**HEALTH RESEARCH ALLIANCE – *DRAFT* 2021 STRATEGIC PLAN**

**April 6, 2021**

**MISSION**

The Health Research Alliance (HRA), a collaborative member organization of nonprofit research funders, is committed to maximizing the impact of biomedical research to improve human health.

**CORE VALUES**

* Impact:  We enable individual organizations and the research community collectively to enhance the effectiveness of biomedical research.
* Collaborate: We communicate, share information, experiences, and best practices, and work together to achieve our shared goals.
* Innovate: We foster innovative approaches to address challenges in biomedical research.

**ORGANIZATION**

HRA is a membership organization composed of nonprofit funders of biomedical research and training. HRA members represent a variety of types of nonprofit funders of biomedical research, including voluntary health agencies, private foundations, public charities, and societies. Members strive to identify and adopt effective practices in funding biomedical research and speed the translation of biomedical science into applications that improve health. HRA was incorporated in November 2005 and is tax exempt under section 501(c)(3) of the Internal Revenue Code as a 509(a)(2) public charity.

**STRATEGIC PLANNING PROCESS**

To generate recommendations for the next three years, a Strategic Planning Committee was assembled. In March 2020, a committee chair was designated by the Board of Directors, and nominations for committee membership were solicited from the entire HRA membership ([*Appendix 1*](https://www.healthra.org/appendix_1_email-to-membership-soliciting-nominations-for-strategic-planning-committee/)*).*  After reviewing nominations, the committee was established in April 2020. It is composed of 12 members, including several from HRA’s board and 2 staff ([*Appendix 2*](https://www.healthra.org/appendix_2_strategic-planning-committee-roster/)*)*. After issuing an RFP *(*[*Appendix 3*](https://www.healthra.org/appendix_3_rfp-for-strategic-planning-consultant/)), and interviewing 2 firms, the committee hired [verynice](https://www.verynice.co/) to facilitate the process *(*[*Appendix 4*](https://www.healthra.org/appendix_4_verynice-inc_-hra_proposal/) *is verynice’s proposal*). With the committee’s guidance, verynice crafted survey questions and identified topics for interview discussions. Verynice obtained feedback through video interviews and online surveys of both HRA member and nonmember organizations. In addition, verynice hosted a workshop where 40 people (board members, working group co-chairs, other engaged HRA members, and staff) participated in a half-day interactive session to surface issues and topics to which participants thought HRA should devote resources in the next three years. Verynice provided a thorough analysis of the data from the surveys, interviews, and the workshop, including recommendations based on analysis of the nonprofit and other similar sectors ([*Appendix 5*](https://www.healthra.org/appendix_5_verynice-inc_-final-report/) *is the full final report*).

Committee members used that report to identify goals valued by the membership, then define strategies and activities to achieve those goals. Much of what was identified were goals, strategies, and activities that HRA has already implemented and are highly valued by the membership. However, the committee noted where current activities could be enhanced, new activities should be considered, and one instance where the value of an activity should be reevaluated before continuing.

To balance resource constraints, Table 1 at the end of the document shows a comparison of the estimated impact strategies and activities could contribute toward HRA’s mission with estimated resource needs (both financial resources and staff time) beyond what is allocated currently. Table 2 shows an estimate of the financial costs for a variety of current activities.

**CONTEXT**

This plan lays out recommendations for HRA for the next three years and builds on the significant accomplishments since the 2016 strategic plan. Since then, HRA has

* Grown membership from 75 to almost 100 organizations that support biomedical research.
* Increased the number of, participation in, and productivity of the working groups. In 2016 there were 5 “interest” groups who met sporadically and were inconsistent in setting goals and producing resources. Now, after a deliberate change in name, there are 10 “working” groups who are charged with defining a mission and a timeline to produce specified resources to share with the membership. However, working group accountability and productivity is inconsistent and, in some cases, suboptimal.
* Increased the number of listservs to 4 (general, fundraising professionals, communications professionals, and CEO-focused).
* Launched 2 affinity groups (HRA’s Book Club and the Communications Affinity Group).
* Pivoted from 2 in-person members meetings annually to completely virtual meetings in spring and fall 2020, and spring 2021, with very high participation rates and value for attendees (measured by post-meeting evaluations).
* Secured several grants from HRA members for new programming (e.g., Collaboration program, Cultural Competency Training, Reimagine Biomedical Research essay context, and others) and infrastructure support (developing a public version of HRA Analyzer).

The verynice report also surfaced many areas where HRA currently provides exceptional value and recommends HRA continue to devote resources to those areas. For instance:

* 88% of members note they read newsletters and use HRA resources posted to the website
* 73% of respondents cite networking as a reason for being engaged with HRA
* When asked what about HRA brings the most value - connecting with colleagues, networking, meeting staff with similar backgrounds, and professional development are frequently mentioned
* Fostering open communication and collaboration is important to nearly 90% of HRA member survey respondents, with two-thirds noting HRA does a good job currently and this should continue to be a priority
* 93% of members cite “learning from colleagues via listserv and other venues” as a reason they engage with HRA

**PLAN PURPOSE**

The new strategic plan was developed with a predominant objective – to enhance HRA’s value to HRA member organizations. The four goals listed below and the strategies to achieve those goals detailed in the document, are designed to increase HRA members’ ability (directly or indirectly) to increase the impact of their investment in research, and by doing so achieve HRA’s mission.This plan is intended to chart a course for HRA’s future and provide guidance to HRA staff and leadership for allocating resources and measuring organizational effectiveness to reach that objective.

Each of the four goals below has a very different scope and audience. The first goal focuses on HRA as an organization. The strategies included in the second goal strive to impact HRA member organizations themselves. The third goal is intended to enhance the broader HRA community, and the fourth goal targets researchers by enhancing the research process.

**Goal 1: Empower HRA through a solid HRA base**

**Goal 2: Drive institutional learning to increase member organizations’ effectiveness**

**Goal 3: Foster HRA community**

## Goal 4: Improve the research process

What is not included in this document is an implementation plan, though the plan does suggest specific activities that have been or can be implemented to advance strategies and achieve goals. Upon adoption of the Strategic Plan by the board, HRA staff will develop a plan for implementing the suggested activities to be driven by resources and priorities set by the committee and the board, while maintaining flexibility to capitalize on new opportunities or to pivot due to changing circumstances. Many of HRA’s current activities (e.g., working groups, listserv, members meetings, website) help achieve several goals and strategies, highlighting their value to achieving HRA’s mission.

Also missing are metrics for evaluating impact, though measuring short-term outputs will be essential. For the first years covered by this plan, success will be measured by the degree to which the activities suggested by this plan have been enhanced or implemented and judged valuable by the membership.

STRATEGIC PLAN DETAILS

[Goal 1: empower hra through a solid hra base](#_Goal_1_will)

Strategy 1.1

Expand the breadth and depth of perspectives represented by HRA member organizations.

### Strategy 1.2

### Provide shared services to HRA members that members use and find valuable.

Strategy 1.3

Strengthen HRA’s ability to develop additional programs of value by expanding and diversifying both staff and financial resources (including and beyond membership dues).

### Strategy 1.4

Amplify the voices of HRA members individually and collectively, to multiply the impact on areas of importance to the biomedical research community.

[Goal 2: Drive institutional learning to Increase member organizations’ effectiveness](#_Goal_2_will)

### Strategy 2.1

### Expand the capability for members to seek guidance, ask questions, and pose challenges to fellow HRA members outside of formal groups or meetings.

### Strategy 2.3

### Employ working groups and task-focused efforts to identify and address topics important to a significant portion of the HRA membership

Strategy 2.4

### Provide infrastructure to collect, curate and disseminate valuable information from working groups, listserv posts, members meeting sessions and other sources (including non-HRA activities) that address members’ challenges and needs.

### Strategy 2.5

### Enhance HRA Analyzer’s functionality and use by HRA members

[Goal 3: Foster HRA Community](#_Goal_3_will)

Strategy 3.1

### Enhance collaboration and networking at members meetings and other events throughout the year.

### Strategy 3.2

### Drive new relationship building through the development of affinity groups

Strategy 3.3

### Deepen member engagement to increase capacity of individuals in HRA member organizations to be more effective in their careers.

[Goal 4: Improve the Scientific Research Process](#_Goal_4_will)

Strategy 4.1

Enhance effectiveness of HRA member organizations’ own efforts to increase diversity, equity and inclusion within their portfolios, the scientific workforce, and across the health care system.

Strategy 4.2

Promote and improve open science practices and collaborative/team science by scientific researchers.

### Strategy 4.3

### Increase the capacity of HRA member organizations and their researchers to effectively communicate science to targeted audiences.

[Conclusion](#_As_the_efforts)

**STRATEGIC PLAN DETAILS**

**Goal 1: empower hra through a solid hra base**

## Goal 1 will be achieved by identifying and securing the resources necessary to achieve the goals detailed in the strategic plan, thus enabling progress toward HRA’s mission.

**Rationale**

Respectively, goals 2, 3 and 4 define ways for HRA to help its member organizations through increasing member organizations’ capacity, through community building, and through research scientists themselves via an improved research process. Supporting member organizations is critical to achieving HRA’s mission but requires that HRA itself exists as a strong and vibrant entity ready to provide, facilitate and coordinate this assistance. Goal 1 defines strategies to empower and strengthen HRA itself, along with strategies to secure and strategically allocate resources to enable everything we do.

### 

**Strategy 1.1**

**Expand the breadth and depth of perspectives represented by HRA member organizations.**

Enhance Existing Strategies:

* Maintain the current focus on number and diversity (size, mission, public/private, etc.) of HRA member organizations. Organizations that meet HRA’s eligibility and are aligned with HRA’s mission are always welcome, however active recruitment of new members is not necessary unless it is strategic recruitment.

Implement New Strategies:

* Increase number of active individuals from member organizations contributing to HRA activities (leadership positions, working groups, program committee, listserv postings, etc.)
* Increase the diversity of those from member organizations who derive value from HRA membership (especially with respect to demographics and professional roles represented by engaged members)

### **Strategy 1.2**

### **Provide shared services to HRA members that members use and find valuable.**

### Enhance Existing Activities:

* Use HRA’s website as a central repository for best practices in grantmaking and in other key issues in biomedical research and training
* Expand the listserv functionality
* Evolve member meetings to increase value to members
* Increase HRA Analyzer engagement and use
* Improve HRA Open functionality and increase use by members and grantees
* Create and disseminate resources from working groups and ad hoc webinars

### Implement New Activities:

* Implementation of a collaborative platform (e.g., [Handzin](https://www.handzin.com/)) to facilitate collaboration among members and the broader community

Reevaluate Activities Demonstrating Little Impact:

* Put on hold plans to make HRA Analyzer data public (the HRA Reporter project) as it has not yet been shown to provide value to the members and is resource intensive

**Strategy 1.3**

**Strengthen HRA’s ability to develop additional programs of value by expanding and diversifying both staff and financial resources (including and beyond membership dues).**

### Enhance Existing Activities:

* Increase staff capacity through interns, contractors, vendors, and other professional services
* Seek additional revenue through supplemental member donations such as in-kind donations (including staff time) or grants

### Implement New Activities:

* Highlight grants/donations from HRA members prominently on HRA’s website, in newsletters, and other materials to both show appreciation for members’ generosity and publicize the opportunity to contribute to HRA in ways other than dues
* Solicit funds from nonprofits who are non-HRA members as well as potentially for-profit entities (vendors, publishers, etc.)
* Implement fee for service models such as charging guests and/or other stakeholders to participate in meetings or programming (such as professional development or DEI training)
* Contingent on HRA’s financial resources, explore possibility of hiring another part or full-time staff member

### **Strategy 1.4**

**Amplify the voices of HRA members individually and collectively, to multiply the impact on areas of importance to the biomedical research community.**

### Enhance Existing Activities:

* Identify and disseminate resources to improve the research process through policies including (but not limited to) open science, scientific communication, and promoting diversity
* HRA staff and HRA members continue participation in national conversations around topics critical to areas of importance to the biomedical research community
* Allocate resources and create infrastructure when new challenges and issues important to the biomedical research ecosystem and aligned with HRA’s mission are identified
* Maintain HRA’s important role as a convener via members meetings, webinars, working groups, and potentially other opportunities to convene such as regional or open national meetings
* Lead and participate in collaborations with groups such as the Nonprofit Funders-Research Institution Partnership (NFRI), the Open Research Funders Group (ORFG), the Center for Open Science (COS), and the National Academies Roundtable on Aligning Incentives for Open Science

### Implement New Activities:

* Formally highlight policies and practices that have successfully addressed challenging issues such as (but not limited to) DEI and open science to accelerate these policies becoming normative among HRA members organizations and more broadly
* Publish infographic(s) using HRA Analyzer data highlighting the impact of HRA member funding and spotlighting biomedical funding trends

**Goal 2: Drive institutional learning to Increase member organizations’ effectiveness**

## Goal 2 will be achieved by increasing the acquisition and dissemination of information, including resources, best practices, strategies, and metrics.

**Rationale**

HRA can increase member organizations’ effectiveness by providing leadership, knowledge, tools, and opportunities to promote innovative and effective grantmaking. The strategies below enable collecting, developing, and disseminating collective wisdom around issues that are key to accelerating research discovery and its translation.

### **Strategy 2.1**

### **Expand the capability for members to seek guidance, ask questions, and pose challenges to fellow HRA members outside of formal groups or meetings.**

### Enhance Existing Activities:

* Increase use of listserv by the membership as a whole and by diverse roles within member organizations
* Convert relevant listserv posts to easily accessible resources such as summaries, guidances, and surveys
* Use listserv conversations to create new learning opportunities (webinars, new working groups, members meeting sessions, etc.)

### Implement New Activities:

* Explore alternative platforms to enhance functionality of the listserv including ease of discovery and access of archived posts, targeted communications and sharing resources within learning communities, and expanding conversations to include non HRA-members

### **Strategy 2.2**

### **Expand members’ ability to learn from each other, from other non-HRA funders, and from outside experts about challenges in biomedical research, training, and support via members meetings.**

### Enhance Existing Activities:

* Continue to host HRA members meetings that incorporate perspectives from a variety of individuals and sectors - both HRA member speakers and outside experts
* Increase the diversity of staff roles within member organizations who attend members meetings by offering sessions that appeal to different audiences
* Be more intentional about using Members Meetings to catalyze subsequent action by HRA and HRA member organizations

Implement New Activities:

* Explore strategies and platforms to increase value of virtual and hybrid meetings, especially engagement by and informal networking for remote participants

### **Strategy 2.3**

### **Employ working groups and task-focused efforts to identify and address topics important to a significant portion of the HRA membership**

### Enhance Existing Activities:

* Define expectations for working groups clearly (require and post mission statements, goals for the year ahead, timelines, meeting schedules, learning agendas, etc.)
* Working groups are expected to make progress toward their goals by identifying and disseminating valuable resources to the membership
* Launch new working groups when value to the members can be shown
* Disband working groups when they cease to make progress toward their mission and/or cease to provide value to the membership

### Implement New Activities:

* Send letters to co-chairs’ organizational leadership highlighting the value of their contributions to HRA
* More publicly recognize working group co-chairs for their contributions to advancing HRA’s mission including via annual presentations to the HRA BOD
* Transition to a platform that can facilitate focused discussions with those interested in working group discussions

**Strategy 2.4**

### **Provide infrastructure to collect, curate and disseminate valuable information from working groups, listserv posts, members meeting sessions and other sources (including non-HRA activities) that address members’ challenges and needs.**

### Enhance Existing Activities:

* Expand and enhance HRA’s website functionality as a central repository of curated resources (increase discoverability, and add, update, and delete resources more frequently)

### Implement New Activities:

* Create a frequently updated “principles and guidelines” resource for HRA members and the community (a “how to” for biomedical grantmaking)
* Implement “*Mastermind*” sessions1

### **Strategy 2.5**

### **Enhance HRA Analyzer’s functionality and use by HRA members**

### Enhance Existing Activities:

* Work with member organizations to get funding data complete and current in Analyzer
* Encourage organization to provide data for prior years of grant making if they are able
* Help members use and value the reporting and other functionality of HRA Analyzer for their own needs
* Provide frequent training and Q&A sessions for the membership

### Implement New Activities:

* During onboarding of new organizations, highlight the value of Analyzer and the expectation that data be kept current and complete
* Publish frequent infographics to demonstrate impact of HRA funding and highlight important trends

**Goal 3: Foster HRA Community**

## Goal 3 will be achieved by supporting collaborations, networking, and increasing the capacity of individuals within HRA member organizations.

**Rationale**

Community-building, networking, and collaborations provide significant value to HRA member staff, as highlighted in the verynice report and other sources of information such as post-members meeting evaluations and previous strategic planning data gathering efforts. Members noted that HRA does a good job currently at fostering community, and this should be a priority going forward. What has become increasingly apparent is that learnings from virtual events can help us connect in even more robust ways and to envision new ways of community building. HRA should continue to devote resources to what works well but also explore how to add additional value (e.g., expanding virtual opportunities, offering professional development training, and enhancing collaboration among members as well as the broader ecosystem).

**Strategy 3.1**

### **Enhance collaboration and networking at members meetings and other events throughout the year.**

### Enhance Existing Activities:

* Distinct from but equally important as the purpose of gaining knowledge, members meetings should foster community-building in a virtual setting by adding robust virtual attendance functionality including dynamic breakout and networking options and additional strategies or meeting session types
* Convene in-person and virtual meetings with partners (such as the NFRI partnership, or the Collaboration Workshop) to address challenges together and build community

### Implement New Activities:

* Regional and/or topic-based meetings (either fully virtual or hybrid) convene smaller groups around a more targeted agenda, which should be distinct from working groups and cover singular topics rather than ongoing HRA initiatives

### 

### **Strategy 3.2**

### **Drive new relationship building through the development of affinity groups**

### Enhance Existing Activities:

* Increase engagement in current and create new interest-based groups distinct from HRA working groups (e.g., fundraising, communications, CEO, book group, etc.)

### Implement New Activities:

* Explore online community-building platforms (dedicated listserv, Handzin, others) to create opportunities for group discussions, sharing ideas, and organizing virtual meetups
* Develop guidance documents for affinity groups outlining their purpose and expectations, recognizing that affinity groups do not need to produce not work products but should provide value to HRA members

**Strategy 3.3**

### **Deepen member engagement to increase capacity of individuals in HRA member organizations to be more effective in their careers.**

### Enhance Existing Activities:

* Creation of a robust member directory that is easy to keep up to date and used widely
* Have calls with new member organizations to introduce them to all the benefits of HRA

### Implement New Activities:

* Creation of on-boarding materials to make new HRA members’ staff aware of all available resources, how to contribute templates or information to share, and where to find resources on the website
* Staff of HRA member organizations in leadership roles within HRA (board members, co-chairs, other committees) are recognized for their contributions across HRA communications avenues but also via communications directly to volunteers’ organizational leadership
* Collection and dissemination of vetted professional development opportunities and resources (project management, strategic planning, etc.) for members of HRA organizations, across a variety of roles
* Pair or group individuals new to grantmaking or new to their role in their organization with those more experienced in that role via email, networking platforms, “buddy system” at members meetings, etc.
* Explore use of a forum for networking, mentoring, and sharing professional development resources
* Explore hosting professional development workshops for HRA members (potentially as a fee for service model)

**Goal 4: Improve the Scientific Research Process**

## Goal 4 will be achieved by supporting HRA member organizations’ efforts to make research open, inclusive, and accessible, to more fully leverage diverse ideas and experiences, and increase the public’s respect for science.

## 

**Rationale**

Diversity allows organizations to be more productive, creative, and innovative. A diverse healthcare workforce also improves patient care outcomes. Open science not only increases the rigor of scientific research, but it is necessary to enable a diversity of opinions and experiences to be shared across the entire ecosystem. Open science also can close knowledge gaps and level the playing field for researchers around the world leading to more inclusive and equitable science. The ability to communicate the value of science is also key to increasing impact. Thus, increasing the diversity of the workforce, fostering open science, and more effectively communicating the impact of science to a variety of stakeholders can be effective in accelerating the pace of discovery and fostering innovation.

**Strategy 4.1**

**Enhance effectiveness of HRA member organizations’ own efforts to increase diversity, equity and inclusion within their portfolios, the scientific workforce, and across the health care system.**

### Enhance Existing Activities:

* Enhance engagement with and disseminate resources from the DEI working group
* Host cultural competency training for HRA member organizations
* Learn from leaders in the broader DEI community via presentations to the working group, at members meetings, in webinars for the membership
* Partner with other groups to explore and pilot innovative models that foster diversity and inclusion

Implement New Activities:

* Create an online learning community for continuing learning and exploration around DEI and systemic racism via a dedicated forum
* Create opportunities for HRA members to meet and discuss with the NIH, other federal partners, research institutions, and others how best to collaborate to support increased diversity among grant recipients
* Identify, and post scholarly research and other resources to HRA’s website highlighting successful practices and strategies for eliminating bias in review, in health disparities, and in other areas of funding and research
* Identify and share suggested wording for grant agreements, RFP’s, reviewer guidelines, etc. that can decrease bias and increase diversity
* Highlight HRA member policies and practices that have been effective in reducing bias and inequality among staff and grant recipients

**Strategy 4.2**

**Promote and improve open science practices and collaborative/team science by scientific researchers.**

### Enhance Existing Activities:

* Increase engagement with HRA’s Open Science Task Force and Data Sharing Working Group
* Identify, create, and disseminate resources for funders who want to facilitate open science practices
* Increase the use of HRA Open by HRA members and by HRA member-funded grantees resulting in more open access to publications and research outputs

### Implement New Activities:

* Create a directory of members who have implemented a variety of open science practices and policies to serve as advisors to other members
* Connect those desiring to facilitate open science behaviors with funders and other organizations who have successfully implemented policies and created resources
* Partner with organizations such as the Open Research Funders Group, Science Philanthropy Alliance, the Center for Open Science, universities, or other group to help HRA members gain capacity in developing policies

### **Strategy 4.3**

### **Increase the capacity of HRA member organizations and their researchers to effectively communicate science to targeted audiences.**

### Enhance Existing Activities:

### Increase engagement and activity of the communications affinity group

### Implement New Activities:

* Include sessions relating to communicating science in ad hoc webinars, members meetings or other topic-based meetings
* Create resources and opportunities to assist members with developing communication tools (e.g., communication workshops) to help both HRA members’ staff communicate the impact of the science they fund, as well as help their funded researchers communicate science effectively to a variety of audiences (e.g., lay audiences, donors, collaborators in other science fields)

**CONCLUSION**

## As the efforts of verynice highlighted, HRA already provides significant value to HRA members. Despite recent events, HRA remains a strong and vibrant community measured by among other metrics; the *thirteen* organizations who have been accepted for membership since the start of 2020, the formation of 2 new working groups, and a significant increase in the number of resources developed by HRA staff and the membership over the past year. It is critical that HRA's 2021 Strategic Plan capitalize on HRA's strengths, but it also must increase our resilience.

To do this, we recommend that HRA provide additional value to member organizations, their staff and their stakeholders via strategies set forth in this document. In Table 1, we have indicated estimates of perceived impact to the membership and level of additional resources needed to implement strategies to help staff and leadership set priorities. It’s worth noting that this strategic planning process is happening during one of the most uncertain times in global history. We are in the midst of a global pandemic and ongoing civil unrest. The recent turnover in the nation’s administration has led to a major shift in priorities and resource allocation. It is critical that HRA’s 2021 Strategic Plan incorporate ways to increase our resilience and flexibility and ensure proper resource allocation. To that end, we are also recommending more frequent review of the 2021 Strategic Plan to ensure that goals and programming remain realistic and of the utmost importance. We are encouraging several steps to ensure accountability listed below.

1. HRA should create a standing Strategic Plan Evaluation Committee to:

* Evaluate outputs (are we doing what we say we will) in the short-term, then evaluate outcomes, (are members deriving value from the strategies) and finally the impact (are strategies achieving the goals)
* Annually audit the implementation, value of activities, and appropriateness of resource allocation in preparation for a presentation to the Board before the annual budget process (and more frequently if needed)
* Make recommendations for changes to the plan when there is a need to adapt to a dynamic research and grantmaking ecosystem

1. HRA should enhance collection of feedback from the membership on perceived progress toward the goals and the specific strategies in the plan using methods such as:

* Traditional surveys and analytics (post-meeting evals, website and listserv analytics, member satisfaction with HRA’s various activities)
* Capturing the stories and anecdotes of members’ “wins” and sharing that across the membership and more broadly, to celebrate how HRA impacts both individual careers and organizational capacity
* Collecting affirmations of benefit to member organizations
* Collecting levels of engagement such as who (including role) in each org uses and finds value in what resources

1. The Executive Director should annually provide HRA membership an opportunity to hear progress toward goals and provide comments and feedback using outputs defined in the strategic plan.

*1 Mastermind sessions are explained by verynice as going deep, fast to address challenges around specific topics. Member organizations come with a challenge and other members contribute feedback resulting in a quick, personal, highly facilitated way to tap into an intimate group and have all orgs walk away with actionable ideas.*

**Table 1: Impact vs Resources**

Very Impactful

Extremely impactful

|  |  |  |
| --- | --- | --- |
| **High level Strategies/ Activities to Achieve Goals** | **Additional Resource needs \*** | **Alternative Staffing models \*\*** |
| **Listserv *(including new Collaboration platform such as Handzin)***Strategies: 1.2, 2.1, 2.3, 3.2, 3.3, 4.1 | MED | FTE, external firm, contractor/intern |
| **Members Meetings *(including new virtual tools)***Strategies: 1.2, 1.4, 2.2, 3.1 | MED | FTE, external firm, contractor/intern |
| **Working Groups** ***(and other task focused efforts)***Strategies: 1.2, 1.4, 2.3, | MED | FTE, contractor/intern |
| **Website**Strategies: 1.2, 1.4, 2.1, 2.4, 4.1, 4.2 | HIGH | FTE, contractor/intern, external firm |
| **Professional Development**Strategies: 1.3, 3.3 | MED | external firm |

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| --- | --- | --- |
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| **DEI**  Strategies: 1.3, 1.4, 4.1 | MED | external firm, contractor/intern |
| **Open Science**  Strategies: 1.4, 4.2 | HIGH | contractor/intern |
| **Communicating Science**  Strategies: 1.4, 4.3 | HIGH | external firm |
| **HRA Analyzer**  Strategies: 1.2, 1.4, 2.5 | LOW | external firm, contractor/intern |
| **HRA Open**  Strategies: 1.2, 4.2 | LOW | external firm, contractor/intern |
| **Staffing** Strategies: 1.3 | HIGH | FTE, contractor/intern |
| **Diverse member perspectives in HRA**  Strategies: 1.1, 3.3 | MED | FTE |
| **Deepen member engagement in HRA**  Strategies: 3.2, 3.3, 4.2, 4.3 | LOW | FTE |
| **Diverse revenue sources**  Strategies: 1.3 | MED | FTE |
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| --- | --- | --- |
| **High level Strategies/ Activities to Achieve Goals** | **Additional Resource needs \*** | **Alternative Staffing models \*\*** |

|  |  |  |
| --- | --- | --- |
| **HRA’s and HRA members’ external visibility**Strategies: 1.4 | MED | FTE |
| **Regional or focused meetings**  Strategies: 1.4, 3.1 | MED | FTE |
| **Affinity groups**  Strategies: 3.2 | LOW | FTE |

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| --- | --- | --- |
|  |  |  |
| **HRA Reporter**Strategies: 1.2 | HIGH | contractor |

**Table 1: Impact vs Resources *(cont)***

Impactful

Low Impact

\* Additional resource needs estimates staff time and financial resources above what is allocated currently. For example, existing affinity and working groups, members meeting and listserv status quo, and other activities are not considered "additional resource needs".

\*\* Alternative staffing models attempts to designate strategies that could be facilitated by a new full time staff member (**F**ull **T**ime **E**quivalent), by paid interns/contractors, or by external firms such as Dimensions (HRA Analyzer and HRA Open), Insight Designs (HRA’s website) or firms who run virtual meetings or Professional Development or DEI workshops. A combination of these models could also be used.

**Table 2: Current or anticipated costs for existing activities**

|  |  |
| --- | --- |
| **Annual Budget/Expense** | **Activity (Budget item)** |
| **$40,000** | **Current HRA Analyzer (members only database) annual fee** |
| **$10,000** | **Current annual cost of website maintenance** |
| **$19,200** | **Current HRA Open maintenance fee** |
| **$420** | **Current listserv costs ($35/mo.)** |
| **$6,000** | **Current Analyzer Intern ($500/mo.)** |
| **$6,000** | **Members meeting Intern ($500/mo.) *Do not have one currently.*** |
| **$6,000** | **Current DEI WG Intern ($500/mo.)** |
| **$6,000** | **Current Research Workforce WG Intern ($500/mo.)** |
| **$20,000** | **Handzin 2021 budget (new collaboration platform & listserv replacement)** |
| **$17,500** | **HRA Reporter (public HRA Analyzer). *$17,500 committed to Dimensions in 2021. $65,000 already spent (2019-2020). $27,500 of that was from a DDCF grant. This total is only for setup. If this project continues, additional annual maintenance costs will be incurred.*** |
| **$3,500** | **2021 Impact Report budget (based on cost for the 2020 Impact report)** |
| ***$4,000*** | ***Single Infographic budget based on previous infographic costs ($2,000 printing & ~ $2,000 analysis)*** |