

## HRA 2021 Strategic Plan – Implementation Framework

Listed below are the 4 goals defined in the [2021 Strategic Plan](#) which was approved by HRA's Board of Directors in September 2021. For each goal, the Strategic Planning Committee recommended specific strategies and developed a list of new and existing activities that can be implemented to achieve the goals. Acknowledging that there are more activities recommended than can be accomplished with existing HRA resources, I created this Implementation Framework to guide HRA staff, leadership, and membership in prioritizing which of these activities should be implemented and in what relative order. This plan must be flexible and enable the order of implementation to be influenced by influx of additional resources, or change in the nonprofit or biomedical research climate, or other unforeseen forces. The numbers of the goals the activity will help achieve are listed after the activity.

- 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

### Continue / Expand Current Activities

- Hire intern to help Grants Admin WG launch survey, analyze data, and create HRA Grants Administration Handbook (G1, G3)
- Create and publicize new listserv instructions (incorporate Fundraising and Communications) including the expectation to summarize for posting, including instructions for accessing archived posts (G2, G3)
- Launch "Communications Community" and host related webinars and other events including a monthly coffee hour, if desired by the community (G1, G2, G3, G4)
- Launch new collaboration platform – "HandzIn" and sequentially bring in Working Groups (to be renamed "Communities" in 2022 (see **High Priority New Activities** below) (G1, G2, G3, G4)
- Transition HRA Open to use of ORCID for validation, and relaunch when transition is complete (G1, G4)
- Modify current Working Group / Community Orientation guide to include clear expectations (including presentations to the board) and make sure all cochairs are willing and able to meet expectations (G2)
- Post Working Group / Community resources to the website and highlight resources to the membership (G2, G3, G4)
- Publish an infographic and/or white paper highlighting HRA Analyzer data (G1, G3)
- Collaborate with aligned organizations such as the NIH, the Open Research Funders Group (ORFG), the Center for Open Science (COS), and the National Academies Roundtable on Aligning Incentives for Open Science (G1, G4)
- Re-launch the member directory and keep reminding members to update their records (G2)
- Continue to schedule "onboarding calls" with new members to introduce them to HRA but also offer these calls periodically to all HRA members, especially targeting new staff (G1, G2)
- Continue to encourage members to keep data current in HRA Analyzer including "offline" data (gender, race, ethnicity, career stage, etc.) (G3)
- Continue to host Analyzer Lunch and Learns sessions (G3)

- Host cultural competency workshop(s) for HRA members and continue to host learning opportunities to foster equity and inclusion (G4)
- Partner with the ORFG on an Open and Equitable Funding Model Program (G4)
- Post the resources from DEI Working group's activities and publicize them to the membership (G4)
- Continue to survey the membership about their DEI activities and post to the website (G4)
- Use the categories the DEI subgroup created to help HRA members capture critical data, including working with Dimensions (and GMS such as ProposalCentral) to add these categories to Analyzer
- In addition to formally noting on the website, highlight the value of members' generosity by thanking HRA members who contribute (in addition to dues), during webinars, in newsletters and in the annual Impact Report (G1)

### **High Priority New Activities**

- Change "Working Groups" to "Communities" on the HRA website and in other areas, and create new Communities for the Book Club and future affinity groups (G2, G3, G4)
- Publish an analysis of the COVID impact survey (G1, G2, G3)
- Create/share onboarding materials for staff (for new member orgs and new staff of existing orgs) (G1)
- Launch Professional Development Program for staff of HRA members to be kicked off with a workshop.
- Create a staff "to do list" when a new member organization joins, including announcing the new member organization on the listserv, sending logins, onboarding materials, and scheduling a welcome call (G2)
- Launch a regular "social hour" for networking, and learning about HRA activities (G1, G2) *and/or*
- Host "open mic" sessions outside the Members Meetings to highlight HRA member activities in topics such as
  - increasing diversity and equity
  - hosting hybrid meetings
  - enhancing communication skills of awardeesOpen mic sessions on other topics can be added if these prove valuable (G2, G3, G4)
- Schedule Working Group / Community cochairs annual presentations to the board to increase accountability and visibility (G1, G3)
- Create "buddy system" for first time attendees of an in-person Members Meeting (G2)
- Re-launch CEO affinity group or host periodic CEO Roundtable virtual meetings (G2)
- Collaborate with the NIH team that created bias-reduction training to enable HRA members to implement similar training (G4)

### **Medium Priority New Activities**

- Develop activities that follow up on the Professional Development Workshop, such as peer mentoring groups or resource page on the website, or even a HandzIn community (G2)
- Create a new Members Meeting Task Force to enhance the value of hybrid meetings, host targeted or regional meetings, and potential "National" meetings open to organizations outside HRA (G1, G2)
- Research platforms for remote attendance such as Remo or Gathertown (G2)

### **Low Priority New Activities**

- Transition to using HandzIn for all HRA members to function as a collaboration workspace, listserv replacement, and a replacement for the current membership directory (G1, G2, G3, G4)

- Send letters to HRA member organizations acknowledging the valuable contributions of staff from their organizations to achieving the mission of HRA (G2)
- Research the possibility of a different kind of HRA membership for organizations who don't fit the current eligibility criteria but who could add value to HRA (contribute data to Analyzer, for example)
- Enhance the existing HandzIn online community for continued learning and exploration around DEI and systemic racism (G4)
- Explore possibility of hosting Communications workshop for staff or grantees (G4)
- Implement fee for service model for activities such as the Professional Development workshop, the Cultural Competency Workshop, or a Communications Workshop for staff or grantees (G1, G2, G4)
- Re-evaluate the value of the Fundraising Affinity group. If valuable, transition to a Working Group / Community with co-chairs. If not serving the membership, disband the group (G3)
- Create "buddy system" for new member organizations and staff new to existing member organizations (G2)

### **Accountability**

- This framework will be further categorized by date (i.e., by quarter) HRA staff plan to implement the activities.
- Non-staff leads (such as board members or community co-chairs) will be designated when appropriate.
- The project management document indicating the timeline and status of activities will be accessible on the HRA webpage and updated frequently.
- As mentioned in the Strategic Plan document, there will be a committee designated to monitor progress toward the Strategic Plan. The Strategic Plan Evaluation Committee will be comprised of both board members and nonmembers and will provide back at least twice a year.
- There will be an annual presentation to the membership outlining progress and plans for the year ahead.