

HEALTH RESEARCH ALLIANCE – 2021 STRATEGIC PLAN

APPROVED BY THE BOARD ON SEPTEMBER 13, 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 identify, aggregate, and share valuable resources or foster innovative approaches, when needed, 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, HRA assembled a Strategic Planning Committee. In March 2020, the Board of Directors designated a committee chair and solicited nominations for committee membership from the entire HRA membership. ([Appendix 1](#)). After reviewing the nominations, the board established the committee in April 2020. The committee is composed of 12 members, including several from the board and two staff ([Appendix 2](#)). After issuing an RFP ([Appendix 3](#)) and interviewing two firms, the committee hired [verynice](#) to facilitate the strategic planning process (see [Appendix 4](#) for [verynice's proposal](#)). With the committee's guidance, [verynice](#) crafted survey questions and identified topics for discussion. [Verynice](#) obtained feedback through video interviews and online surveys of both HRA member and nonmember organizations. In addition, [verynice](#) hosted a half-day interactive workshop for 40 people (including board members, working group co-chairs, other engaged HRA members, and staff). At the workshop, participants highlighted the issues they believe HRA should devote resources to in the next three years. Finally, [verynice](#) provided a thorough analysis of the data collected from the surveys, interviews, and workshop, including recommendations based on their analysis of the nonprofit and other similar sectors (see [Appendix 5](#) for the full report).

The committee used [verynice's](#) report to identify goals valued by the membership, and then defined 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 areas where current activities could be enhanced, and new activities should be considered — and one area where the value of the activity should be reevaluated before continuing.

Table 1 at the end of this document shows a comparison of the estimated impact of various strategies/activities and the 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

The 2021 Strategic Plan lays out recommendations for HRA for the next three years and builds on the significant accomplishments that followed the 2016 Strategic Plan. In the past five years, HRA has:

- Grown its 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 five “interest” groups that met sporadically and were inconsistent in setting goals and producing resources. Now, after a deliberate change in name, there are 10 “working” groups that 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.)
- Increased the number of listservs to four (general, fundraising professionals, communications professionals, and CEO-focused).
- Launched two affinity groups (HRA’s Book Club and the Communications Affinity Group).
- Pivoted from two in-person annual member meetings to virtual meetings in the spring and fall of 2020 and the spring of 2021, with high participation rates and value for attendees (as measured by post-meeting evaluations).
- Secured several grants from HRA members for new programming (including the Collaboration Workshop, Cultural Competency Training, and the Reimagine Biomedical Research essay contest) and infrastructure support (e.g., support for HRA Analyzer).

Additionally, the verynice report surfaced many areas where HRA currently provides exceptional value. For instance:

- 88% of members said they read HRA newsletters and use HRA resources posted to the website.
- 73% of members cited networking as a reason for being engaged with HRA.
- Many members commented that HRA adds significant value by providing opportunities for networking and professional development.
- Nearly 90% of members said fostering open communication and collaboration is important, with two-thirds noting that HRA does a good job currently and that this should continue to be a priority.
- 93% of members cited “learning from colleagues via listserv and other venues” as a reason they engage with HRA.

PLAN PURPOSE

The 2021 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 this document are designed to increase HRA members’ ability (directly or indirectly) to enhance 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 HRA’s predominant objective.

Each goal has a different scope and audience. The first goal focuses on HRA as an organization, while the second goal focuses on the broader HRA community. The third goal targets HRA member organizations while the fourth goal targets researchers.

Goal 1: Empower HRA Through a Solid HRA Base

Goal 2: Foster HRA Community

Goal 3: Drive Institutional Learning to Increase Member Organizations’ Effectiveness

Goal 4: Improve the Scientific Research Process

While this document does not include an implementation plan, it does suggest specific activities that have been or can be implemented to advance strategies and achieve goals. Upon adoption of the 2021 Strategic Plan by the board, HRA staff will develop a plan for implementing the suggested activities — driven by resources and priorities set by the committee and board — while maintaining flexibility to capitalize on new opportunities or pivot due to changing circumstances. Many of HRA’s current activities (e.g., working groups, listservs, member meetings, and the website) help achieve several goals and strategies, highlighting their value to achieving HRA’s mission.

The initial success of this plan will be measured by short-term outputs — specifically the degree to which the suggested activities have been enhanced or implemented and judged valuable by the membership. Metrics for evaluating longer term impact will be developed as the plan matures.

STRATEGIC PLAN DETAILS

[Goal 1: Empower HRA Through a Solid HRA Base](#)

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 their impact on areas of importance to the biomedical research community.

Goal 2: Foster HRA Community

Strategy 2.1

Enhance collaboration and networking at member meetings and other events.

Strategy 2.2

Drive new relationship-building through the development of affinity groups.

Strategy 2.3

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

Goal 3: Drive Institutional Learning to Increase Member Organizations' Effectiveness

Strategy 3.1

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

Strategy 3.2

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

Strategy 3.3

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

Strategy 3.4

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

Strategy 3.5

Enhance HRA Analyzer's functionality and use by HRA members.

Goal 4: Improve the Scientific Research Process

Strategy 4.1

Enhance the effectiveness of HRA member organizations' own efforts to increase diversity, equity, and inclusion (DEI) within their staff, boards, review panels, portfolios, the scientific workforce, and 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

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 2021 Strategic Plan, thus enabling progress toward achieving HRA's mission.

Rationale

In order to support member organizations, HRA must be a strong and vibrant entity that is ready to provide, facilitate, and coordinate 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 activities:

- 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 activities:

- Increase the number of active individuals from member organizations who contribute to HRA activities (via leadership positions, working groups, program committees, listserv postings, etc.).
- Increase the diversity of individuals 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 other key issues in biomedical research and training.
- Expand the listserv functionality.
- Evolve HRA member meetings to increase value to members.
- Increase HRA Analyzer engagement and use.
- Improve HRA Open functionality and increase use by HRA members and grantees.
- Create and disseminate resources from working groups and ad hoc webinars.

Implement new activities:

- Implement a collaborative platform (e.g., [Handzin](#)) to facilitate collaboration among HRA members and the broader community.

Reevaluate activities demonstrating little impact:

- Pause plans to make HRA Analyzer data public (the HRA Reporter project), as it has not yet been shown to provide value to 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 providers.
- 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 in 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 that 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 (e.g., professional development or DEI training).
- Contingent on HRA's financial resources, explore the possibility of hiring another part- or full-time staff member.

Strategy 1.4

Amplify the voices of HRA members individually and collectively to multiply their 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.
- Encourage HRA staff and member 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 role as a convener via member 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 Funder-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 help normalize these policies among HRA members organizations and other organizations more broadly.
- Publish infographics using HRA Analyzer data to highlight the impact of HRA member funding and spotlight biomedical funding trends.

Goal 2: Foster HRA Community

Goal 2 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 organizations' staff, as highlighted in the verynice report and other sources of information, such as post-member meeting evaluations and previous strategic planning data-gathering efforts. Members noted that HRA does a good job currently at fostering community and that this should remain a priority going forward. What has become increasingly apparent is that virtual events can help us connect in even more robust ways and can lead us to envision new ways of community-building. HRA should continue to devote resources to what works well but should also explore how to add even more value (e.g., by expanding virtual opportunities, offering professional development training, and enhancing collaboration among members as well as the broader ecosystem).

Strategy 2.1

Enhance collaboration and networking at member meetings and other events.

Enhance existing activities:

- Foster community-building in a virtual setting by adding robust virtual attendance functionality, including dynamic breakout, and networking options and other strategies and types of sessions.
- 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:

- Convene smaller groups around a more targeted agenda for regional and/or topic-based meetings (either virtual or hybrid). Such meetings should be distinct from those of working groups and cover singular topics rather than ongoing HRA initiatives.

Strategy 2.2

Drive new relationship-building through the development of affinity groups.

Enhance existing activities:

- Increase engagement in current affinity (interest-based) groups (e.g., fundraising, communications, CEO, book group, etc.).

Implement new activities:

- Create new affinity groups distinct from HRA working groups.
- Explore online community-building platforms (e.g., dedicated listservs, Handzin, and 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 work products but should provide value to HRA members.

Strategy 2.3

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

Enhance existing activities:

- Create a robust HRA member directory that is easy to maintain and used widely.
- Schedule calls with new member organizations to introduce them to all the benefits of HRA.

Implement new activities:

- Produce on-boarding materials for staff of new member organizations to increase awareness of all available resources, explain how to contribute templates or share information, and indicate where to find resources on the HRA website.
- Recognize the contributions of staff from member organizations who fulfill leadership positions within HRA (including board and committee members, plus working group co-chairs) via HRA communications and by communicating directly to member organizations' leadership.
- Collect and disseminate vetted professional development opportunities and resources (e.g., 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 more experienced colleagues via email, networking platforms, or a "buddy system" at member meetings.
- Consider using a forum for networking, mentoring, and sharing professional development resources.
- Explore hosting professional development workshops for HRA members (potentially using a fee-for-service model).

Goal 3: Drive Institutional Learning to Increase Member Organizations' Effectiveness

Goal 3 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 3.1

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

Enhance existing activities:

- Increase the use of listservs 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 (e.g., webinars, new working groups, and member meeting sessions).

Implement new activities:

- Explore alternative platforms to enhance the functionality of the listservs, 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 3.2

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

Enhance existing activities:

- Host HRA member meetings that incorporate perspectives from a variety of individuals and sectors — including both HRA member speakers and outside experts.
- Increase the diversity of staff roles within member organizations that attend member meetings by offering sessions that appeal to different audiences.
- Use member meetings to catalyze action by HRA and HRA member organizations.

Implement new activities:

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

Strategy 3.3

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 (e.g., require and post mission statements, goals for the year ahead, timelines, meeting schedules, and learning agendas).
- Ensure that working groups are making progress toward their goals by identifying and disseminating valuable resources to the membership.
- Launch new working groups when value to the membership can be shown.
- Disband working groups when they cease to make progress toward their goals 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 board of directors.
- Transition to a platform that can facilitate focused discussions with individuals interested in working group discussions.

Strategy 3.4

Provide infrastructure to collect, curate, and disseminate valuable information from working groups, listserv posts, member 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 (e.g., 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 (including a "how to" for biomedical grantmaking).
- Implement "Mastermind" sessions.¹

Strategy 3.5

Enhance HRA Analyzer's functionality and use by HRA members.

Enhance existing activities:

- Work with member organizations to update and complete funding data in HRA Analyzer.
- Encourage member organizations to provide data for prior years of grantmaking if they are able to.
- Help HRA members use 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 member organizations, highlight the value of Analyzer and the expectation that data be kept current and complete.
- Publish infographics to demonstrate the impact of HRA funding and highlight important trends.

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; more fully leveraging diverse ideas and experiences; and increasing the public's respect for science.

Rationale

Diversity allows organizations to be more productive, creative, and innovative. And a diverse health care workforce improves patient care outcomes. Open science not only increases the rigor of scientific research, but also enables a diversity of opinions and experiences to be shared across the ecosystem. Additionally, open science 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 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 the effectiveness of HRA member organizations' own efforts to increase diversity, equity, and inclusion (DEI) within their staff, boards, review panels, portfolios, the scientific workforce, and 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 member meetings, and 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 community for continuing learning and exploration around DEI and systemic racism via a dedicated forum.
- Create opportunities for HRA members to meet with the NIH, other federal partners, research institutions, and others to discuss how best to collaborate to support increased diversity among grant recipients, and equity across the scientific ecosystem.
- 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 documents such as grant agreements, RFPs, and reviewer guidelines to decrease bias, increase diversity, and foster equity.
- 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 that want to facilitate open science practices.
- Increase the use of HRA Open by HRA members and HRA member-funded grantees to expand open access to publications and research outputs.

Implement new activities:

- Create a directory of HRA members that have implemented open science practices and policies, so that they can serve as advisors to other members.
- Connect HRA members that want to facilitate open science with funders and other organizations that have successfully implemented open science policies.

- Partner with organizations such as the ORFG, the Science Philanthropy Alliance, COS, universities, or other groups 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, member meetings, or other topic-based meetings.
- Create resources and opportunities to assist HRA members with developing tools such as communication workshops to help 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, and collaborators in other science fields).

CONCLUSION

As the verynice report highlighted, HRA already provides significant value to HRA members. Despite recent turmoil within the philanthropic and scientific communities, HRA remains a strong and vibrant community. In the past year alone, 13 organizations have been accepted for membership, two new working groups have formed, and the number of resources developed by HRA staff, and the membership has significantly increased.

The 2021 Strategic Plan must capitalize on HRA's strengths and increase its resilience. To do this, we recommend that HRA provide additional value to member organizations, their staffs, and their stakeholders via strategies set forth in this document. Notably, this strategic planning process is happening during one of the most uncertain times in history. We are in the midst of a global pandemic and ongoing civil unrest. The recent turnover in the White House has led to a major shift in priorities and resource allocation. For these reasons, it is critical that the 2021 Strategic Plan incorporate ways to increase our resilience and flexibility and ensure proper resource allocation. To that end, we are recommending more frequent review of the 2021 Strategic Plan to ensure that goals and programming remain realistic and of the utmost importance. Finally, we recommend the following steps:

1. HRA will 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 the strategies achieving the goals?)
 - Annually audit the implementation and value of activities as well as the 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 needed to adapt to a dynamic research and grantmaking ecosystem

2. HRA will enhance the collection of feedback from the membership on perceived progress toward the goals and strategies in the plan using methods such as:
 - Traditional surveys and analytics (e.g., post-meeting evaluations and website and listserv analytics)
 - Capturing the stories and anecdotes of members' "wins" and sharing those across the membership and more broadly, to celebrate how HRA impacts both individual careers and organizational capacity
 - Collecting levels of engagement, to find out which individuals find value in HRA's resources (capturing their roles at their own organizations and the specific resources they are interested in)
3. The Executive Director will annually provide HRA membership an opportunity to hear progress toward goals and provide comments and feedback using outputs defined in the 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

	High-Level Strategies/Activities to Achieve Goals	Additional Resource Needs*	Alternative Staffing Models**
Extremely impactful	Listserv (including new Collaboration platform such as Handzin) Strategies: 1.2, 2.2, 2.3, 3.1, 3.3, 4.1	MED	FTE, external firm, contractor/intern
	Member Meetings (including new virtual tools) Strategies: 1.2, 1.4, 2.1, 3.2	MED	FTE, external firm, contractor/intern
	Working Groups (and other task-focused efforts) Strategies: 1.2, 1.4, 3.3	MED	FTE, contractor/intern
	Website Strategies: 1.2, 1.4, 3.1, 3.4, 4.1, 4.2	HIGH	FTE, contractor/intern, external firm
	Professional Development Strategies: 1.3, 2.3	MED	external firm
Very Impactful	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, 3.5	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, 2.3	MED	FTE
	Deep member engagement in HRA Strategies: 2.2, 2.3, 4.2, 4.3	LOW	FTE
	Diverse revenue sources Strategies: 1.3	MED	FTE

Table 1: Impact vs. Resources (cont)

	High-Level Strategies/Activities to Achieve Goals	Additional Resource Needs*	Alternative Staffing Models**
Impactful	HRA's and HRA members' external visibility Strategies: 1.4	MED	FTE
	Regional or focused meetings Strategies: 1.4, 2.1	MED	FTE
	Affinity groups Strategies: 2.2	LOW	FTE
Low Impact			
	HRA Reporter Strategies: 1.2	HIGH	contractor

*Additional resource needs estimates staff time and financial resources above what is allocated currently. For example, existing affinity and working groups, member meetings, and the listserv status quo are not considered “additional resource needs.”

**Alternative staffing models attempt to designate strategies that could be facilitated by a new full-time staff member (Full Time Equivalent), by paid interns/contractors, or by external firms such as Dimensions (HRA Analyzer and HRA Open), Insight Designs (HRA's website), or firms that 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	Member meeting Intern (\$500/mo.) <i>Do not have one currently</i>
\$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 and listserv replacement)
\$17,500	HRA Reporter (public HRA Analyzer). <i>\$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.</i>
\$3,500	2021 Impact Report budget (based on cost for the 2020 Impact Report)
\$4,000	<i>Single Infographic budget based on previous infographic costs (\$2,000 printing and ~\$2,000 analysis)</i>