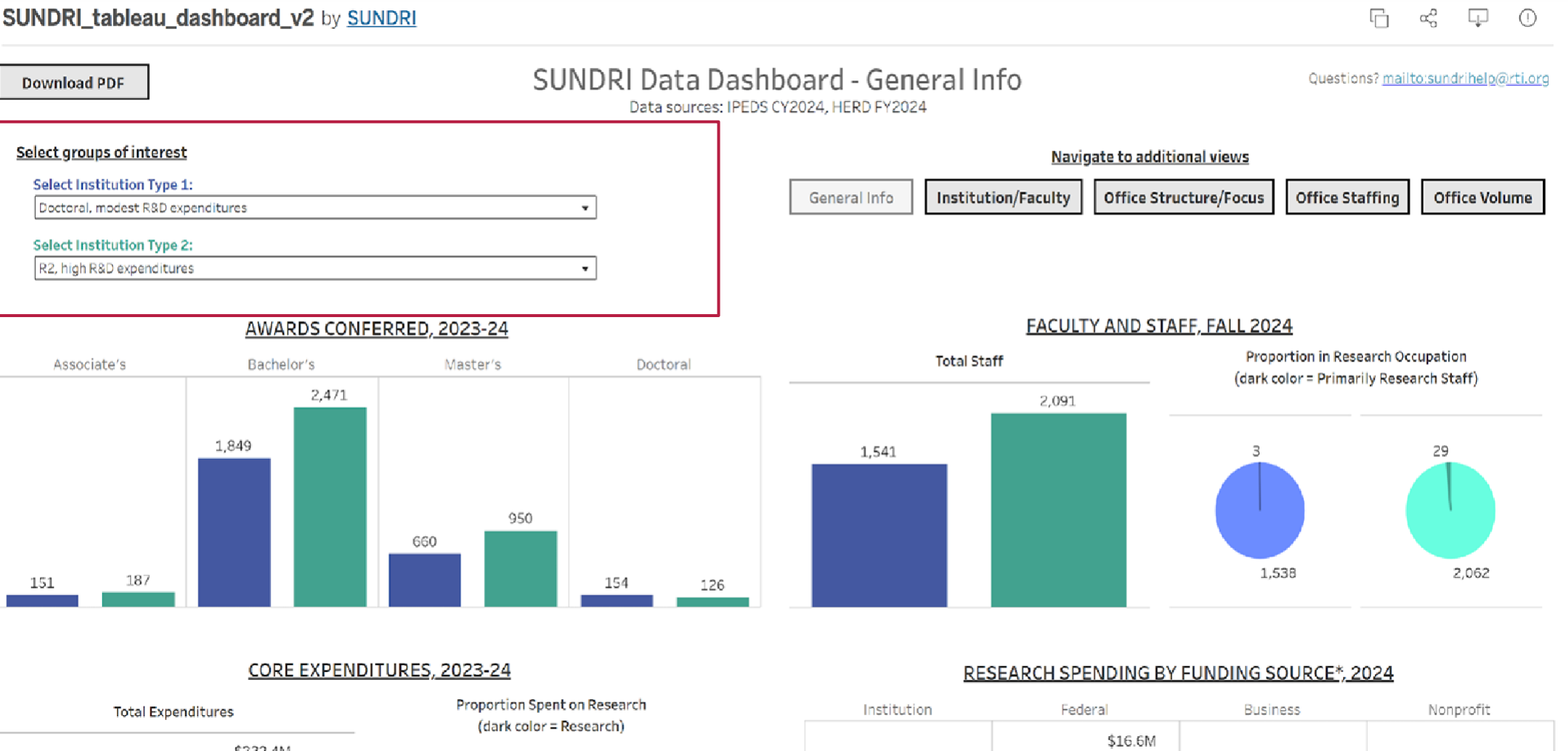


After the SUNDRI survey data collection period ended, and after the weighted analytic database was produced, we considered four main issues for the SUNDRI Data Visualizer, namely how to:

- Partition the data by **groups** that the greatest number of users would consider appropriate
- Select and organize a core subset of weighted **variables** for initial posting online
- Optimize user experience and intelligibility by delivering enough orienting information, but leaving finer details and clarifications to pop up on a just-in-time or as-needed basis
- Provide a special “pay-off” to each survey participant beyond what would be available to any user of the published data visualizer (This pending feature is not discussed here)



SDV NAVIGATION AXIS I: GROUPS





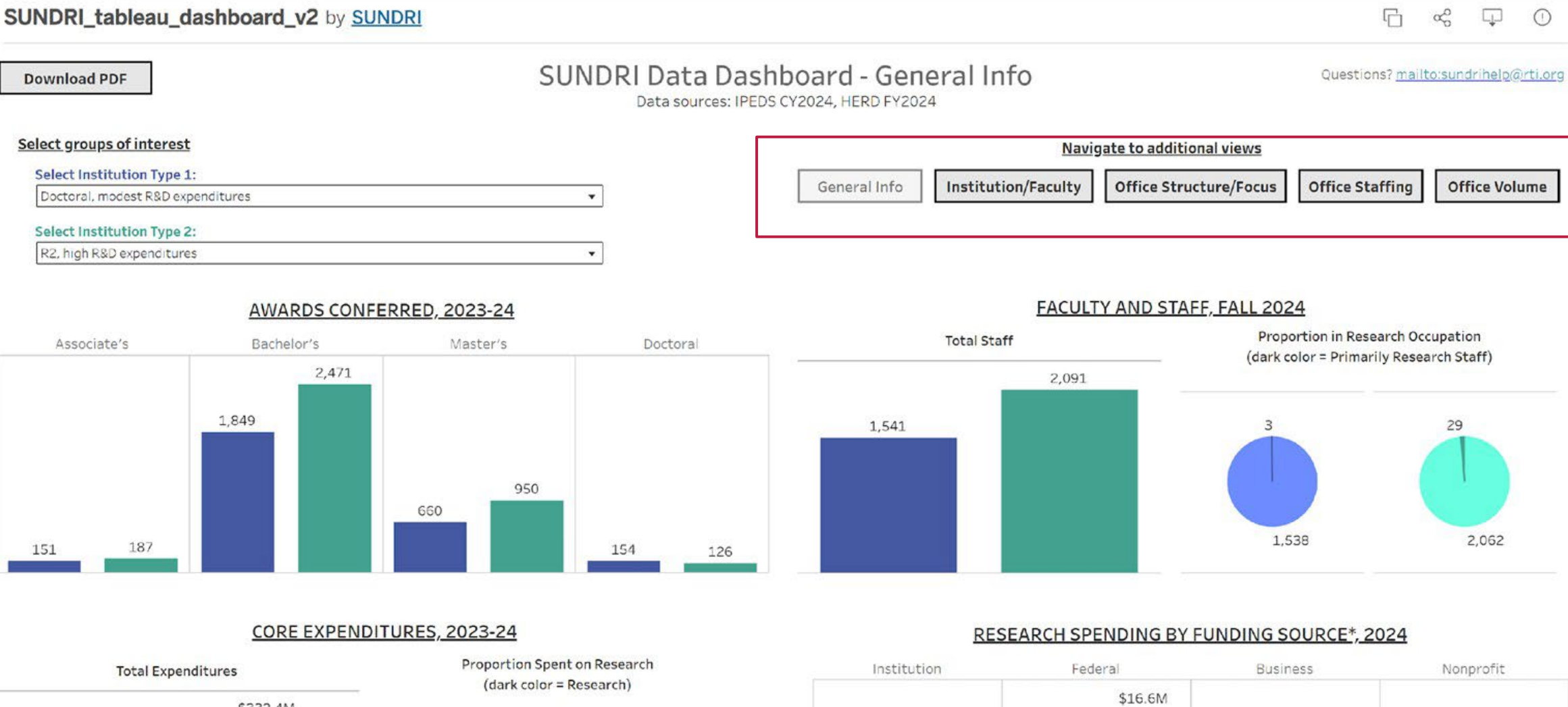
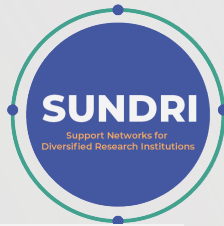
SDV GROUPS



Baccalaureate, lower R&D expenditures
Baccalaureate, modest R&D expenditures
Master's small/medium, lower R&D expenditures
Master's small/medium, modest R&D expenditures
Master's large, lower R&D expenditures
Master's large, modest R&D expenditures
Doctoral, lower R&D expenditures
Doctoral, modest R&D expenditures
R2, high R&D expenditures
R1, very high R&D expenditures (<\$250M)
R1, highest R&D expenditures (\$250M+)
Located in EPSCoR state
Not located in EPSCoR state
Emerging Research Institution (ERI)
Not Emerging Research Institution (ERI)



SDV NAVIGATION AXIS II:VARIABLES





SDV COMPARISON GROUPS



Navigate to additional views

General Info

Institution/Faculty

Office Structure/Focus

Office Staffing

Office Volume



GENERAL INFO EXAMPLE: IPEDS DATA



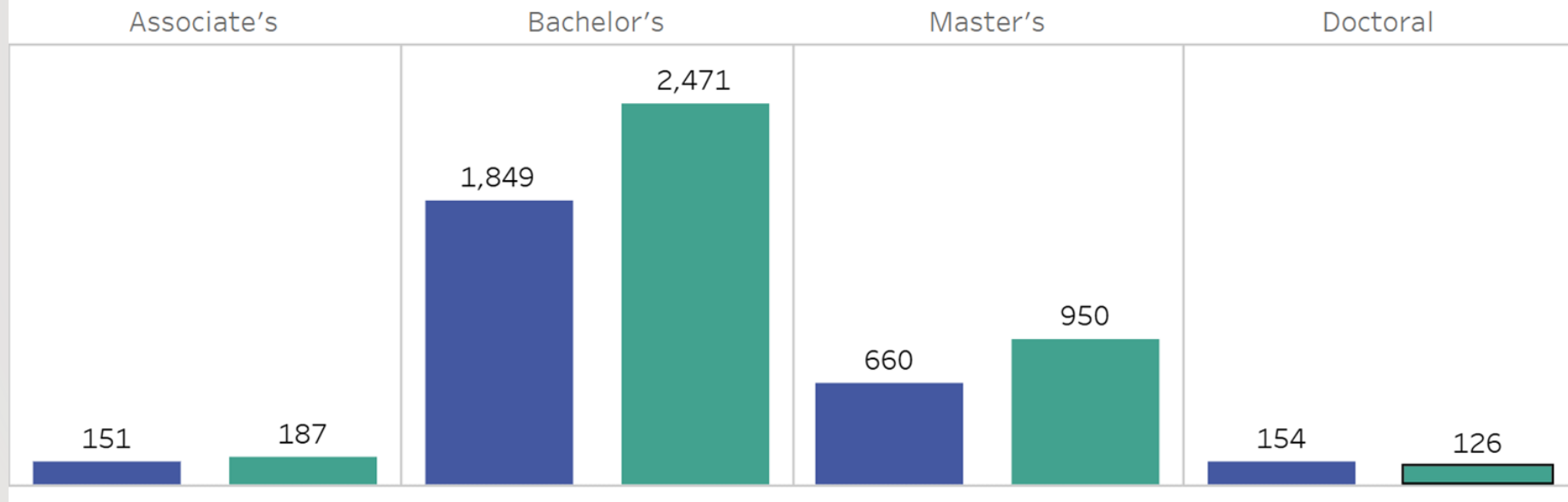
Select Institution Type 1:

Doctoral, modest R&D expenditures

Select Institution Type 2:

R2, high R&D expenditures

AWARDS CONFERRED, 2023-24

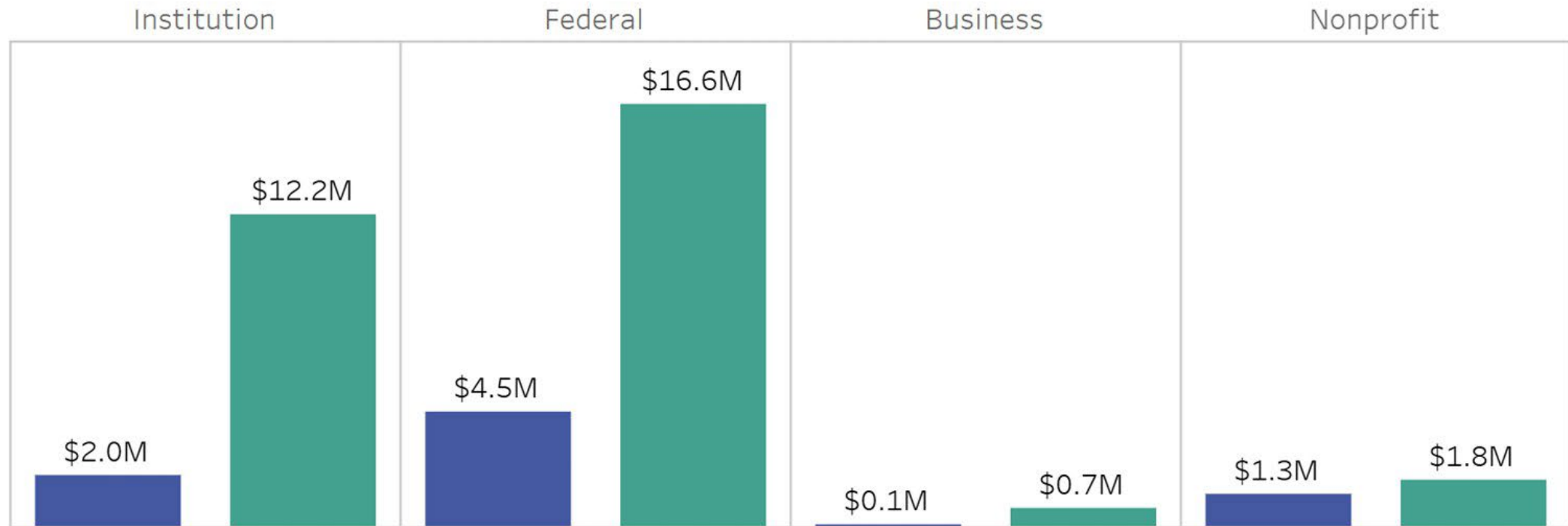




GENERAL INFO EXAMPLE: HERD DATA



RESEARCH SPENDING BY FUNDING SOURCE*, 2024



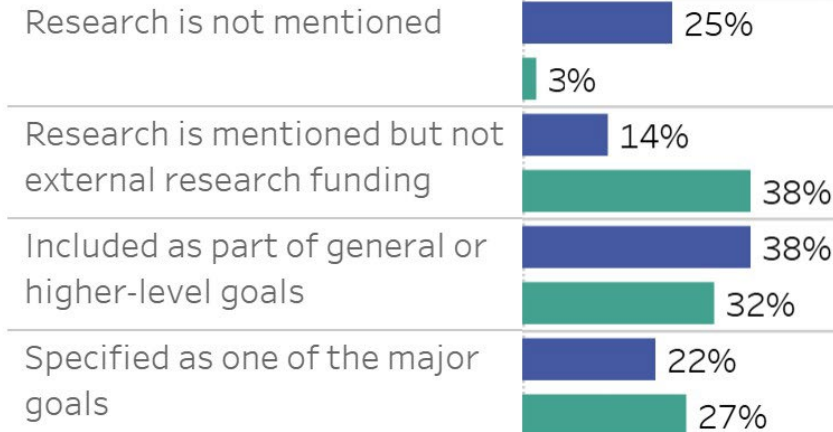
*HERD funding data not available for all institution types.



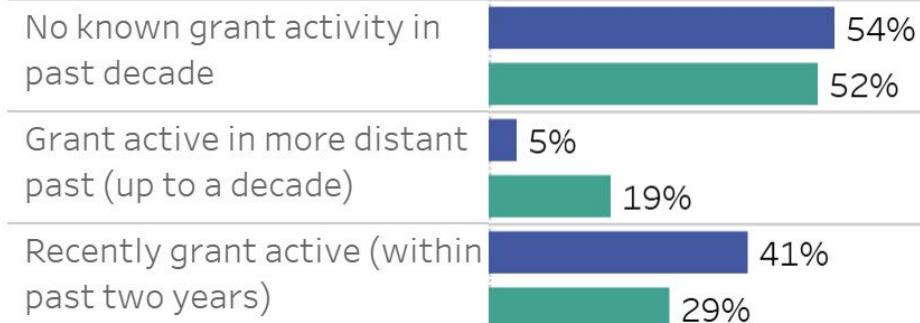
INSTITUTION/FACULTY EXAMPLE



Grant-seeking documented in strategic plan

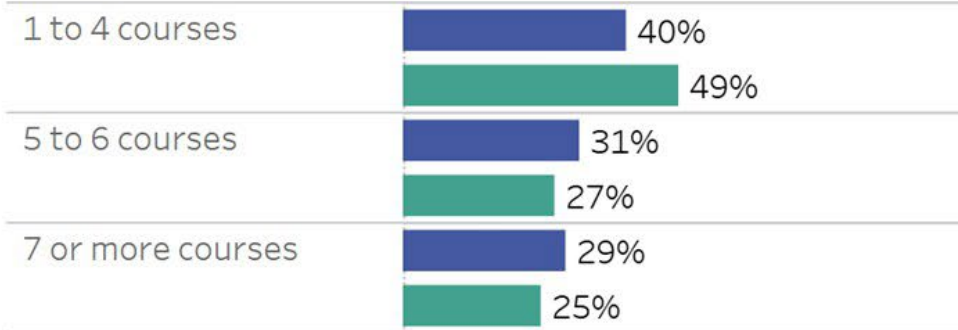


Most common grant writing experience among faculty

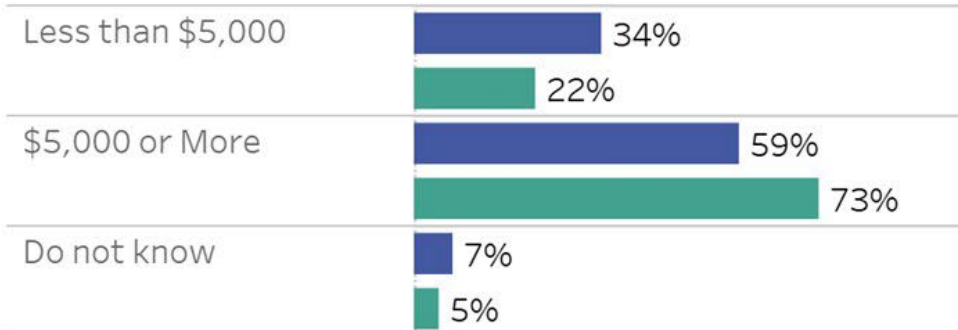


FACULTY EXPERIENCE

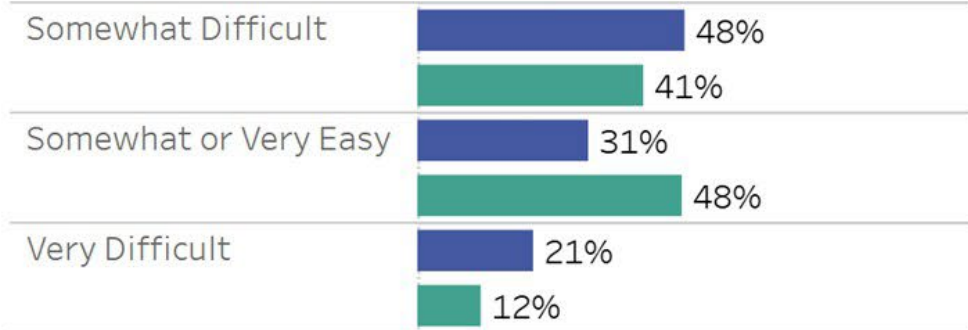
Typical faculty teaching load (courses per 12 months)



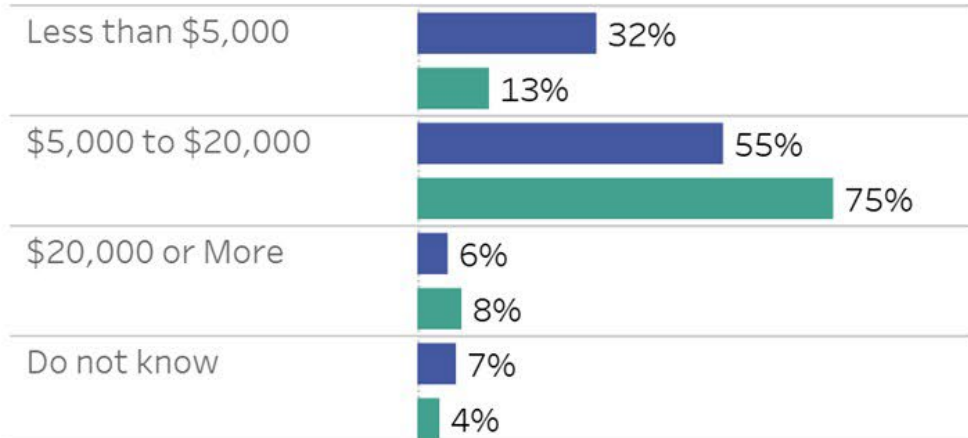
Typical seed funding amount - CASSHE



Difficulty of arranging course releases



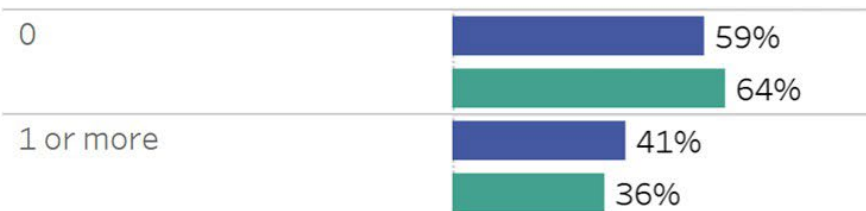
Typical seed funding amount - STEM



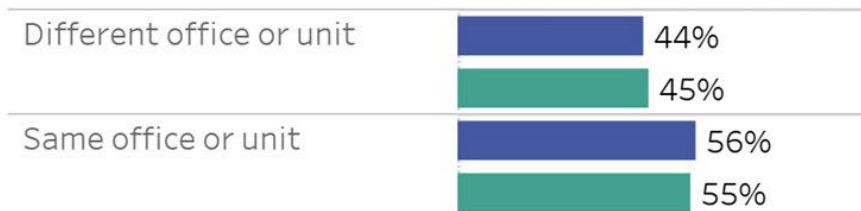
OFFICE STRUCTURE EXAMPLES

OFFICE STRUCTURE

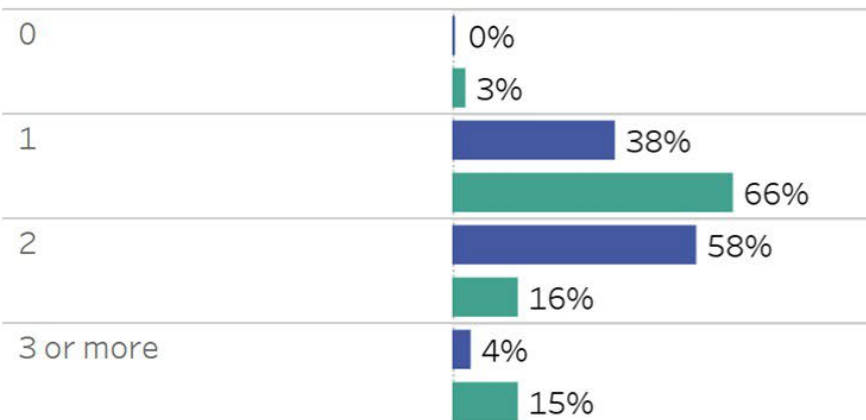
Number of positions unfilled for 3+ months



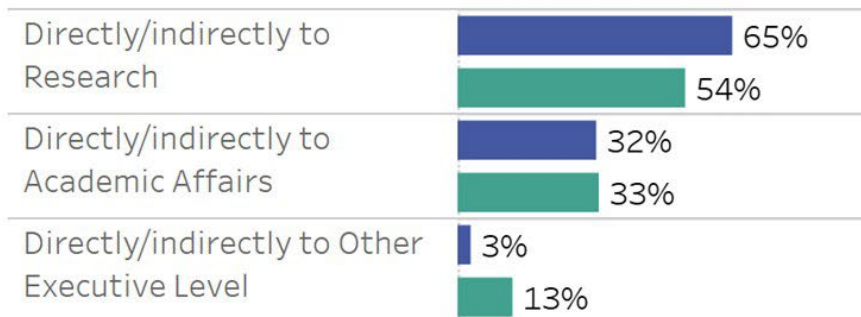
Post-award RA location relative to Office 1



Number of offices providing RD services



Reporting level



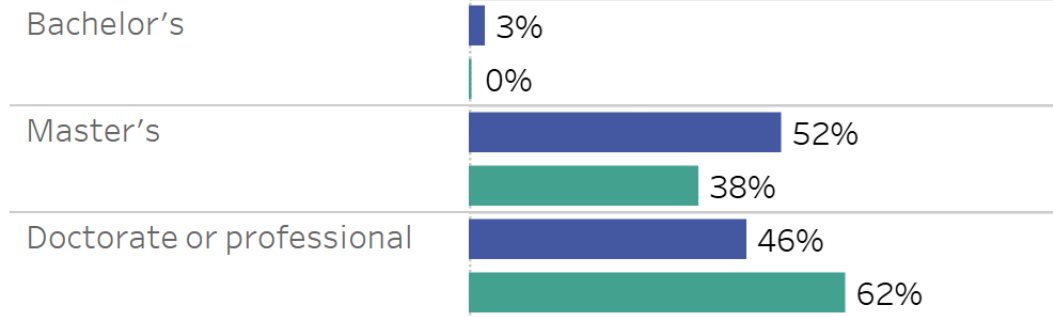


KEY PERSONNEL EXAMPLES

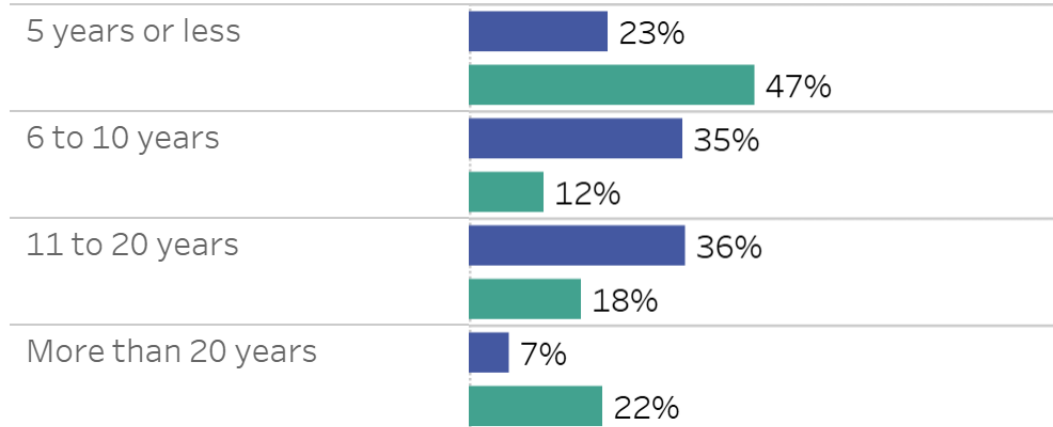


OFFICE KEY PERSONNEL

Highest degree: Office 1 key personnel

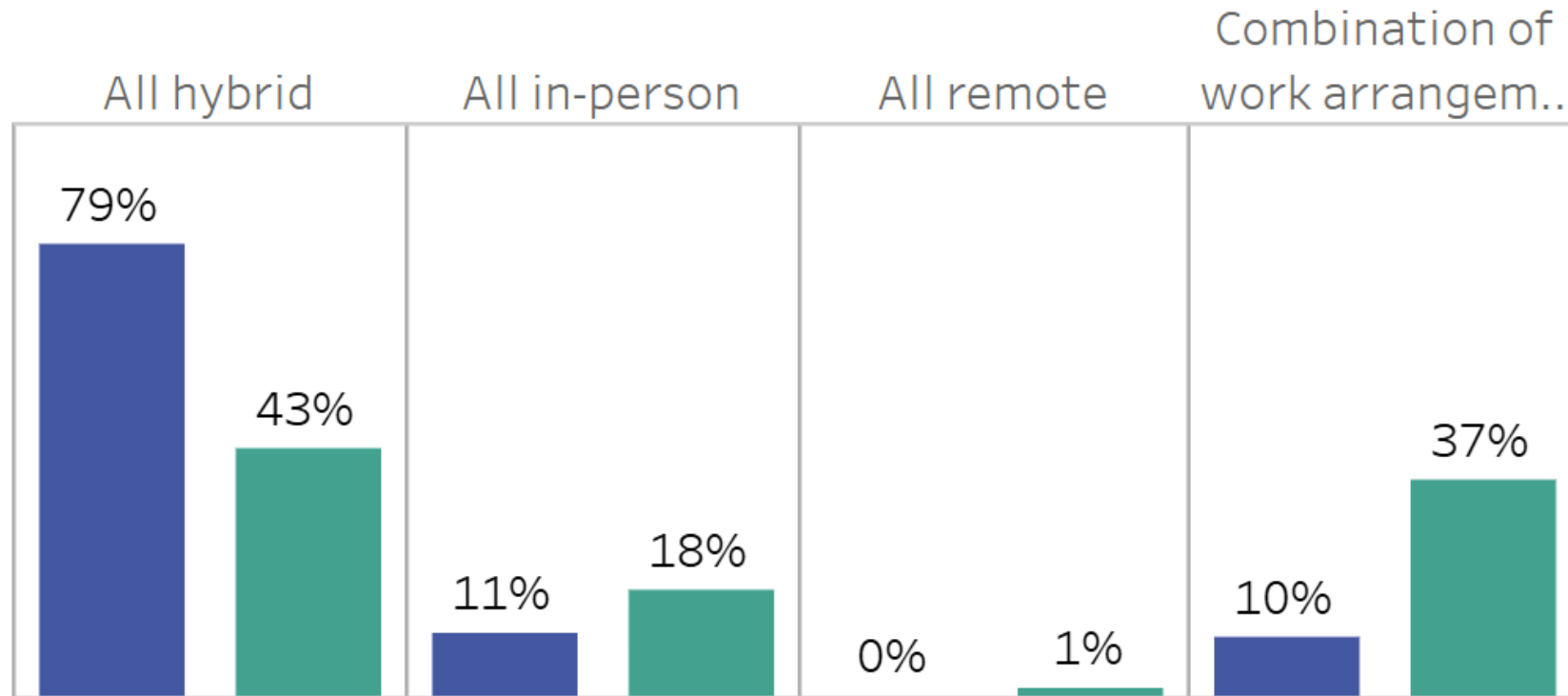


Longest RD experience: Office 1 key personnel



WORKPLACE ARRANGEMENT EXAMPLE

Workplace arrangements used in Office 1



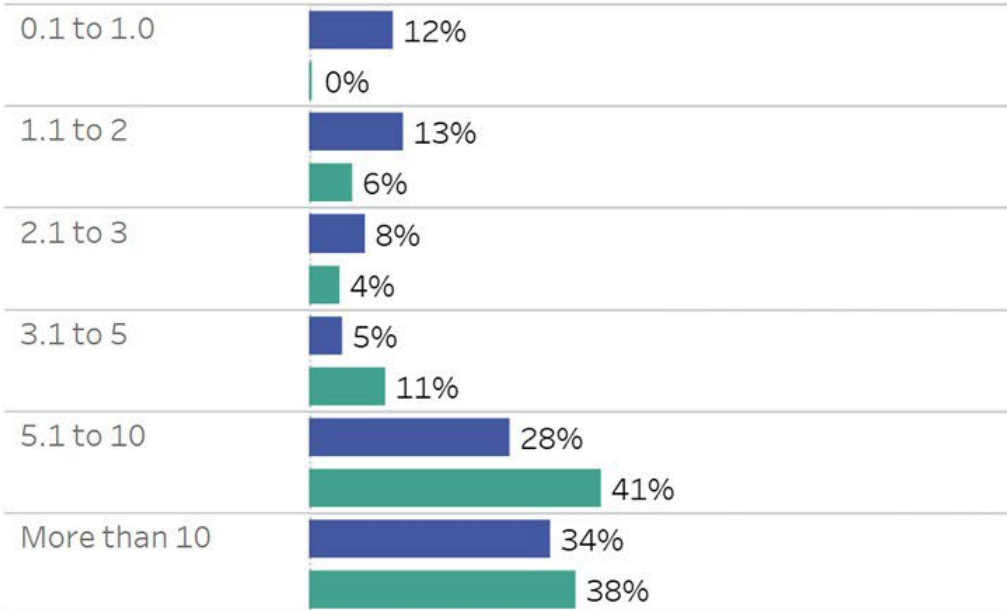


OFFICE STAFFING EXAMPLE

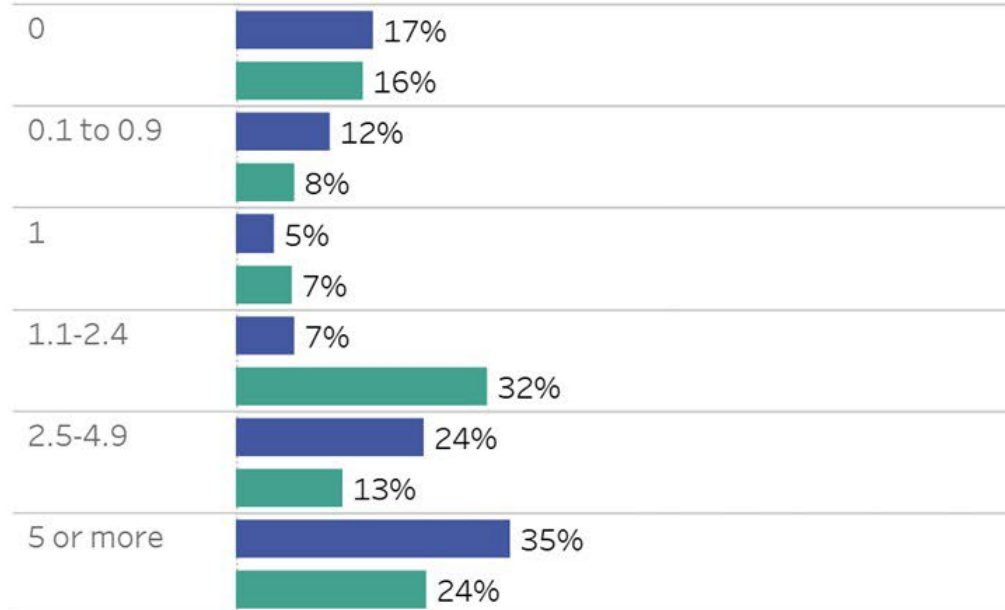


OFFICE STAFFING

Total FTE Staff in Office 1



FTE exclusively devoted to RD functions

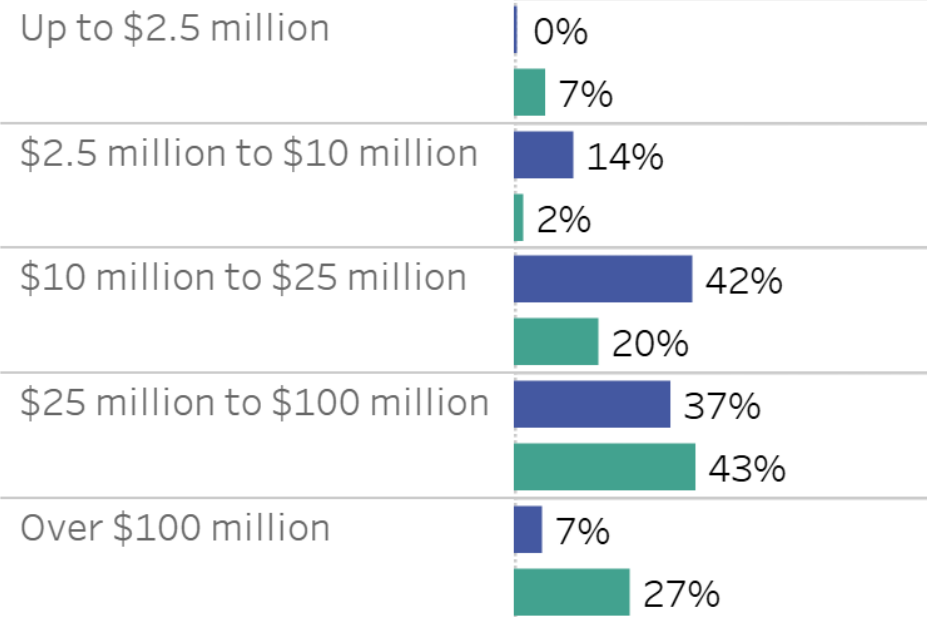




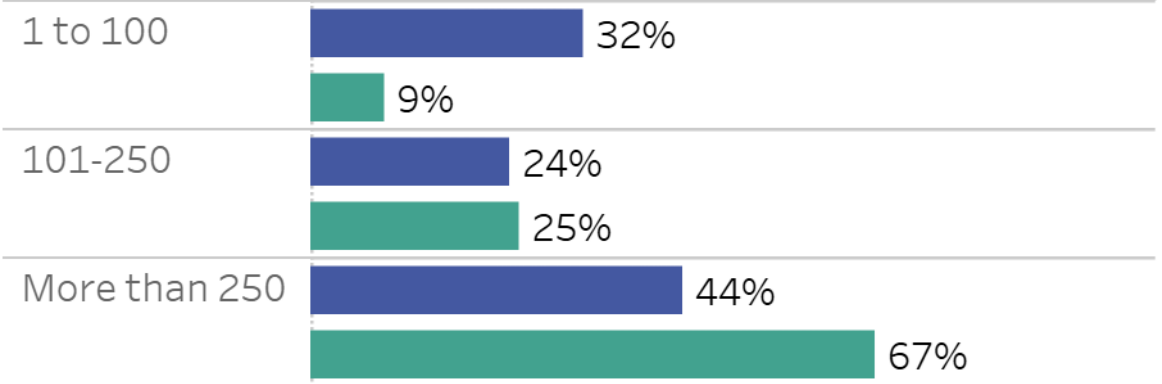
OFFICE VOLUME EXAMPLES



Total requested dollar value of submitted applications

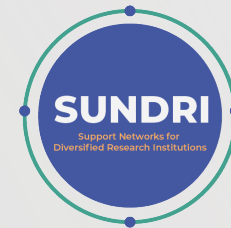


Number of potential PIs served by Office 1





SUNDRI.RTI.ORG



Support Networks at Diversified Research Institutions (SUNDRI)



Recognizing the challenges that 4-year colleges and universities encounter as they work to obtain external funding, craft competitive research proposals, and manage grants, this study seeks to better understand research development arrangements and opportunities nationwide. **This is where your expertise becomes invaluable!**





PRESENTER CONTACT INFORMATION



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Thank you!