



GROWING RESEARCH OPPORTUNITIES (GRO) ACADEMY

The Ohio State University
Jeff Agnoli | Agnoli.1@osu.edu





THE OHIO STATE UNIVERSITY

EVOLUTION OF LEADERSHIP

A continuum of faculty leadership development programs

Ohio State's Faculty Leadership Development Programs

- Business of Science – sponsored by our Center for Clinical and Translational Sciences
- REACH for Commercialization – sponsored by our ADVANCE
- Growing Research Opportunities (GRO) Academy – sponsored by the Enterprise for Research, Innovation, and Knowledge, Research Development Office



Business of Science

- Topics

- Leading High Performing Teams
- Innovation: Value Creation
- Crucial Conversation
- Decision Making
- Managing Innovation & Uncertainty
- Leadership Legacy

- Highlights

- 152 attendees; six cohorts over six years
- Replaced “Design Thinking” with “Crucial Conversations”



Business of Science

Three-day program provides biomedical researchers the tools to efficiently manage the research process to turn their observations in the laboratory, clinic, and community into impactful interventions.

- Taught by Ohio State Fisher College of Business Faculty.
- The sessions are practically oriented, interactive, and introduce participants to methods they can implement immediately in their research projects.

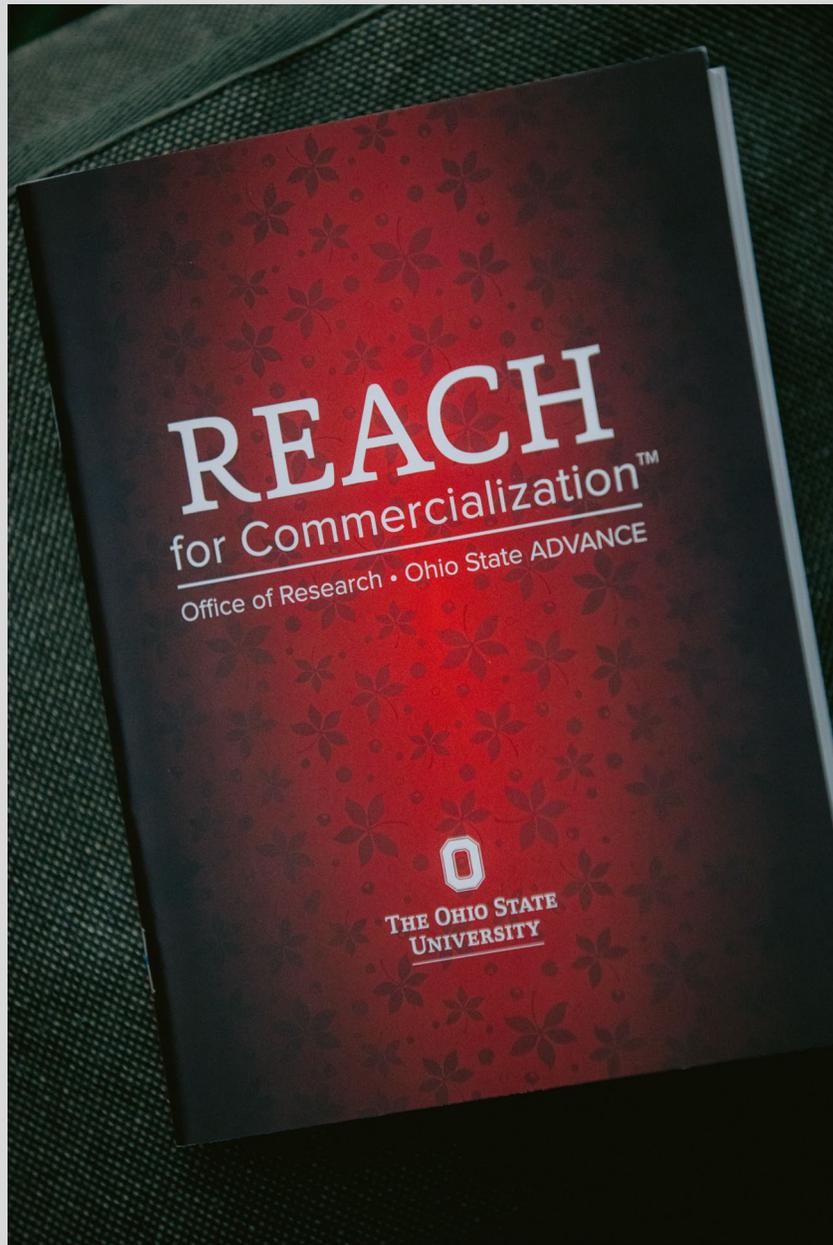
Business of Science

- Learn to manage human and process dimensions to advance projects to conclusion, all within an environment of uncertainty.
- Learn to effectively use information, data and decision tools to leverage the best thinking to arrive at the best path to success.
- Understand the role of creativity, intuition, and person-centered development in the successful application of discovery to the development of new therapies.
- Learn how the best leaders inspire others to follow them.



Business of Science

- “I absolutely loved this conference. Every scientist should attend this presentation series because business acumen is a must for a successful research team. I have completely reformed my approach to team building and strategic planning as a result of attending the conference.” Assistant Professor, OSU College of Medicine
- “As a scientist and physician, I had not received much prior training on management. However, as a faculty member, I am a manager every day. The lessons learned on management and leadership have been invaluable in both thinking about how to be a leader in the practice of medicine and a leading scientist within the research community.” Assistant Professor, Nationwide Children’s Hospital



Caroline Crisafulli & Mary Juhas
Ohio State ADVANCE
Office of Research

crisafulli.1@osu.edu

juhas.1@osu.edu

[advance.osu.edu/initiatives/
project-reach/](http://advance.osu.edu/initiatives/project-reach/)

REACH for Commercialization™ (REACH) is a year-round, cohort-based program with interactive workshops, formal and informal networking, and individual mentoring for women in academia. REACH amplifies research outcomes, fast-tracks academic discovery, and propels professional development by removing entrenched institutional and cultural barriers.

KEY ATTRIBUTES

- Flexible, year-round resource, not a bootcamp
- Workshops and individual consultation
- Influential network of near peers, role models and mentors
- Iterative and personalized
- Interdisciplinary collaboration
- Social science research: surveys, IRB protocol
- Strategic Partner: Rev1 Ventures

KEY FINDINGS

- Recruiting: invitation to participate fosters sense of belonging
- Title: redefine “Commercialization” as broader dissemination to amplify impact of research
- Scheduling: during work hours and recorded to increase accessibility
- Participant goals: visibility, impact and network
- Expanding to other Universities

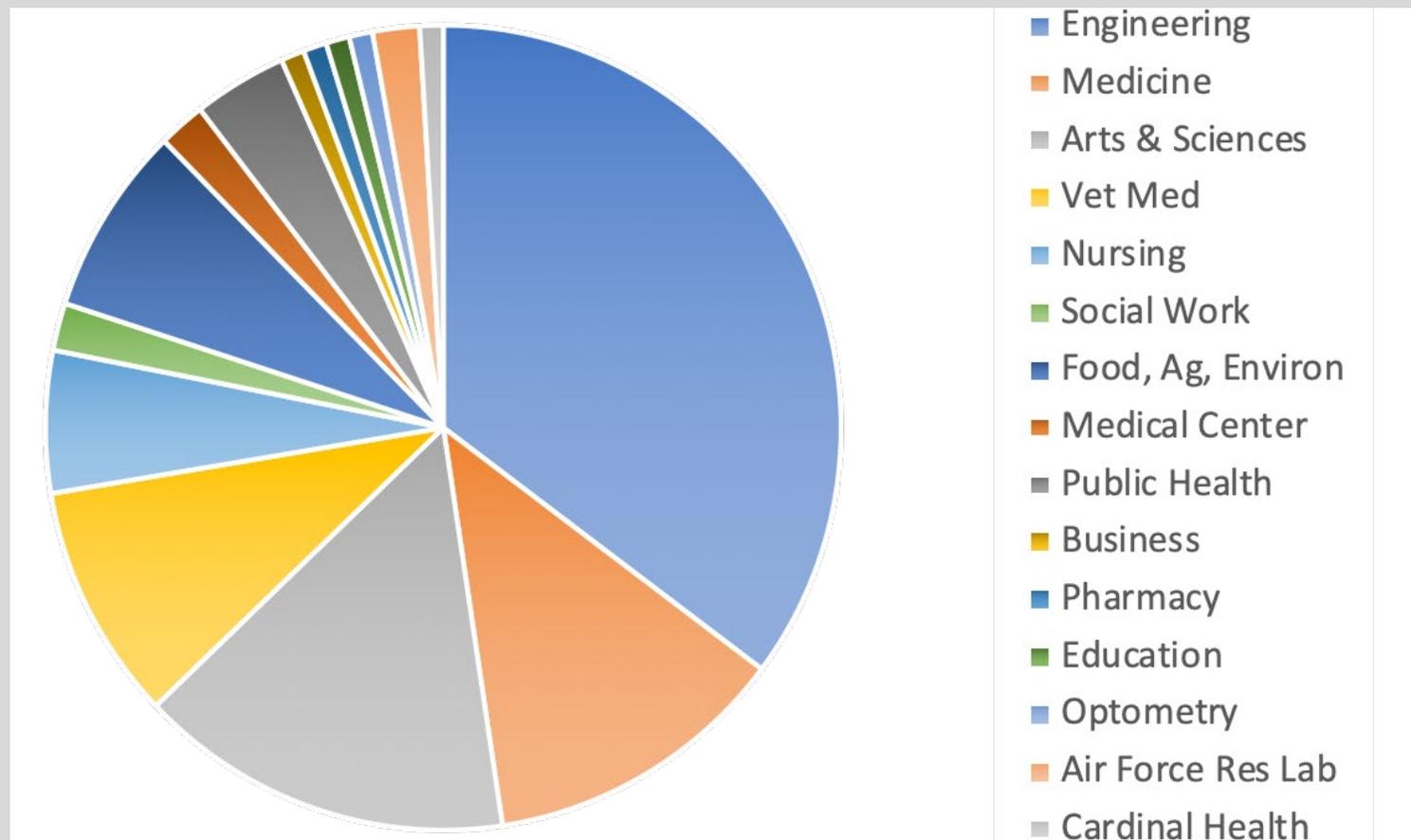
REACH Participants 2010 - 2020

110 participants

12 different colleges/units

They are associated with:

- **385** invention disclosures
- **312** patents filed
- **103** patents issued
- **53** license agreements
- **42** patents published
- **9** startups





GROWING RESEARCH OPPORTUNITIES (GRO) ACADEMY

Developing the next generation of interdisciplinary research leaders



The Overall Goal of the GRO Academy

- Provide high quality professional development opportunities for our most promising faculty members.
- Provide resources to support and develop applicants' ability to lead new, impactful, strategic and impactful research and creative expression activities.
- Advance the career trajectory of our aspiring faculty leaders while advance the research agenda of Ohio State.



GRO Academy Curriculum

The GRO Academy includes ***eight (8), 90-minute sessions plus informal out of session discussion we call “coffee with a purpose”***, through which faculty cohorts engage in interactive knowledge and skill building activities that address:

- The scholarship on interdisciplinary teams
- Leadership and management
- Building diverse and inclusive teams
- Team Formation, creating a shared vision and goals
- Collaboration skills and trust building in teams
- Project and team management tools
- Conflict and decision-making in teams
- Communication and accountability



GRO Academy: Application Process

- Self-nomination application:
 - Why are you interested in this program? How will participation in this program will help you achieve your personal goals related to interdisciplinary team leadership in your field?
 - Your prior experiences (positive or negative) working as part of a collaborative team, including the nature and purpose of the team and your role within the collaboration.
 - Describe your plans to lead a research initiatives, e.g., are you planning to lead a team towards a funding opportunity, development of a center/institute, or some other type of strategic research opportunity?
- Three references that can speak to your ability to lead and work in teams
- Applicant review process ensured a diverse disciplinary cohort representative of gender and racial diversity

2021 GRO Academy Cohort



GRO Academy – Ongoing Support

- Cohort will draft a collaboration agreement throughout the program
- Individuals will receive ongoing consultation from the Research Development Office as they chart their plan to pursue large and complex, interdisciplinary research proposals.
 - This could involve ideation workshops, proposal planning, federal site visits, meetings with campus/community partners, industry connections, etc.