



# **Developing the Research Administration Workforce Pipeline: Grant & Research Administration Training for HBCU Students**

Presentation for the NSPAA 2024 Annual Meeting  
San Antonio, Texas

**Thursday, June 6, 10 am**  
Gillian Silver, Morgan State University

# NSF GRANTED Program

## GRANTED Research Enterprise Sector Wheel



- Focus on MSIs, HBCUs, ERIs, PUIs, and other types of institutions that are often less highly resourced
- Enhancing processes within the research enterprise
- Developing and strengthening the RA workforce
- Establishing effective practices through partnerships
- Building knowledge and capacity

<https://new.nsf.gov/funding/initiatives/broadening-participation/granted/convenings>



# The GRANTS MaDE project

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- Our initiative piloted a research administration student internship program at UMBC, Morgan State University, and Delaware State University—three regional MSI/HBCUs that have experienced this need on our campuses
- Our GRANTS MaDE conference was held on 4/26/24, at UMBC and on Zoom. It brought together stakeholders to discuss and share best practices regarding the fundamental need for growing administrative support structures, such as by building a research administration student internship program.
- We are grateful for the support of Awards #2324412, #2324413, and #2324414.

# Project Team

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**Christine Mallinson, PI**  
**Karl Steiner, Co-PI**  
UMBC



**Willie May, Co-PI**  
**Gillian Silver**  
Morgan State University



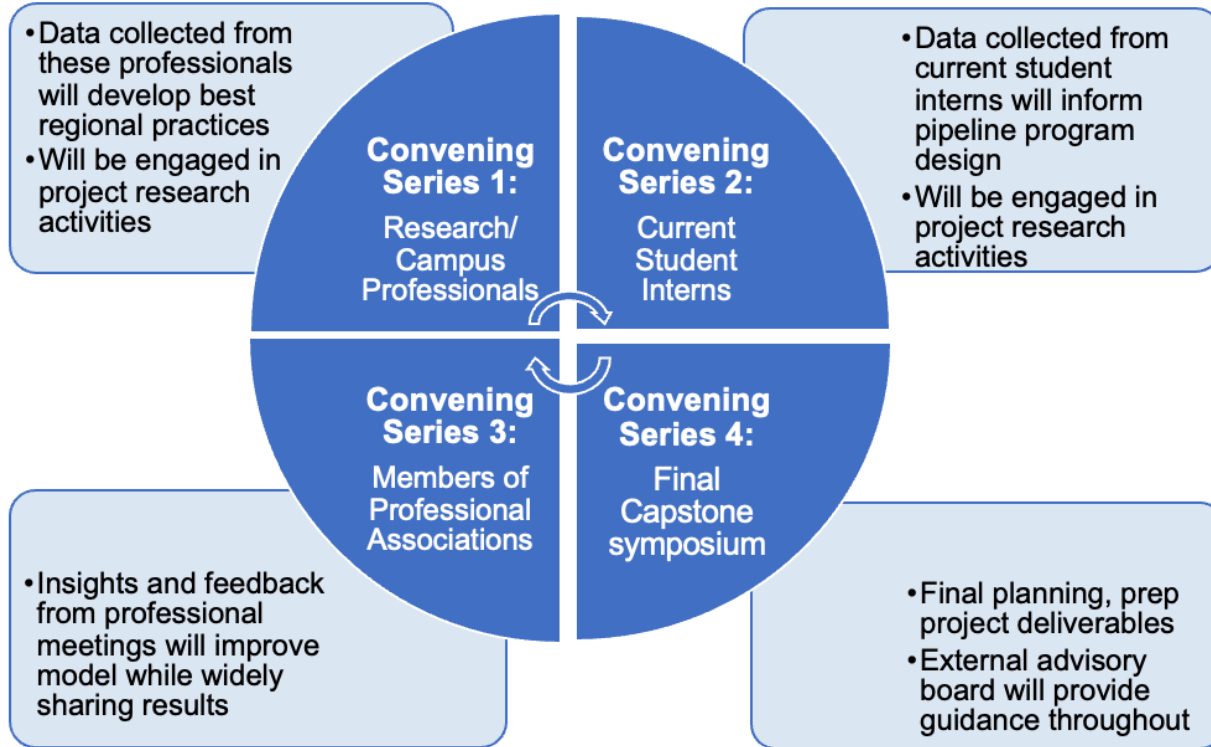
**Melissa Harrington, Co-PI**  
Delaware State University

## In collaboration with:

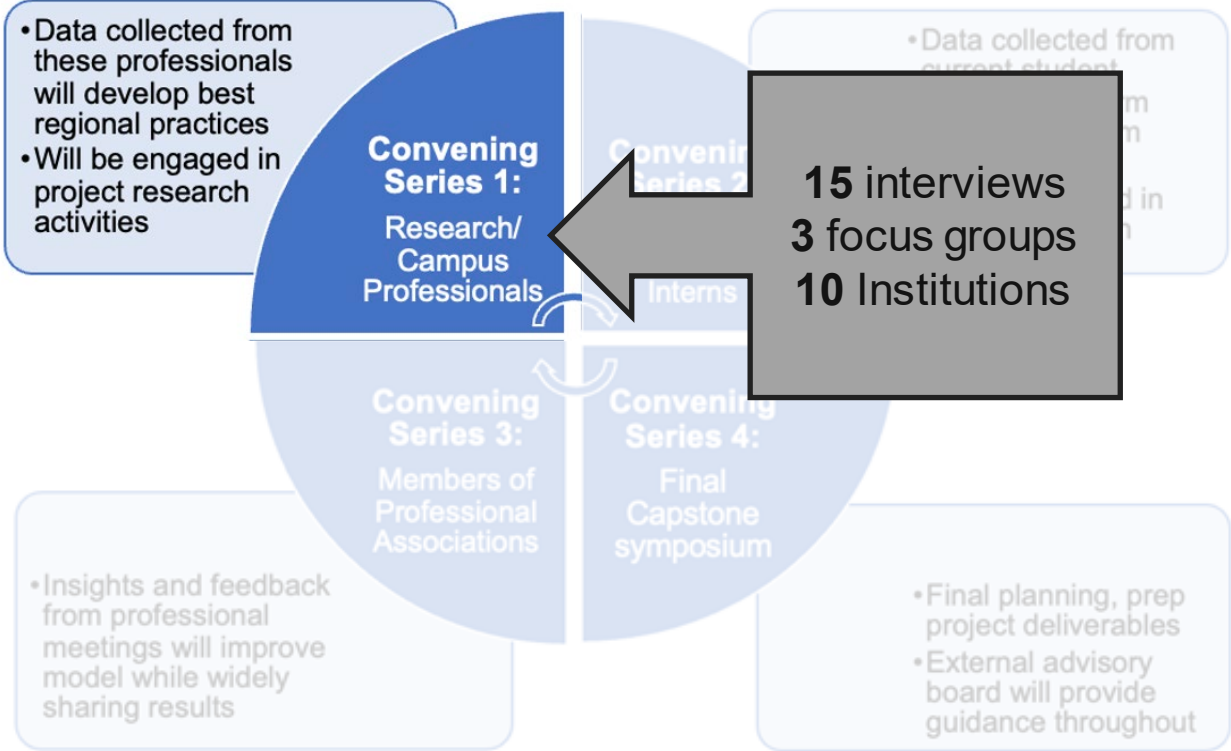
- Bowie State University
- Coppin State University
- University of Baltimore
- University of Maryland, Eastern Shore

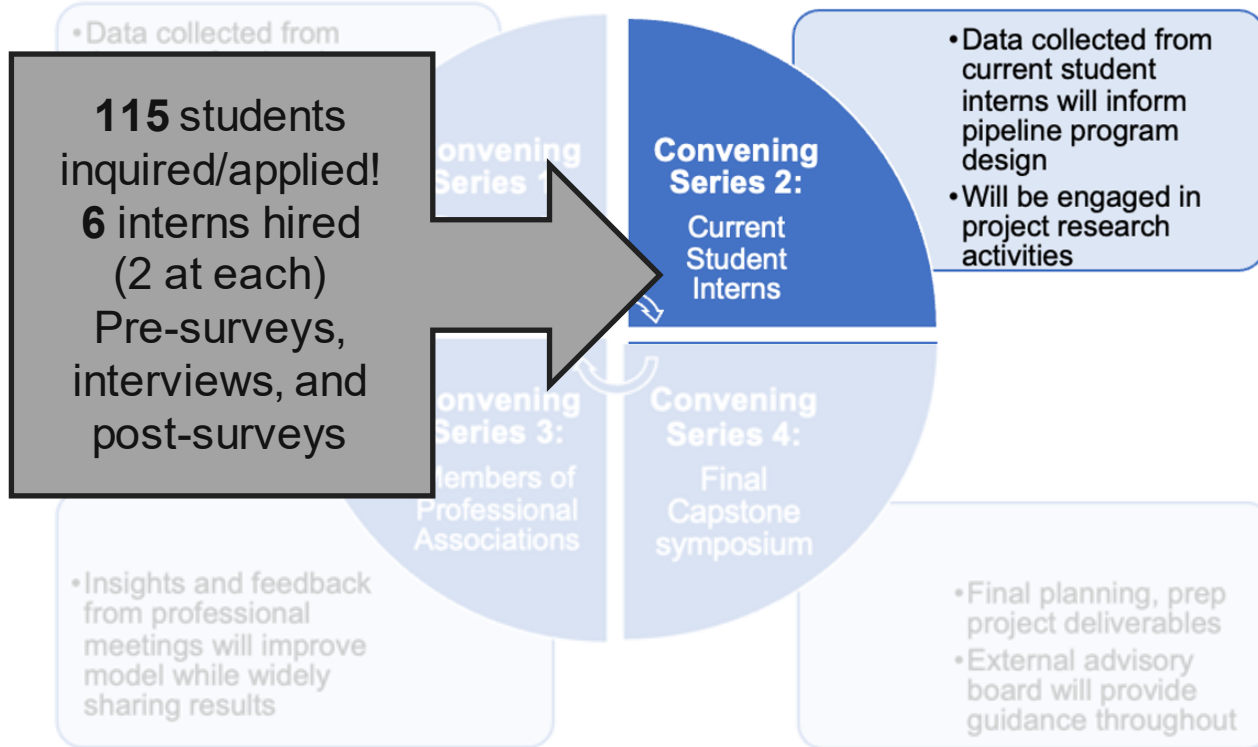
## Two advisory board members:

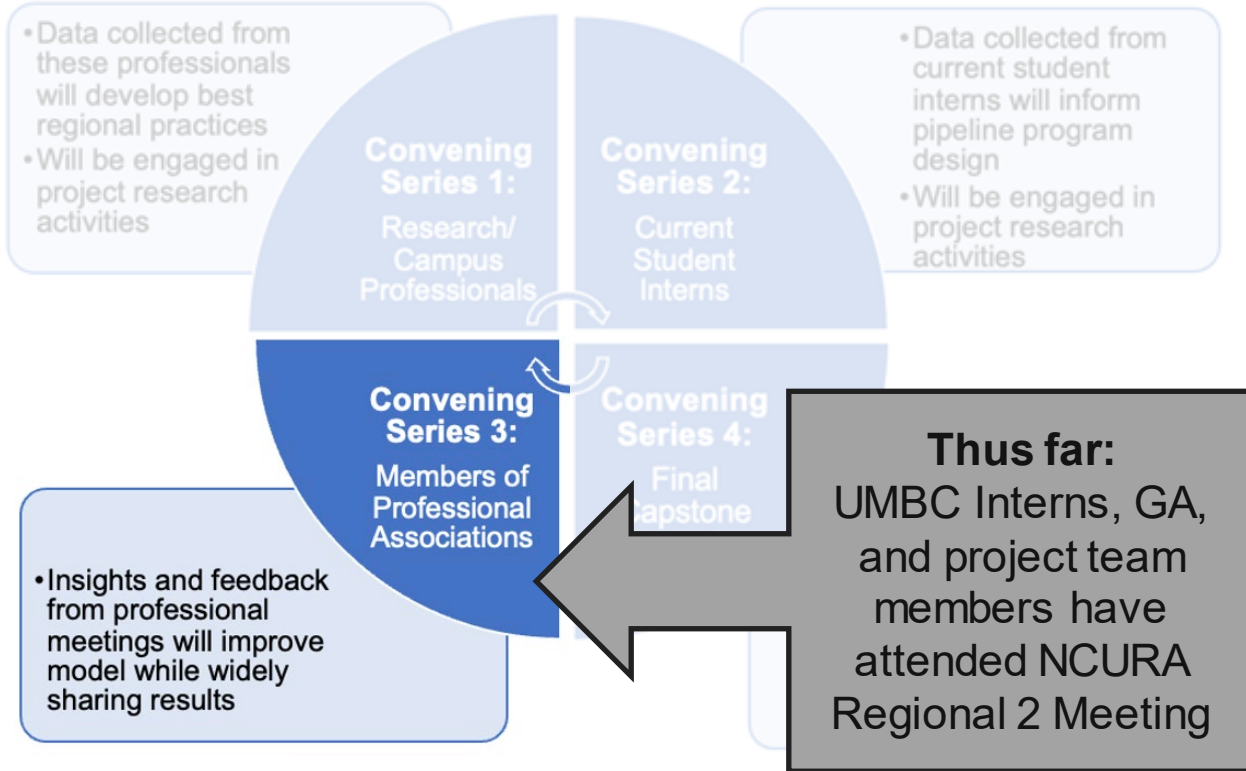
- Michele Masucci, VCR for USM
- Matt Smith, Boise State, APLU CoR Fellow



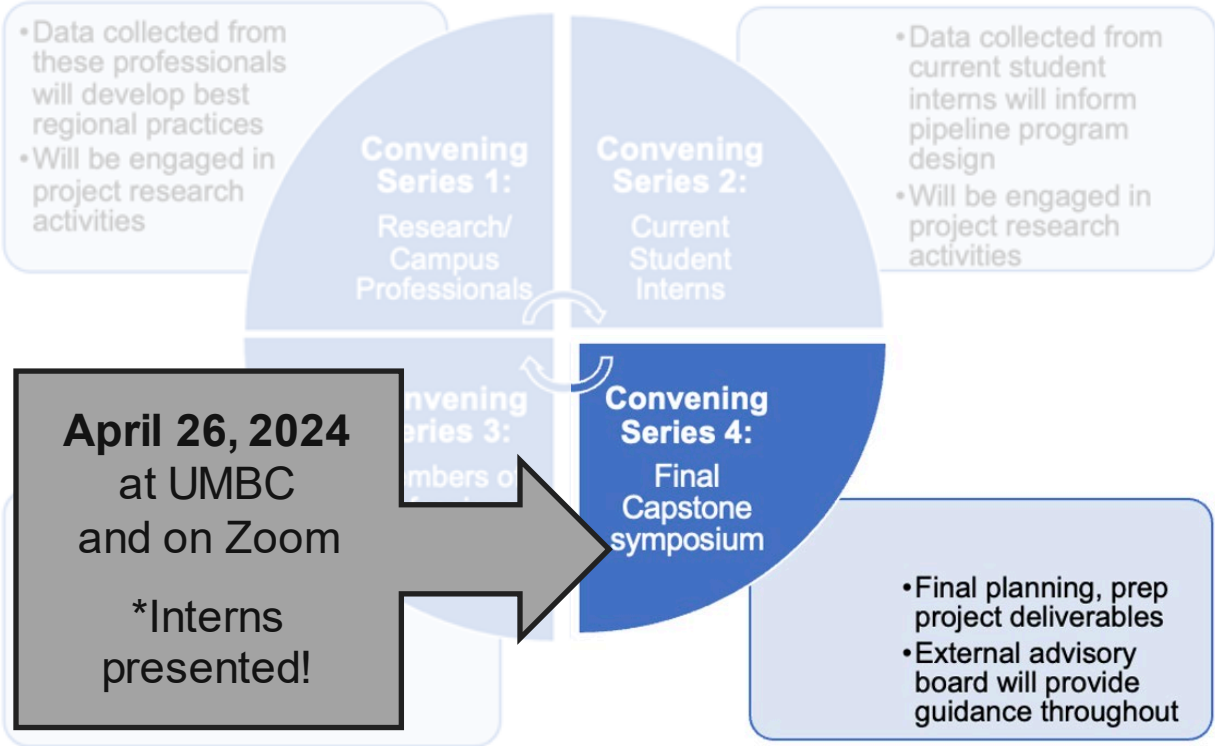
***Convenings for a Research-Driven Planning Process***

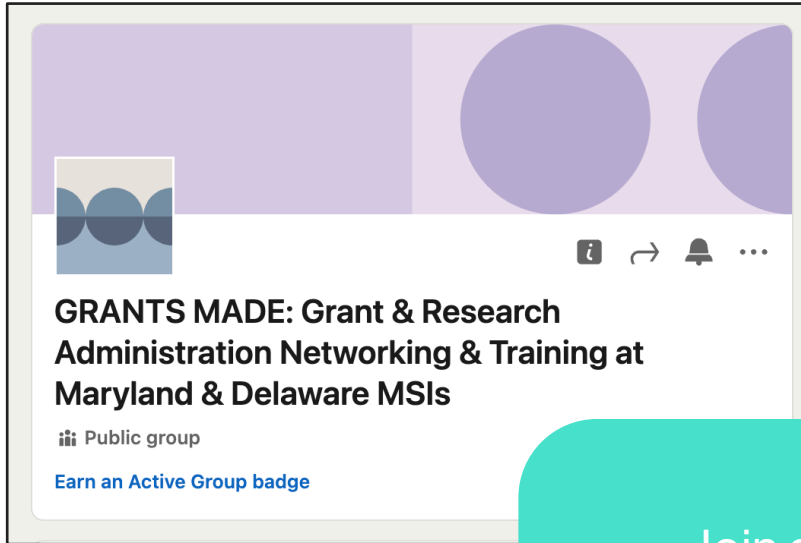












Join our LinkedIn group!

<https://www.linkedin.com/groups/12885620/>

Conference details are posted at:

[https://socialscience.umbc.edu/grants\\_madeconf](https://socialscience.umbc.edu/grants_madeconf)

# Internship Structure and Placement

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5 to 10 hours per week

Paid stipend (\$1,500 per semester)

## Placements:



UMBC: Shared Services Centers in (1) the College of Arts, Humanities, and Social Sciences and (2) the College of Engineering and Information Technology



Morgan State University: Office of Research Administration (central office)



Delaware State University: (1) Office of Sponsored Programs and (2) Office of Research Development and Services

# Student Interns (6 total, 2 from each anchor institution)

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# Knowledge and Skills Developed During Internships



- Learned basics of sponsored research administration: roles, responsibilities and terminology
- Learned university-specific policies and procedures, including pre-award and post-award
  - Navigating grant opportunities databases
  - Training on pre-award support services (budget reviews, prep of internal processing documents)
  - Training on providing budget & budget justification and submission support to faculty and RA staff
  - Shadowing staff during their tasks and meetings, including routing, proposal submission, subaward setup, post-award monitoring, meetings with PIs and grant administrators

# Additional Professional Development Activities



- **Biweekly online meetings** for cohort development, project support, and mentoring
- **Attendance** at NCURA R2 conference
- **Presentations** at undergraduate research day
- **Posters and panel session** at GRANTS MaDE conference

# What We Learned

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- Useful to recruit through the Career Center, through majors (e.g., accounting) – provide recruitment flyers and online application forms
- Place students in units where they can “roll up their sleeves”: they are looking for less shadowing and more hands-on learning
- Access to systems may take awhile; start early
- Students were very interested in learning about research and doing research!
- Students have classes and other obligations, and they may not have worked in this area before – set expectations including for in-person vs. remote work, confidentiality, and so on
- Create a strong cohort experience – next time more fun, in-person meetings
- Staying in touch for long-term networking via our [LinkedIn group](#)

# Examples of Practical Activities



- Reviewed notices of award and compared them to the award documentation and budgets
- Entered prior approval change requests and subaward requests
- Utilized award terms and conditions, 2 CFR 200, and the university financial management system to perform expenditure reviews of several projects
- Ran reports and queries to provide financial data for research administrators to use in RPPRs and other financial reports
- Independently complete monthly reconciliations for projects



# Takeaways

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- **A promising system/state/regional model for growing talent and training the next generation:** College students represent a large, educated, diverse, and as yet largely untapped pool for expanding the research administration workforce.
- **Opportunity for new and ongoing partnerships across higher education institutions:** Internships contribute to education and workforce development while broadening participation in research and building research infrastructure.
- **A need for a research administration curriculum:** Internships would focus on developing applied/practical skills, via practical rotations, while a curriculum (ideally online, modular, and resulting in a microcredential) would focus on the fundamentals of research administration.

# Deliverables



- A report that provides strategies and recommendations for carrying forward and building out the research administration student internship program (in preparation).
- Article for *Research Management Review* about the program.
- Submit a follow-up NSF GRANTED proposal to expand the pilot program to all MSIs in Maryland and Delaware (or beyond)

Conference presentations include:

- NSPAA, June 2024
- University Industry Demonstration Programs (UIDP) HBCU Engage, April 2024
- Association of Public and Land-grant Universities' Council on Research Conference, June 2024
- NCURA Region II Annual Meeting, November 2024 (with student interns)



# Thank you! Questions?

Gillian Silver, MPH, CPH, CRA, CPRA  
Director, Office of Research Administration  
Morgan State University  
gillian.silver@morgan.edu