

Knowledge Bridges Incubator RFP Q&A

Question: Where do we submit our concept paper?

Answer: Submit your one-page concept paper in pdf form to facultygrant@du.edu

Question: I have ideas, but I don't know if they are in alignment with what you are looking for. Is there a way to get feedback?

Answer: Please reach out to me (Corinne Lengsfeld) to share concept ideas. Please also reach out to your dean for their input. Before you submit concept papers, engage your partners and/or potential partners.

Question: Should we submit a concept without reaching out to other schools?

Answer: The strength of the concept will be hurt without some initial outreach to others to determine if there is potential for the concept. You can use du.edu/connect (password: connect) to find faculty who work in similar areas. Your Deans and Associate Deans will have information that may help you connect with outs. I can also help (Corinne Lengsfeld) you identify people with similar backgrounds.

Question: Is there a limit to how many concept papers one person submits?

Answer: One concept paper per faculty lead

Question: When will you know the dates that are listed on the timeline as TBD now?

Answer: We will determine dates for the timeline based on the concepts. The timeline will shift based off of what we are asking people to do in the feedback process. We want to leave sufficient time for people to react to feedback.

Question: It's conceivable that some of our concept papers will be very similar. After they are submitted, will you help link us?

Answer: Yes, we will ask the teams if there is an opportunity to coalesce for very similar concept papers.

Question: The last evaluation question focuses on recruiting knowledge leaders, can you speak to that?

Answer: We hope that a few of the funded launches will be successful and gain significant traction. These highly successful area *may* draw the attention of Deans and be integrate in faculty hiring plans. It's not a guarantee or mandated but I think that

cluster hires would be one clear sign that the idea is gaining the national and international visibility we all hope for the program.

Question: At the top of page 2, you note that concept papers will be judged by national eminence and future funding, that could be problematic for different disciplinary themes.

Answer: The type of sustainable funding is not mandated – it could be federal money, foundation money, philanthropic dollars, etc. The requirement is that the research area has to be financially stable. At the end of three years, they should be able to stand on their own or will be close to standing on their own. In terms of support, the evaluation committee will understand diverse funding sources - state funding, federal funding, grant funding, foundational funding, etc. thus have an appropriately varied background.

What we mean by national eminence is that your concept (when successful) raises the visibility and impact of the university in a substantive and measurable way. However, within these interdisciplinary teams the value or meaning of that national eminence will vary with the contributing discipline. This is natural and seen in other knowledge bridges already underway. It is important to recognize that a successful team will appreciate that every partner needs to be raised up through participation, and that each partner is valued. It isn't a real knowledge bridge if anyone partner can leave the team and the same outcome is achieved.

Question: In terms of the selection criteria, can you speak to the credibility factor? Would the selection criteria be better weighted?

Answer: Credibility could be easily defined as past performance in raising funds but it's more than that. A teams credibility doesn't rest solely on past experience with funding. Your team needs to have the right skill sets to support the proposed concept. There could be team members very established, but some team members won't be as established. Some areas will be emerging, and some areas will be a proven strength. We are bringing people together. The question is do we think this group of people have the skills and track record that support a high probability for success if funded.

In regards to weighting of the individual criteria elements... What we found in previous knowledge bridge ideas, like Center on American Politics and the Collaborative, is that in the early phases of the concepts, it's not smart to predetermine the weight of each criteria, because as teams progress through the process, refining the concept through focus groups, and collecting feedback from the committee, the concepts change. For example, a concept might have a deficiency in one criteria, but in the refinement of the concept towards launch readiness, that criteria will be strengthened. To achieve success, we as a selection team must keep an open mind. If the idea is really exciting but there is no credibility, it might not move forward. If the idea is flat but you have a lot of credibility, it also might not move forward. It is an inclusive and holistic concept evaluation phase.

Question: Is this seed money? And is it up to the team to identify potential funding sources?

Answer: This is launch money. This is launch – and go. It's not \$20,000 to seed. There will be partnerships as these launch – Deans will be heavily involved, ORSP will be helping the teams from the beginning. Advancement will be very invested in working with this group, perhaps not at the very beginning. However, after 6-8 months when the concept team has a chance to get a story under them, then advancement will partner in searching for philanthropic money. That being said, the launch teams will be critical instruments in securing funding and will have to be ready to provide substantial effort to support that quest.

Question: Who's eligible?

Answer: At the concept phase any faculty lines are allowed. My assumption is that teams will be made up of diverse faculty lines and those will grow and change through the refinement process. Put anyone on the team that makes sense and enhances credibility. There is always an interactive phase where we can work though this together.

Question: Can someone from OTL be on there? What about grad students?

Answer: The team should be made up of faculty lines as defined by the APT.

If your concept will affect post-docs and students, reflect that in your concept paper. We want to know how they will be integrated. However, in the concept papers, use your space wisely.

Question: Font size on concept paper?

Answer: At least 11 font. Single spaced is fine. Don't go smaller than 0.5 inches on the borders.

Question: How do you see this as it relates to other initiatives across campus (DU Grand Challenges, health initiative out of Academic Innovation, etc.)

Answer: The meeting last week on health is a broad umbrella for the Chancellor to create a campaign around health. Maybe something that comes out of this call will be a part of that. I don't know.

Please respect that early generation knowledge bridge ideas such as IRISE 2.0 and The Collaborative (mental health) are already underway. Those are moving forward, they have been funded and essentially defined the process called out in the RFP. Duplicating

these ideas is not likely to be supported given the size of our campus and the resources available.

Many of the first-generation knowledge bridges supported from Impact 2025 came directly from the intention imagine DU process that listened to numerous stakeholders on campus. The knowledge bridge working group more recently spent a lot of time listening to knowledge bridges that predated Impact 2025 as well as form groups wishing for access to the Impact 2025 process. This RFP is an outcome of those discussion and intended to provide a transparent process for knowledge bridge ideas from across campus to bubble up from the faculty for consideration. We know that there are ideas that have emerged since the Imagine DU process and ones that we did not gain access too, and we wanted to offer a new opportunity to find these ideas from the faculty and support those with the greatest potential.

Question: Is this bigger than a single project?

Answer: This is much bigger than a project. It's a thematic collection of people and projects making an impact. You can list examples of projects that could happen, but please do not propose a 3-year single multi-disciplinary project.

Question: Do you have a mental target on the board of potential ideas?

Answer: No. That's not to say that we haven't done some research within the Knowledge Bridge working group. It is clear from the lessons learned at other universities that this type of project fails when it comes from the top and not from the bottom. Structurally, this should come from the faculty. I think you are going to surprise me with what you are going to propose. And I think I am going to like some of the surprises. We don't have a pre-determined concept of what we are looking for.

Question: We would like to involve a community partner, does this fit within the scope?

Answer: If you look at IRISE 2.0 and The Collaborative, they will be strongly engaged with community partners. However, there will be a focus on using DU money to support DU action and be mindful of that.

Question: Same for faculty members at other universities?

Answer: Yes.

Question: Do you want us to spend a certain amount of space in the concept paper on each item?

Answer: Use your space to bring forth the merit of your concept and its potential. Use your space wisely as there isn't a lot of space.

Question: Is there anything else you have learned from other projects that we should know?

Answer: Concepts work when they form organically and from the people passionate about the work. The partnerships can be loose and hypothesized at the beginning, but we need to firm up those relationships further down in the timeline. Understand that this process is highly iterative. In terms of budget, we will partner to develop a budget in the later phases that ensures a successful launch.

Your concepts won't be the same as they are on Day 1 – there will be interesting moderations along the way that make it more powerful. Be prepared for that.

Question: Does it have to connect to DU IMPACT 2025 or your academic unit's strategic plan?

Answer: This process is wide open. However, if it's not in a strategic direction of a unit, that makes it difficult for the concept to become sustainable. We have to be realistic with divisional and university priorities.

Question: I am not sure that community needs fit in here. Does community-based research fit within this process?

Answer: The Provost and I define research as those scholarship activities of the faculty that involve basic, applied, community engaged and clinical activities. So yes community based research fits well within the RFP scope, but the concept must to be connected to our faculty passions, skills and strengths. I appreciate that there are community groups that want us to work in new areas, but we can't do that without faculty passion and a critical skill set.

Question: How will the committee evaluate for units in leadership transition?

Answer: I think the driving question the committee will ask itself, "Is it logical to support the concept no matter who is in those leadership positions?" Likely other deans will be supportive and help navigate this question also. We will also involve the current dean.

Question: If I am already doing research with a certain community, and I am able to build a team around that work, then this would work as a concept?

Answer: In principle all these teams will start with one person's idea who is then building out from there. However, this funding will not support a single project so building a team around a single project will not be successful. I am hoping we build on current and emerging strengths.

Question: Is it imperative that there is a teaching component?

Answer: We know from the experiences of other universities that these big idea concepts stick when the research integrates with the classroom in some way. The research we do is more powerful and more successful when our students can access the knowledge and the experience. However, every team will be in a different phase of maturity in terms of the balance of research and teaching. For this to work long term, it has to be integrated into “curriculum” at some point. This doesn’t mean “formal new curriculum” but today integrated into the concept paper, but it might mean new training concepts in the future.